IMPACT REPORT

2025



HULL 4 HEROES

SUPPORTING THOSE WHO HAVE SERVED

Nov 2026

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INTRODUCTION

Supporting Those Who Have Served

Hull 4 Heroes was established in 2016 and is a registered charity (number 1170056).

The charity was established by founder and CEO, Paul Matson, a former serviceman in the British Military.

We help veterans transition smoothly into civilian life by offering housing, education, and job support to prevent homelessness and to honour their service.

Our Mission

Hull 4 Heroes' mission is to offer emotional and practical support to our Armed Forces Community, providing solutions and opportunities for a brighter future.

We believe that every veteran deserves respect, dignity and a helping hand as they transition to and through civilian life.

Our Values

COMPASSION: To treat everyone with compassion, understanding and consideration of their individual needs and wellbeing.

RESPECT: To respect each person individually, understanding their personal journey and the challenges they may have faced.

INCLUSION: Promote a culture of inclusion and diversity to all volunteers, staff and anyone involved or connected to the charity.

COMMITMENT: Show commitment to each individual to give them our best support and care.

IMPACT

23 Veterans supported out of homelessness

94 Mental health cases supported

484 New welfare & support cases opened

8,838 Drop-in centre & coffee morning visits

709 GEO & LISA visits

In 2025, the Trustees shifted focus towards homelessness, mental health and community building. This strategy has enabled the charity to prioritise the areas veterans need us most.

The charity saw a closer alignment with the Office for Veterans' Affairs and other local authorities in 2025 to aid their goals.

HOMELESSNESS

23 *veterans supported out of homelessness*

Veterans Village

As the focus shifted towards emergency accommodation, the charity made one of the hardest decisions yet - discontinuing the Veterans Village.

The Veterans Village project was to be a purpose built community with 48 transitional housing units.

Costs rose from the initial £8m estimate to between £17m and £20m which was no longer viable.

BAE Systems Donation

Although the difficult decision to shelve the Veterans Village project was made, an incredible £86,700 donation from BAE Systems helped us to continue providing veterans with a safe place to rebuild at crisis points in their lives.

The donation funded a five-star emergency housing facility in Hull, with three self-contained, independent and fully furnished units.

Case Study: From a Tent to a Home of His Own

Alerted one Sunday morning to a young veteran sleeping in a tent, the team acted at once, securing temporary accommodation to ensure they were no longer sleeping rough.

The team then helped remove barriers, rebuild confidence, support employment and provide furniture and white goods for a new home.

MENTAL HEALTH

94 *mental health cases supported*

Supporting Veterans' Mental Health

Hull 4 Heroes provides dedicated mental health and wellbeing support for military veterans , helping combat social isolation, PTSD, and the stress of transitioning to civilian life. We also act as a beacon of support for families of veterans.

Not only have we supported 94 individual mental health cases, we hold regular talking groups and welfare crisis support so that every veteran has the opportunity to open up and receive support and care.

Case Study: 'John'

'John' came to Hull 4 Heroes in his 40s after a decline in mental health, with anxiety, depression and isolation which had been worsened by relationship breakdowns and money worries.

Hull 4 Heroes listened, guided him to specialist services, gave welfare and financial guidance, and encouraged GEO peer-support attendance.

This improved his mental wellbeing and self esteem, reduced isolation, provided him with a stronger support network and opened him up to active participation in veteran community activities.

WELFARE & SUPPORT

484 *new welfare & support cases opened*

As well as mental health & wellness, Hull 4 Heroes manages welfare and support cases by also providing veteran and families with housing assistance, welfare and finance support and employment paths.

DROP IN CENTRE

8,838 *drop in centre and coffee morning visits*

Creating a Safe Space for Veterans

At the Hull 4 Heroes Drop In Centre, we offer a wide range of supportive services for military veterans.

Activities include crafting, sit & fit exercise classes, coffee mornings, guitar lessons and pyrography sessions.

Our programs prioritise wellness by including military peer support groups and recreational activities to reduce social isolation.

Also at our centre, our dedicated team provides comprehensive welfare support, guiding veterans in accessing benefits and securing vital financial support.

GEO & LISA VISITS

709 *GEO & LISA visits*

Military Talking Groups

GEO & LISA are Military Talking Groups designed to create a supportive and empowering environment for individuals with military backgrounds.

They provide a platform for participants to engage in open discussions, share their experiences and foster connections within the community.

GEO: A dedicated men's peer support space for male veterans and armed forces members, named in memory of George 'Geo' Ellis who ended his own life after a mental health battle.

LISA: A dedicated space for women in the armed forces, named in memory of Lisa Bateman, a serving Army medic who also took her own life in 2020.

These peer support groups have been designed specifically to support those who need a place to talk with other individuals who will have an understanding of their feelings and struggles and be able to offer relatable advice.

AFCH HULL 4 HEROES
SUPPORTING THOSE WHO HAVE SERVED

GEO LISA
PEER SUPPORT FOR THE ARMED FORCES COMMUNITY

FINANCIAL POSITION

INCOME

£598,569

£826,211 IN 2024

EXPENDITURE

£616,379

£879,038 IN 2024

DEFICIT

£17,810

£52,827 IN 2024

RESERVES

£513,508

£217,143 RESTRICTED

Income fell as exceptional food donations of the prior year normalised, while costs reduced. Trustees prepare the accounts on a going-concern basis.

GOVERNANCE

A Strengthened Board

Hull 4 Heroes operates as a CIO with 8 trustees under the Charity Commission CIO Foundation Model.

Three trustees joined the charity in 2025: Kelly Allman, Emma Waudby and Laura Fahy. Mike Stocks was also appointed after year-end.

The new members has expanded expertise within our Board which is exciting for the future.

After more than five years as Chair, Jim Fishburn handed over the role to Rory Clarke. He remains a trustee to support this new Board.

CEO, Paul Matson BEM



"Demand for support continues to grow, and with it the responsibility we carry. Every day we help veterans and their families facing homelessness, hardship and isolation.

This year has been about strengthening frontline support, responding to crisis, and building a community where people feel safe and understood.

Looking ahead, our focus is sustainable support, stronger housing solutions, and help at the right time."

