ANNUAL REPORT 2025



scotty's
THE MILITARY BEREAVEMENT CHARITY

SCOTTY'S LITTLE SOLDIERS

Charity number: 1170523


SCOTTY'S
SCOTTY'S
SCOTTY'S


ON TOUR
BRISTOL 12/04
PORTSMOUTH 28/04
NEWCASTLE 19/05
ANDOVER 1/06
SCOTTY'S ONLINE 06/10
MANCHESTER




Amalfi


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SCOTTY'S
LITTLE
SOLDIERS


BRISTOL
PORTSMOUTH
NEWCASTLE
ANDOVER
SCOTTY'S ONLINE
MANCHESTER

SCOTTY'S MISSION

Everyone affected by military-connected bereavement feels supported and empowered in their journey.

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OUR HISTORY

Scotty's Little Soldiers was founded in 2010 by Nikki Scott.

The previous year, Nikki's husband, Corporal Lee Scott, who served with the 2nd Royal Tank Regiment, left home for a tour of Afghanistan. On 10th July 2009, Nikki got the knock on the door that every military wife dreads. Lee had been killed in action.

Nikki had to sit down her son Kai, who was five years old at the time, and tell him daddy wouldn't be coming home. Her daughter Brooke was just seven months old and would have no memories of her dad.

Nine months later, Nikki's cousin persuaded her to go on a family holiday, and on that holiday, Nikki saw Kai looking happy and enjoying himself for the first time since his dad's death. This was a reminder that life is for living and Nikki started thinking about all the other children who have experienced the death of a parent who served in the British Armed Forces.





Nikki decided to set up a charity for bereaved military children and young people – she wanted them to feel part of a supportive community, remain connected to the military and know their parent hadn't been forgotten.

As the charity has developed, we've supported hundreds of families and have learned more about the impact of military-connected bereavement, brought specialists to the team, and tailored support specifically to the needs of military children and their families.

WELCOME FROM SCOTTY'S YOUTH COUNCIL

We joined Scotty's Youth Council because we wanted to make a difference. Being part of Scotty's helped each of us as we were growing up. Whether it was feeling remembered with all the little gifts each year or making friends with other young people at events. We know, better than anyone, how difficult things can be sometimes. But we also know what helped us.

Joining the Council meant we could raise the issues that we knew were the most important, like how schools can sometimes be insensitive, and teachers need training to understand how to help us. That's why, in 2025, we launched the **Behind the Uniform** Campaign. Our campaign features animations that tell our stories in our own words, and research with the voices of many other bereaved military families. We have taken that campaign to policymakers and school leaders, and they are listening. Scotty's and Anglia Ruskin University collaborated to create teacher training materials to give school staff the knowledge they need to help make schools safe for bereaved children. It's been pretty incredible to see our impact this year.

We are ambitions and want to change systems. But we also know that little things can sometimes make the biggest difference. Being able to text another Scotty Member when we are feeling down or just want a chat – that can change your life. They understand what we are going through without us needing to say anything. Being a member of Scotty's helped us become part of a community. Being on the Council means we can encourage others to become part of a community. Building a community is probably the biggest impact of all.

From Scotty's Youth Council



WHAT IS SCOTTY'S YOUTH COUNCIL?

Scotty's Youth Council is a group of Scotty's beneficiaries with lived experience who provide a voice for bereaved military children and young adults. The council is made up of members aged 12-25 years.

The council members meet up throughout the year to provide input into the charity, giving ideas and suggestions on the support they feel bereaved military young people will benefit from the most. Our members are the reason we do what we do, so their opinions are vitally important to how we guide the direction of the charity going forward.



Credit: Paul Tibbs Photography

A NOTE FROM NIKKI

2025 marked 15 years of Scotty's, and what a year it has been. Looking back at how far the charity has come fills me with enormous pride, not only in what we've achieved, but in the incredible community that has grown around us. In 2025, we supported 796 bereaved military children and young people while also strengthening the long-term foundations of Scotty's, giving us greater confidence as we continue listening, evolving and developing the support families tell us they need most.

One of the most important developments has been strengthening our SUPPORT Programme by introducing accredited bereavement counselling alongside our long-standing bereavement support. While bereavement support gives young people the chance to talk through their feelings with a trained listener and feel understood, counselling offers a higher level of specialist therapeutic support when emotions are complex, intense, or begin to affect daily life.

In 2025, we also began offering pre-bereavement support, recognising the importance of being there for families earlier, at a time of great uncertainty. This means we can make sure families receive the right kind of help when they need it most.

I was also incredibly proud of the bravery of Scotty's Youth Council for leading our Behind the Uniform campaign, which highlights the experiences of bereaved military children in education. By sharing their own stories, they shone a light on the realities faced by young people in schools. Their honesty has influenced exam boards, policymakers and teacher training, making a real difference for those who follow. Seeing them use their voices to drive change has been one of the most powerful moments of my journey with Scotty's.

Connection remains at the heart of everything we do. In 2025, we expanded our events programme in response to feedback from the families we support. Our aim was to create events that were accessible, inclusive and welcoming to the whole family, including siblings, stepparents and children with SEND or diverse needs. The mixture of events we offered proved to be a huge success, which you'll read more about later in this report. The gatherings give bereaved military families the chance to connect with others who understand their experiences, strengthen family bonds and create friendships and support networks.

Looking ahead to 2026, I'm so excited about the next chapter for Scotty's. We'll be building on everything we've learned over the past 15 years to reach and support the wider bereaved military community. Children and young people will always be at the heart of everything we do, but we're also determined to ensure that anyone affected by a military-connected bereavement knows Scotty's is here for them.

To everyone who has supported Scotty's – the families who trust us, the supporters, funders, partners and advocates who stand alongside us, and everyone helping us grow our impact – thank you. You are part of this journey with us, and together we're making a difference to those impacted by a military-connected bereavement.

Nikki Scott

Nikki Scott
Founder, Scotty's

Scotty’s is truly unique. There is nothing comparable to the sense of belonging that my children have found through the charity. We felt heard, understood, and supported at every stage of my son and daughter’s childhood.

A Scotty parent

OUR PROMISES

EVERYONE AFFECTED BY MILITARY-CONNECTED BEREAVEMENT TO HAVE:

- Ease in navigating their entitlements.
- The chance to build social connections.
- The very best mental health and wellbeing support.
- Outstanding development opportunities.

OUR VALUES



1 FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



2 EVERYONE A SUPPORTER, EVERY SUPPORTER A VIP

Everyone who walks through our doors has the potential to support the charity. Without that support we can’t achieve our Mission. Everyone is a potential supporter and every supporter should be treated like a V.I.P.



3 LOVE WHAT YOU DO

When you truly love what you do it shouldn’t feel like work, and when it doesn’t feel like work you can achieve great things. We work as a team towards one goal, our Mission.



4 REMEMBER EVERY DAY

For our beneficiaries Remembrance isn’t just one day of the year, it’s every day of the year. We remember the sacrifices made by these families, everyday.

2025 AT A GLANCE

Our impact in numbers



796 children and young people supported

0-25 age range of people supported

75%
of new members joined within six months of bereavement

78%
of children and young people receiving SUPPORT saw improvement in at least three wellbeing areas

98%
of event attendees felt a stronger sense of belonging

344
children and young people attended Scotty's events and met others who understand