PRIORITIES FOR 2026

1. Expand homelessness support capacity
2. Strengthen mental health referral pathways
3. Increase crisis-intervention capability
4. Build new local-authority and business partnerships
5. Explore future capital projects aligned to our objectives
6. Maintain transparency in donor communications
7. Secure our future as VALOUR Regional Centre

CHARITY INFORMATION

Trustees

Rory Michael Andrew Clarke
Michael James Stocks
Laura Antonia Fahy
Emma Waudby
Kelly Allman
Barrie Michael Cooke MBE
Trevor Fishburn
James Fishburn

Contact Information

01482 534483
enquiries@hull4heroes.org.uk
https://hull4heroes.org.uk/

Find Us Here

Unit F27
Upper Deck
Princes Quay
Hull, HU1 2PQ
Monday - Saturday 10:00-14:00

"We want to take a moment to reflect on what has been another incredibly impactful year at Hull 4 Heroes.

In 2025, we continued to support serving personnel, veterans, and their families through some of life's most challenging moments.

Demand for our services remained high, and thanks to the dedication of our staff, volunteers, and partners, we have been able to respond with compassion, consistency, and care.

Throughout 2025, we supported hundreds of individuals with mental health, wellbeing, housing, financial, and social support needs, expanded our peer support and wellbeing activities, continued delivery of our community shop, food pantry, drop-ins, and coffee mornings, developed new projects focused on older veterans, career transition, and long-term resilience and we strengthened partnerships across the Armed Forces Covenant network to ensure veterans and families do not fall through the gaps.

None of this would be possible without the trust of those we support, the commitment of our volunteers, and the ongoing support of our funders, donors, and partners. Every conversation, every referral, and every small act of kindness contributes to real, lasting change.

As we look ahead to 2026, our focus remains the same: to be there when it matters most.

Thank you to everyone who has stood with Hull 4 Heroes this year. Your support truly changes lives."

The Trustees, 2025

AFCH HULL 4 HEROES
SUPPORTING THOSE WHO HAVE SERVED

REGISTERED CHARITY NUMBER: 1170056

REPORT OF THE TRUSTEES AND

UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 NOVEMBER 2025

FOR

HULL 4 HEROES

Banks Cooper Associates Limited
21 Marina Court
Castle Street
Hull
HU1 1TJ

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2025

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TRUSTEES	J Fishburn Ms D Hammond (resigned 28.10.25) T Fishburn K Neal (resigned 19.3.25) B Cooke R Clarke K Allman (appointed 4.5.25) E Waudby (appointed 4.5.25) L Fahy (appointed 1.6.25) M Stocks (appointed 17.12.25)
PRINCIPAL ADDRESS	Unit F27 3rd Floor Princes Quay Hull HU1 2PQ
REGISTERED CHARITY NUMBER	1170056
INDEPENDENT EXAMINER	Banks Cooper Associates Limited 21 Marina Court Castle Street Hull HU1 1TJ
SOLICITORS	Andrew Jackson Solicitors LLP Marina Court Castle Street Hull HU1 1TJ
BANKERS	Lloyds Bank 1 Grand Buildings Jameson street Hull

The trustees present their report with the financial statements of the charity for the year ended 30 November 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and Activities Summary from the Chair of the Board of Trustees

The past year has been one of significant change for Hull 4 Heroes. As demand for our homelessness, mental health, crisis support and transition services increased sharply, the Trustees undertook a strategic review to ensure the charity remained focused on the areas where veterans need us most.

This review led to one of the most difficult decisions in our charity's history: discontinuing the Veterans Village project. The project had been a flagship initiative for many years, but escalating costs, changes in national funding priorities, and the rising need for frontline support meant the charity had to redirect its efforts. Media reports in July 2025 confirmed that costs had risen from an initial £8m estimate to between £17m and £20m, making the project no longer viable.

Despite this challenge, Hull 4 Heroes has continued to deliver vital services to veterans and their families across Hull and East Yorkshire. We supported individuals experiencing homelessness, provided mental health assistance, delivered crisis interventions, and strengthened partnerships with local authorities, businesses, and community organisations.

This report sets out our achievements, our challenges, and our renewed commitment to delivering practical, life changing support for veterans.

Public benefit

The Hull 4 Heroes Charity Trustees are aware of, have considered and regularly review the Charity Commission's public benefit guidance to ensure activities to which it's relevant are carried out appropriately.

The Trustees believe the Charity has only charitable purposes which are wholly carried out for the public benefit with specific members of the public being Veterans, the Armed Forces Community and their families.

The Trustees report each year on how the Charity has carried out the charities purposes for the public benefit.

Message from the CEO

As CEO of Hull 4 Heroes, I'm proud of what we've achieved over the past year. Demand for support continues to grow and with it the responsibility we carry. Every day we are helping veterans and their families facing real challenges, homelessness, mental health struggles, financial hardship, and isolation.

This year has been about stepping up. We've strengthened our frontline support, responded to crisis situations, and continued building a community where people feel safe, understood, and supported. None of this happens without our team, trustees, volunteers, and partners. Their commitment is what makes the difference.

Looking ahead, our focus is clear, sustainable support, stronger housing solutions and ensuring every veteran who needs us can access help at the right time.

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

Key Operational Highlights

- 484 new support cases opened
- 23 veterans supported out of homelessness
- 94 Mental Health cases supported
- 709 GEO and LISA talking group attendances
- 8,838 overall visits to the drop-in centre and citywide coffee mornings

Key Achievements

Refocusing on Homelessness & Mental Health

In July 2025, the Trustees determined that the charity's priorities must shift to address the rising need for homelessness support and mental health assistance. This decision was informed by operational data and frontline experience, as well as feedback from partner organisations.

Strengthening Core Services

Despite the challenges surrounding the Veterans Village, Hull 4 Heroes continued to:

- Provide emergency accommodation pathways
- Support veterans in crisis
- Deliver mental health interventions
- Expand volunteer engagement
- Maintain strong relationships with local authorities and the Office for Veterans' Affairs

A recent donation from BAE Systems has provided a unique opportunity for Hull 4 Heroes to develop a 'BAE House'. This project has delivered a five-star emergency housing facility in Hull that provides self-contained living units to help military veterans during crisis points in their lives. The project has allowed us, at least in part, to continue with the Veterans Village concept at an affordable level.

Funded by an £86,700 grant from BAE Systems, the property provides a critical fresh start for former servicemen and servicewomen.

Key Features of the Accommodation include:

- Three Self-Contained Units: The renovated property is divided into independent, fully furnished living spaces.
- Independent Facilities: Each unit features its own bedroom, kitchenette, and bathroom.
- Communal Space: A shared area is included to foster social connection and support among veterans.

Volunteers & Community

Hull 4 Heroes continues to benefit from a committed volunteer base who support events, fundraising, crisis interventions, and community engagement.

Community support for the charity remained strong throughout 2025, with many expressing sympathy and encouragement following the Veterans Village announcement.

Case Studies

Case Study 1: From A Tent to Independence

When Hull 4 Heroes was alerted one Sunday morning to a young veteran sleeping in a tent, immediate action was taken. Recognising the urgency of the situation, we quickly engaged with him and secured temporary accommodation, ensuring he had a safe place to stay and was no longer sleeping rough.

Once his immediate housing needs had been addressed, our team worked closely with him to identify the barriers preventing him from moving forward. Through regular support, encouragement, and practical assistance, we helped him rebuild his confidence and develop a plan for the future.

With stability beginning to return to his life, Hull 4 Heroes supported him in accessing employment opportunities. His determination and commitment paid off, and he successfully secured work, providing him with both financial security and renewed purpose.

As his circumstances improved, we continued to support him through the next stage of his journey, helping him move from temporary accommodation into a home of his own and assisted him with the extra furniture and white goods he required. What had started with a young veteran living in a tent became a story of resilience, independence, and hope.

Today, he is employed, living independently, and looking positively towards the future and still has the back up of Hull 4 heroes.

Outcomes
Emergency intervention provided.
Veteran moved immediately from a tent into temporary accommodation.
Ongoing welfare and practical support delivered.
Employment secured.
Successfully moved into his own accommodation.
Improved wellbeing, confidence, and independence.
This case demonstrates how early intervention, practical support, and a determination to never leave a veteran behind can transform lives.

Case Study 2: A Veteran Living Life on His Own Terms
When Hull 4 Heroes first became aware of a veteran living in a tent, our immediate concern was his welfare and safety. Like many veterans who find themselves facing difficult circumstances, he was vulnerable and living without the comforts most people take for granted.

From the outset, we explored accommodation options and offered support to help him move into housing. However, despite the opportunities available, he made it clear that he wished to continue living outdoors. While we may not always agree with his decision, we have always respected his right to make his own choices.

Rather than walking away, Hull 4 Heroes committed to standing alongside him.

Over the months ahead and beyond, we have provided regular welfare support, food, clothing, and essential items. He frequently visits our drop in centre for a brew, a chat, and the companionship that comes from being part of the Hull 4 Heroes family. Our team regularly checks on his wellbeing and ensures he knows support is always available when he needs it.

We have also helped him access healthcare when required, arranging doctors' appointments and, on occasion, transporting him to hospital appointments to ensure he received the medical attention he needed.

He has lessened his isolation and since moved from his tent on the outskirts of the City to a sheltered doorway on the edge of the City centre and remains living there by choice. He is becoming well known to many people in the local community, and while his circumstances may not be what most would choose, he is content with the life he leads. Most importantly, he knows he is not alone. He has a support network, people who care about him, and a place where he is always welcome.

This case demonstrates that success is not always measured by moving someone into accommodation. Sometimes success is about building trust, maintaining engagement, improving wellbeing, and ensuring a veteran knows that support, friendship, and understanding are always there when needed.

Impact
Regular welfare checks and ongoing support.
Weekly food and practical assistance provided.
Access to healthcare and hospital appointments facilitated.
Strong relationship of trust built over many years.
Reduced isolation through regular engagement at our drop-in centre.
Veteran remains connected, supported, and never forgotten.

At Hull 4 Heroes, we believe in meeting veterans where they are, respecting their choices, and ensuring they always have someone in their corner.

Case Study: 3 Supporting a Veteran Through a Mental Health Crisis
Background
A veteran in his 40s approached Hull 4 Heroes after experiencing a significant decline in his mental health. Having struggled with anxiety, depression and feelings of isolation for several years, his situation had worsened following a relationship breakdown and financial difficulties. He had withdrawn from family and friends, was rarely leaving his home, and felt overwhelmed by everyday life.

When John (name changed) first came to Hull 4 Heroes, he was struggling with his mental health and feeling completely isolated. A combination of anxiety, depression, financial worries, and personal challenges had left him withdrawn from family, friends and the world around him. Like many veterans, he found it difficult to ask for help and felt he had nowhere to turn.

When he reached out to Hull 4 Heroes, we simply started by listening. Our team supported him with immediate welfare advice, helped him access specialist mental health services and provided guidance around the financial pressures that were adding to his stress.

We also encouraged John to attend our GEO peer support group. Although hesitant at first, he soon found comfort in being around other veterans who understood his experiences. Through regular contact, social activities and ongoing support, his confidence gradually began to return.

Over the following months, John rebuilt his routine, developed new friendships, and became more engaged with both professional support and the veteran community. Today, he remains actively involved in veteran activities and has a much more positive outlook on life.

John's journey shows how a listening ear, the right support and a strong veteran community can help someone move from isolation and crisis towards stability, hope and a brighter future.

Positive outcomes included
- Improved mental wellbeing.
- Reduced social isolation.
- Increased engagement with support services.
- Improved confidence and self-esteem.
- Stronger support network
- Active participation in veteran community activities.

Veteran Feedback
"I honestly don't know where I'd be without Hull 4 Heroes. They listened when I felt nobody else would. They helped me take those first difficult steps towards getting my life back on track and reminded me that I wasn't alone."

Impact
This case highlights the importance of early intervention, peer support and ongoing engagement. Through a personalised approach, Hull 4 Heroes helped a veteran move from crisis and isolation towards stability, confidence and renewed hope for the future.

FINANCIAL REVIEW

Financial position

Hull 4 Heroes income for the year was £598,569 (2024: £826,211), a decrease on the previous year's income due to a higher level of donations received in the previous year. The value of food donations included in the income figure was £17,854 (2024 £369,167).

The Charity's costs decreased to £616,379 from £879,038 in the previous year due to the inclusion of the cost value of the food donations received and the writing off of the Veterans' Village Development costs incurred of £57,044 (2024 £107,613).

The Charity generated a deficit of £17,810 in the year compared to a deficit of £52,827 in the previous period.

Principal funding sources

The charities principal sources of funding are:

- Grant funding.
- Public donations.
- Charitable donations from businesses and other local organisations.
- Events organised by the charity.
- Events organised by the charity's supporters.

Reserves policy

The surplus of income over expenditure over time means that the Charity's accumulated funds at the balance sheet date are £513,508, of which £217,143 represents restricted funds. The funds and the resources of the Charity are periodically reviewed so that costs of operation could be covered for a period in the unlikely event the income were to cease.

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees therefore continue to prepare the financial statements on the going concern basis.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Hull 4 Heroes Charity is governed within the bounds of the Charities constitution which is structured in such a way as to perform as Charitable Incorporated Organisation (CIO) in accordance with the Charity Commissions CIO Foundation Model.

Charity constitution

The Charity is constituted as a CIO in accordance with the Charity Commissions CIO Foundation Model.

Governance & Compliance

This year the Trustees:

- Expanded the Board to increase diversity amongst the board members, include legal expertise and a range of other skills
- Decided the future of the Veterans Village Project and obtained written donor consents for fund reallocation
- Prepared and submitted a Serious Incident Report to the Charity Commission with regard to discontinuing the Veterans
- Village which had been included in the Charities original aims
- Initiated a Section 67A resolution for indistinguishable cash donations
- Initiated a further governance review

These steps demonstrate strong governance and compliance with the Charities Act 2011.

Recruitment and appointment of new trustees

Trustees are selected by the existing Board of Trustees.

The Charity has 8 trustees currently with Jim Fishburn being the Chairman of the Board of Trustees during the reporting period.

Three trustees have been appointed during the reporting period, Kelly Allman (on 4.5.25), Emma Waudby (on 4.5.25) and Laura Fahy (on 1.6.25).

One new trustee has been appointment since the end of year, Mike Stocks (on 17.12.25).

The Chair of the Board of Trustees has transitioned from Jim Fishburn to Rory Clarke at the end of the reporting period. Jim Fishburn will remain as a trustee for a period of 12-24 months.

Our President, Phil Waterhouse DL RN, continues in post to provide advice and guidance as required in support of the governance of the charity.

Governance Improvements

The Board expanded in Summer 2025 to include a legal advisor, marketing specialist and charity leader with the core priority being to improve governance and compliance with a wider range of skills and increasing the diversity amongst our trustees.
In doing so, and following legal advice, a review of the Veterans Village project and the handling of donor funds, culminated in the submission of a Serious Incident Report submitted in January 2026 which has been accepted by the Charity Commission.

Risk Management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The top three risks with the highest probability and impact are:

Risk 001: There is a risk, following the decision not to proceed with the Veterans Village project, that adverse publicity will result in a reduction in public support for the charity and potential legal action to recover donations intended for the Veterans Village.

Mitigation: The mitigation for this risk is:
Develop and issue communications via social media channels and the Annual Charity Commission Report to clearly articulate the reason behind this decision.

Engage with a legal organisation to identify what measures need to be put in place for all types of donations relating to the Veterans Village, and wider charity, using legal advice to inform ongoing communications relating to the Veterans Village.

Offer, where practicable, based on legal advice, to return funds to any individual, or organisation who has donated funds specifically to the Veterans Village.

Risk 002: There is a risk that donations to the Hull 4 Heroes charity will reduce during 2026 and beyond impacting the cashflow of the charity and the services on offer.

Mitigation: The mitigation for this risk is to continue to raise awareness of the challenges faced by the Armed Forces Veterans community and their families and the importance of dealing with the key issues they face such as homelessness and mental health problems. In articulating how these issues will be dealt with, and in themselves mitigated, this will ensure funding for these core services will be retained. This approach will be applied across all services offered by the charity ensuring the service delivered by the Hull 4 Heroes charity always drive to mitigate issues faced by the veterans' community.

Mitigating homelessness challenges by establishing a temporary housing supply for veterans and their families using property owned by the charity, or third-party property available for use as temporary accommodation for the veterans' community.

Mitigating mental health challenges, by the establishment of more GEO and LISA Talking Groups across the Hull 4 Heroes region and the raising of awareness of mental health problems including working with professional bodies to prevent suicide escalating within the veterans' community.

The charity has been selected as a Valour Regional Centre securing funding of c£1m spread over the next three financial years which will provide significant mitigation for this risk reducing the probability and impact of it.

Risk 003: There is a risk that the offices currently used by the charity will not be sustainable in the long term.

Mitigation: The mitigation for this risk is to identify other locations which the charity could move to within the boundary of the City of Hull. The Board of Trustees are actively engaged in securing alternative office space should this be required.

Veterans Village: Background and Closure

Project Overview

The Veterans Village was conceived as a 48-home transitional community offering training, support facilities, and green spaces for veterans leaving the Armed Forces. It was granted planning permission in 2020, with an initial cost estimate of £8m.

Why the Project was discontinued

The core reasons for closing the Project were:

Costs escalated dramatically from £8m to £17 - £20m due to inflation, increased construction costs, and detailed architectural work.

Operational priorities changed, with demand rising for homelessness and mental health support, making the Village less aligned with current needs. The Village was designed for transition, not homelessness, and therefore could not meet the most urgent demand.

Government funding was reduced, with an initial indication of £3.5m later reduced to £525k, with £500k of the allocation from the Armed Forces Covenant Fund Trust (AFCFT) being rescinded at the Trustees' request.

Trustees concluded that early phase costs would not deliver sufficient value compared to core services and the funding gap, which had moved from an ambitious £4.5m, was unachievable for a small charity at £16.5 - £19.5m.

We considered the decision to discontinue the Veterans Village project as a serious incident' and therefore a reportable event to the Charities Commission; not because we believed that the charity had done anything wrong in reaching this decision, but because the Veterans Village concept was part of Hull4Heroes' original vision and, as such, there was a low risk of 'reputational harm'.

At the forefront of the minds of the CEO and Board of Trustees was the funding which had been contributed specifically for this project and the likelihood it may have to be repaid to donors which could be considered a 'financial loss'. It was also considered that in submitting a 'serious incident' report the charity was being completely transparent in the shift from one of its original goals.

Financial Impact

The following summary points have been highlighted in the Serious Incident Report:

- £183,288 spent on the project (architectural fees, engineering, ecology, environmental and highways agency fees, planning consultancy)
- £25,000 offset through an AFCFT grant
- £226,266 raised directly for the project
- Refunds issued:
  - £53,760 returned to a major donor
  - £3,500 returned to individual donors
  - £40,000 repurposed with donor consent
- Remaining funds ringfenced or reallocated with donor consent

Donor & Public Response

The response to this change in priorities from donors and the public has been as follows:

- Majority of supporters were understanding and supportive of the charity's decision
- Public sympathy expressed by local media, with many urging the charity to continue its core services
- There was a small number of negative responses from individuals and small organisations

Looking Ahead (2026 Priorities)

- Expand homelessness support capacity
- Strengthen mental health referral pathways
- Increase crisis intervention capability
- Develop new partnerships with local authorities and businesses
- Explore future capital projects aligned with core charitable objects
- Maintain transparency and accountability in all donor communications
- Secure the charities future as a Valour Regional Centre

Governance Policies
Complaints handling
Conflicting interests
Risk management
Safeguarding vulnerable beneficiaries
Volunteer management
Health & Safety
Equality, Diversity and Inclusion
GDPR
Privacy
Environmental

Acknowledgements
We extend our sincere thanks to:

- Our donors and sponsors
- Our volunteers
- Local authorities and partner organisations
- The Office for Veterans' Affairs
- Our staff and Trustees
- The Armed Forces community across Hull and East Yorkshire

Your support enables us to continue delivering life changing assistance to veterans and their families.

Closing comments from the Chair of the Board of Trustees:
Having formed the charity as a Charitable Incorporated Organisation (CIO), overseen the establishment of the Operational Team and leading the Board of Trustees as Chair for over 5 years, through the Concept / Feasibility phases of the Veterans Village project; I feel it is now time to hand over the Chairmanship of the Board of Trustees.

Rory Clarke, an exceptional leader with over 25 years as director and then managing director of a large local business and with a strong knowledge of local and regional issues, will take Hull 4 Heroes onto the next stage of their journey in their endeavours to support our veterans' community.

Leading as a Regional Valour Centre for the Humber and Yorkshire will continue to cement the charity within the foundations of the region and the hearts of the local communities.

As one of the three founders of the charity I have always, and will always support the groundbreaking work the employees, volunteers, partners, donors and Board of Trustees undertake.

I will remain as a trustee for a period of 12-24 months to provide support to the new Chair and members of the Board of Trustees.

STATEMENT OF TRUSTEES' RESPONSIBILITIES
The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under charity law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011 and The Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 11 August 2026 and signed on its behalf by:

J Fishburn - Trustee

Independent examiner's report to the trustees of Hull 4 Heroes
I report to the charity trustees on my examination of the accounts of Hull 4 Heroes (the Trust) for the year ended 30 November 2025.

Responsibilities and basis of report
As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Tracy Hutty FCCA

Banks Cooper Associates Limited
21 Marina Court
Castle Street
Hull
HU1 1TJ

11 August 2026

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 NOVEMBER 2025

	Notes	Unrestricted funds £	Restricted fund £	30.11.25 Total funds £	30.11.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	110,453	281,706	392,159	657,559
Other trading activities	4	205,496	-	205,496	165,546
Investment income	5	914	-	914	3,106
Total		316,863	281,706	598,569	826,211
EXPENDITURE ON					
Raising funds	6	311,439	49,474	360,913	239,649
Charitable activities	7				
Veterans' Emergency Needs		22,907	-	22,907	7,025
Veterans' Village Development		32,044	25,000	57,044	107,613
On the Doorstep for Veterans Project		2,226	7,766	9,992	23,059
Suicide Prevention Project		2,307	-	2,307	3,958
Cost of Living Project		18,622	1,331	19,953	77,706
Sporting Force Project		-	-	-	15,234
Force for Change Project		-	-	-	11,815
Force for Change - Sport for All Project		-	-	-	1,776
Veterans' Community Hub		17,848	46,211	64,059	75,665
Sport for All Project		-	-	-	1,785
Awards for All Project		140	4,840	4,980	1,753
Foodbank assistance		-	-	-	312,000
Family Resilience and Wellness Circles Project		28	32,195	32,223	-
Community Food Support		-	3,591	3,591	-
Thrive Together Project		4	19,003	19,007	-
Veteran Career Transition Accelerator Courses		-	5,312	5,312	-
Veterans' Emergency Shelter Project		1,103	3,942	5,045	-
Armed Forces Mobile Outreach Unit		97	8,172	8,269	-
Other		777	-	777	-
Total		409,542	206,837	616,379	879,038
NET INCOME/(EXPENDITURE)		(92,679)	74,869	(17,810)	(52,827)
RECONCILIATION OF FUNDS					
Total funds brought forward		389,044	142,274	531,318	584,145
TOTAL FUNDS CARRIED FORWARD		296,365	217,143	513,508	531,318

The notes form part of these financial statements

BALANCE SHEET
30 NOVEMBER 2025

	Notes	Unrestricted funds £	Restricted fund £	30.11.25 Total funds £	30.11.24 Total funds £
FIXED ASSETS					
Tangible assets	16	14,213	91,585	105,798	90,997
Investments	17	200	-	200	200
		14,413	91,585	105,998	91,197
CURRENT ASSETS					
Stocks	18	3,964	-	3,964	4,700
Debtors	19	6,235	-	6,235	12,888
Cash at bank		378,022	125,558	503,580	563,915
		388,221	125,558	513,779	581,503
CREDITORS					
Amounts falling due within one year	20	(39,077)	-	(39,077)	(30,424)
NET CURRENT ASSETS		349,144	125,558	474,702	551,079
TOTAL ASSETS LESS CURRENT LIABILITIES		363,557	217,143	580,700	642,276
PROVISIONS FOR LIABILITIES	22	(67,192)	-	(67,192)	(110,958)
NET ASSETS		296,365	217,143	513,508	531,318
FUNDS	23				
Unrestricted funds				296,365	389,044
Restricted funds				217,143	142,274
TOTAL FUNDS				513,508	531,318

The financial statements were approved by the Board of Trustees and authorised for issue on 11 August 2026 and were signed on its behalf by:

J Fishburn - Trustee

The notes form part of these financial statements

CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 NOVEMBER 2025

	Notes	30.11.25 £	30.11.24 £
Cash flows from operating activities			
Cash generated from operations	1	(43,742)	153,966
Net cash (used in)/provided by operating activities		(43,742)	153,966
Cash flows from investing activities			
Purchase of tangible fixed assets		(17,507)	(95,425)
Purchase of fixed asset investments		-	(200)
Interest received		914	3,106
Net cash used in investing activities		(16,593)	(92,519)
Change in cash and cash equivalents in the reporting period		(60,335)	61,447
Cash and cash equivalents at the beginning of the reporting period		563,915	502,468
Cash and cash equivalents at the end of the reporting period		503,580	563,915

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 NOVEMBER 2025

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	30.11.25	30.11.24
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(17,810)	(52,827)
Adjustments for:		
Depreciation charges	2,706	3,610
Loss on disposal of fixed assets	-	107,613
Interest received	(914)	(3,106)
Decrease in provision re donations	(43,766)	110,958
Decrease/(increase) in stocks	736	(1,169)
Decrease/(increase) in debtors	6,653	(7,637)
Increase/(decrease) in creditors	8,653	(3,476)
Net cash (used in)/provided by operations	(43,742)	153,966

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.12.24	Cash flow	At 30.11.25
	£	£	£
Net cash			
Cash at bank	563,915	(60,335)	503,580
	563,915	(60,335)	503,580
Total	563,915	(60,335)	503,580

The notes form part of these financial statements

1. PRESENTATION CURRENCY

The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

These statements are separate financial statements and therefore present information about the charity as an individual undertaking and not as a group.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	-	25% on reducing balance
Fixtures and fittings	-	25% on reducing balance
Motor vehicles	-	25% on reducing balance

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Donated goods and services
Goods and services received as donations are accounted for at the value of the cost that Hull 4 Heroes would have incurred to purchase the goods or services had they not been donated.

3. DONATIONS AND LEGACIES

	30.11.25	30.11.24
	£	£
Donations	110,453	406,905
Grants	281,706	250,654
	392,159	657,559

Grants received, included in the above, are as follows:

	30.11.25	30.11.24
	£	£
Forum CIO	4,615	-
Joseph Rank Benevolent Fund	500	750
Sporting Force	-	385
East Riding Community Fund	-	1,500
Hull and East Yorkshire Charitable Trust	-	3,200
National Lottery	13,200	33,135
BAE Systems	-	86,700
Veterans' Places, Pathways and People	20,722	5,000
Hull City Council	52,520	65,420
Armed Forces Covenant	90,699	7,144
The Veterans' Foundation	70,000	45,000
Two Ridings Community	-	2,420
Hull Community Support	6,450	-
Lidl Community Fund	500	-
Sainsburys Good Food	2,500	-
University of Hull	20,000	-
	281,706	250,654

4. OTHER TRADING ACTIVITIES

	30.11.25	30.11.24
	£	£
Fundraising receipts	140,443	120,380
Merchandising receipts	13,840	15,053
Community Shop Income	51,213	30,113
	205,496	165,546

5. INVESTMENT INCOME

	30.11.25	30.11.24
	£	£
Bank interest received	914	3,106

6. RAISING FUNDS

Other trading activities

	30.11.25	30.11.24
	£	£
Purchases	95,219	72,049
Costs associated with obtaining grant funding	-	1,800
Depreciation	2,706	3,610
Support costs	262,988	162,190
	360,913	239,649

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Veterans' Emergency Needs	22,907	-	22,907
Veterans' Village Development	57,044	-	57,044
On the Doorstep for Veterans Project	5,586	4,406	9,992
Suicide Prevention Project	2,307	-	2,307
Cost of Living Project	19,893	60	19,953
Veterans' Community Hub	19,059	45,000	64,059
Awards for All Project	2,377	2,603	4,980
Family Resilience and Wellness Circles Project	5,955	26,268	32,223
Community Food Support	-	3,591	3,591
Thrive Together Project	3,262	15,745	19,007
Veteran Career Transition Accelerator Courses	104	5,208	5,312
Veterans' Emergency Shelter Project	3,795	1,250	5,045
Armed Forces Mobile Outreach Unit	909	7,360	8,269
	143,198	111,491	254,689

8. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Other trading activities	241,938	1,583	19,467	262,988
On the Doorstep for Veterans Project	4,406	-	-	4,406
Cost of Living Project	60	-	-	60
Veterans' Community Hub	45,000	-	-	45,000
Awards for All Project	2,603	-	-	2,603
Family Resilience and Wellness Circles Project	26,268	-	-	26,268
Community Food Support	3,591	-	-	3,591
Thrive Together Project	15,745	-	-	15,745
Veteran Career Transition Accelerator Courses	5,208	-	-	5,208
Veterans' Emergency Shelter Project	1,250	-	-	1,250
Armed Forces Mobile Outreach Unit	7,360	-	-	7,360
	353,429	1,583	19,467	374,479

8. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

	Other trading activities	On the Doorstep for Veterans Project	Cost of Living Project	Veterans' Community Hub
	£	£	£	£
Wages	97,877	4,333	-	45,000
Social security	12,320	-	-	-
Pensions	3,085	-	-	-
Rent and fees	45,336	-	-	-
Insurance	4,572	-	-	-
Motor Expenses	41,119	-	-	-
Telephone and Internet	8,386	-	-	-
Postage, stationery and advert	6,102	-	60	-
Volunteer refreshments & exps	11,658	73	-	-
Office Costs	11,483	-	-	-
Bank charges	1,583	-	-	-
Accountancy and legal fees	19,467	-	-	-
	262,988	4,406	60	45,000

	Awards for All Project	Family Resilience and Wellness Circles Project	Community Food Support	Thrive Together Project
	£	£	£	£
Wages	-	25,833	3,591	13,804
Social security	-	-	-	-
Pensions	-	-	-	-
Rent and fees	-	-	-	-
Insurance	-	-	-	-
Motor Expenses	-	-	-	-
Telephone and Internet	453	-	-	-
Postage, stationery and advert	-	140	-	1,058
Volunteer refreshments & exps	2,150	-	-	883
Office Costs	-	295	-	-
Bank charges	-	-	-	-
Accountancy and legal fees	-	-	-	-
	2,603	26,268	3,591	15,745

8. SUPPORT COSTS - continued

	Veteran Career Transition Accelerator Courses	Veterans' Emergency Shelter Project	Armed Forces Mobile Outreach Unit	30.11.25 Total activities	30.11.24 Total activities
	£	£	£	£	£
Wages	3,952	1,250	6,250	201,890	147,584
Social security	-	-	-	12,320	7,556
Pensions	-	-	-	3,085	2,115
Rent and fees	-	-	-	45,336	22,485
Insurance	-	-	-	4,572	2,351
Motor Expenses	-	-	1,006	42,125	42,223
Telephone and Internet	-	-	-	8,839	6,954
Postage, stationery and advert	374	-	77	7,811	5,457
Volunteer refreshments & exps	882	-	27	15,673	6,968
Office Costs	-	-	-	11,778	10,350
Bank charges	-	-	-	1,583	1,364
Accountancy and legal fees	-	-	-	19,467	14,151
	5,208	1,250	7,360	374,479	269,558

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 November 2025 nor for the year ended 30 November 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 November 2025 nor for the year ended 30 November 2024.

10. STAFF COSTS

	30.11.25	30.11.24
	£	£
Wages and salaries	201,890	147,584
Social security costs	12,320	7,556
Other pension costs	3,085	2,115
	217,295	157,255

The average monthly number of employees during the year was as follows:

	30.11.25	30.11.24
Administration & management	8	6

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	411,905	245,654	657,559
Other trading activities	165,546	-	165,546
Investment income	3,106	-	3,106
Total	580,557	245,654	826,211
EXPENDITURE ON			
Raising funds	175,694	63,955	239,649
Charitable activities			
Veterans' Emergency Needs	5,907	1,118	7,025
Veterans' Village Development	107,613	-	107,613
On the Doorstep for Veterans Project	160	22,899	23,059
Suicide Prevention Project	1,435	2,523	3,958
Cost of Living Project	68,474	9,232	77,706
Sporting Force Project	-	15,234	15,234
Force for Change Project	-	11,815	11,815
Force for Change - Sport for All Project	-	1,776	1,776
Veterans' Community Hub	11,124	64,541	75,665
Sport for All Project	303	1,482	1,785
Awards for All Project	603	1,150	1,753
Foodbank assistance	312,000	-	312,000
Total	683,313	195,725	879,038
NET INCOME/(EXPENDITURE)	(102,756)	49,929	(52,827)
RECONCILIATION OF FUNDS			
Total funds brought forward	491,800	92,345	584,145
TOTAL FUNDS CARRIED FORWARD	389,044	142,274	531,318

12. STATEMENT OF FINANCIAL ACTIVITIES AND INCOME AND EXPENDITURE ACCOUNT

The Statement of Financial Activities includes a combined Income and Expenditure Account.

13. INDIVIDUAL MATERIAL RESTRICTED FUNDS

During the year the following individual material funds were received:

Project	Grant from	Received in the year to 30.11.25 £	Remaining unspent at 30.11.25 £	Received in the year to 30.11.24 £	Remaining unspent at 30.11.24 £
On the Doorstep	National Lottery	-	-	18,500	7,836
Community Hub	Hull City Council	45,000	-	57,900	-
Plane Street House	BAE Systems	-	-	86,700	6,528
Health and Wellbeing Officer Funding	Veterans' Foundation	20,000	6,667	20,000	6,667
CEO Salary Funding	Veterans' Foundation	25,000	14,583	25,000	14,583
Family Resilience and Wellness Circles	Armed Forces Covenant	64,960	32,765	-	-
Veterans' Village costs	Armed Forces Covenant	25,000	-	-	-
Veterans' Emergency Shelter Project	Veterans' Foundation	25,000	21,057	-	-
Veteran Career Transition Accelerator Courses	University of Hull	20,000	14,198	-	-
Thrive Together Project	Veterans' Places, Pathways and People	20,722	917	-	-

14. DESIGNATED FUNDS

At 30 November 2025 the charity held £120,024 in designated funds (2024 £91,566).
Of these £30,024 are held as a contingency fund.

The Veterans' Village project was considered unfeasible due to increasing development costs.
Costs totalling £57,044 relating to architect and planning fees have been written off during the year (2024 £107,613) and a provision of £29,285 (2024 £86,732) for the potential return of designated donations received has been made in the accounts for the year ended 30 November 2025.

The designated funds remaining of £90,000 will be used towards the Veterans House project.

15. INDEPENDENT EXAMINER REMUNERATION

	30.11.25	30.11.24
Remuneration receivable by the charity's independent examiner for the preparation and examination of the accounts.	8,400	6,600
Remuneration receivable by the charity's independent examiner in respect of any other financial services rendered to the charity, such as consultancy, financial advice or accountancy services.	288	1,260

16. TANGIBLE FIXED ASSETS

	Land and Buildings £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 December 2024	80,172	8,921	3,065	21,960	114,118
Additions	17,507	-	-	-	17,507
At 30 November 2025	97,679	8,921	3,065	21,960	131,625
DEPRECIATION					
At 1 December 2024	-	5,359	2,316	15,446	23,121
Charge for year	-	890	187	1,629	2,706
At 30 November 2025	-	6,249	2,503	17,075	25,827
NET BOOK VALUE					
At 30 November 2025	97,679	2,672	562	4,885	105,798
At 30 November 2024	80,172	3,562	749	6,514	90,997

The amounts in respect of land and buildings at the end of the year are the purchase of a house and associated renovation costs.

17. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 December 2024 and 30 November 2025	200
NET BOOK VALUE	
At 30 November 2025	200
At 30 November 2024	200

There were no investment assets outside the UK.

Hull 4 Heroes owns 100% of the share capital of the following subsidiary companies:

Hull 4 Heroes Developments Limited was incorporated on 17 April 2024 with share capital of 100 Ordinary shares of £1 each. The Registered Office of this company is F27 Upper Deck, Princes Quay, Hull, England, HU1 2PQ.

Hull 4 Heroes Veterans' Village Operations Limited was incorporated on 15 May 2024 with share capital of 100 Ordinary shares of £1 each. The Registered Office of this company is F27 Upper Deck, Princes Quay, Hull, England, HU1 2PQ.

The subsidiary companies have been dormant since incorporation.

18. STOCKS

	30.11.25	30.11.24
	£	£
Shop Stocks for resale	3,964	4,700

19. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.11.25	30.11.24
	£	£
Trade debtors	1,780	9,325
Prepayments	4,455	3,563
	6,235	12,888

20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.11.25	30.11.24
	£	£
Trade creditors	11,874	3,336
Social security and other taxes	177	177
Accrued expenses	27,026	26,911
	39,077	30,424

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	30.11.25	30.11.24
	£	£
Within one year	36,060	19,200
Between one and five years	67,200	38,400
	103,260	57,600

Lease charges recognised as an expense in the year total £27,210 (2024 £19,200).

22. PROVISIONS FOR LIABILITIES

	30.11.25	30.11.24
	£	£
Provision re donations	67,192	110,958

23. MOVEMENT IN FUNDS

	At 1.12.24 £	Net movement in funds £	Transfers between funds £	At 30.11.25 £
Unrestricted funds				
General fund	297,478	(35,635)	(85,502)	176,341
Designated Fund	91,566	(57,044)	85,502	120,024
	389,044	(92,679)	-	296,365
Restricted funds				
Restricted	142,274	74,869	-	217,143
TOTAL FUNDS	531,318	(17,810)	-	513,508

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	316,863	(352,498)	(35,635)
Designated Fund	-	(57,044)	(57,044)
	316,863	(409,542)	(92,679)
Restricted funds			
Restricted	281,706	(206,837)	74,869
TOTAL FUNDS	598,569	(616,379)	(17,810)

Comparatives for movement in funds

	At 1.12.23 £	Net movement in funds £	At 30.11.24 £
Unrestricted funds			
General fund	255,888	41,590	297,478
Designated Fund	235,912	(144,346)	91,566
	491,800	(102,756)	389,044
Restricted funds			
Restricted	92,345	49,929	142,274
TOTAL FUNDS	584,145	(52,827)	531,318

23. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	617,290	(575,700)	41,590
Designated Fund	(36,733)	(107,613)	(144,346)
	580,557	(683,313)	(102,756)
Restricted funds			
Restricted	245,654	(195,725)	49,929
TOTAL FUNDS	826,211	(879,038)	(52,827)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.12.23 £	Net movement in funds £	Transfers between funds £	At 30.11.25 £
Unrestricted funds				
General fund	255,888	5,955	(85,502)	176,341
Designated Fund	235,912	(201,390)	85,502	120,024
	491,800	(195,435)	-	296,365
Restricted funds				
Restricted	92,345	124,798	-	217,143
TOTAL FUNDS	584,145	(70,637)	-	513,508

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	934,153	(928,198)	5,955
Designated Fund	(36,733)	(164,657)	(201,390)
	897,420	(1,092,855)	(195,435)
Restricted funds			
Restricted	527,360	(402,562)	124,798
TOTAL FUNDS	1,424,780	(1,495,417)	(70,637)

During the year £85,502 was transferred from General funds to Designated Funds. This represents a donation of £40,000 now reclassified as Designated funds towards the Veterans' House project and funds designated to ensure that the provision made to cover the potential return of donations re the Veterans' Village is adequate.

24. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30 November 2025.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 NOVEMBER 2025

	30.11.25 £	30.11.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	110,453	406,905
Grants	281,706	250,654
	392,159	657,559
Other trading activities		
Fundraising receipts	140,443	120,380
Merchandising receipts	13,840	15,053
Community Shop Income	51,213	30,113
	205,496	165,546
Investment income		
Bank interest received	914	3,106
Total incoming resources	598,569	826,211
EXPENDITURE		
Other trading activities		
Fundraising, inc merchandising	77,699	65,893
Community shop expenses	17,520	6,156
Costs associated with obtaining grant funding	-	1,800
Plant and machinery	890	1,187
Fixtures and fittings	187	251
Motor vehicles	1,629	2,172
	97,925	77,459
Charitable activities		
Veterans' emergency needs	23,993	7,025
Veterans' Village development costs	57,044	107,613
Suicide Prevention Project	2,307	2,689
On the Doorstep for Veterans	5,328	7,809
Cost of Living Project	19,315	71,666
Community Hub costs	19,303	19,681
Awards for All Project	2,073	1,753
Sport for All Project	-	1,785
Food donations to food banks	-	312,000
Family Resilience and Wellness Circles	5,913	-
Armed Forces Mobile Outreach Unit	909	-
Thrive Together Project	3,262	-
Veteran Career Transition Accelerator Courses	104	-
Veterans' Emergency Shelter Project	3,647	-
	143,198	532,021
Other		
Donations made	777	-

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 NOVEMBER 2025

	30.11.25 £	30.11.24 £
Support costs		
Management		
Wages	201,890	147,584
Social security	12,320	7,556
Pensions	3,085	2,115
Rent and fees	45,336	22,485
Insurance	4,572	2,351
Motor Expenses	42,125	42,223
Telephone and Internet	8,839	6,954
Postage, stationery and advert	7,811	5,457
Volunteer refreshments & exps	15,673	6,968
Office Costs	11,778	10,350
	353,429	254,043
Finance		
Bank charges	1,583	1,364
Governance costs		
Accountancy and legal fees	19,467	14,151
Total resources expended	616,379	879,038
Net expenditure	(17,810)	(52,827)