349
children and parents took part in a Scotty Break to rebuild as a family



3,085
care packages sent to ensure young people never felt forgotten

99%
of families said Scotty Breaks improved connection or communication



£73,149
distributed through grants to remove barriers to education

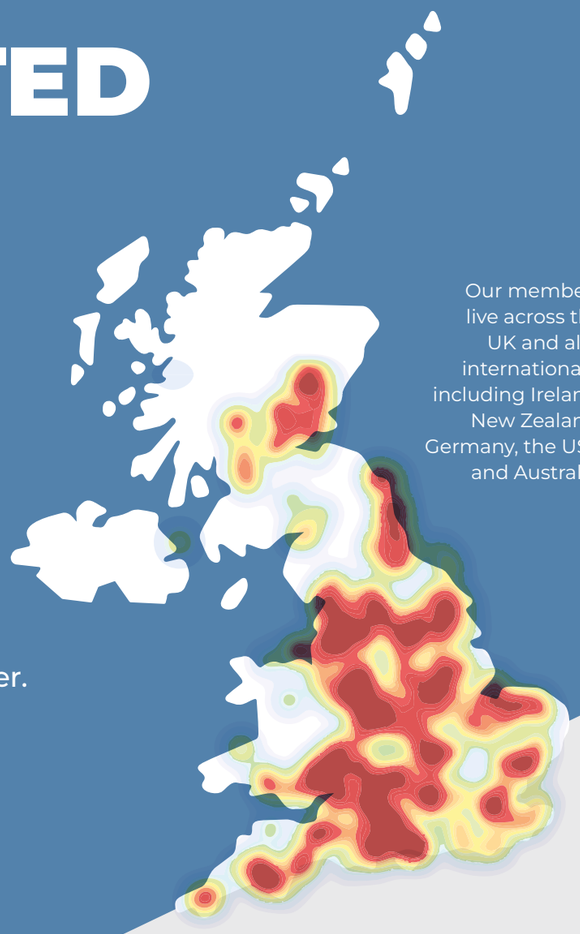
37
families supported through advocacy

2 million+
exams influenced through new guidance shaped with exam boards, ensuring exams are sensitive to the needs of bereaved children

WHO WE SUPPORTED IN 2025

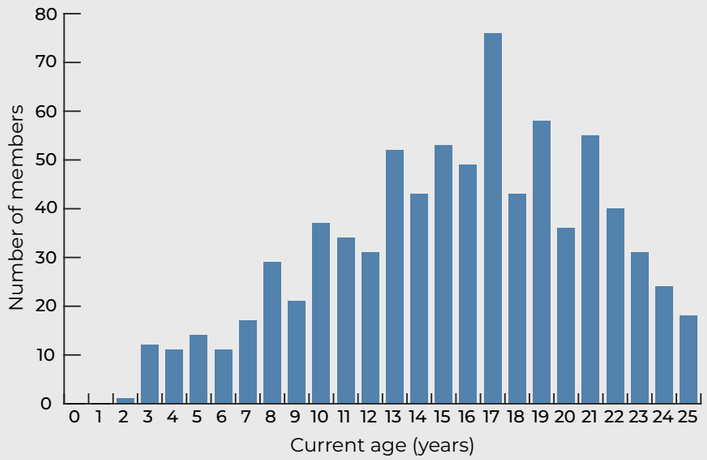
We changed our criteria so that we now support children if their military parent has a terminal diagnosis, as well as those who have already experienced the death of a parent who served in the British Armed Forces.

- The parent can be serving or a veteran at the time of death.
- Length of service does not matter.
- The parent can be from any branch of military service, including reserves.
- All causes of death, and all terminal diagnosis are eligible.



Our members live across the UK and also internationally including Ireland, New Zealand, Germany, the USA and Australia.

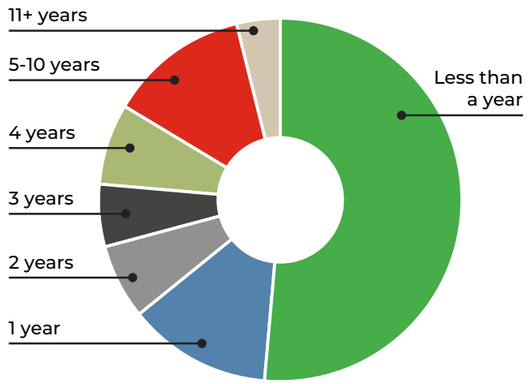
Member ages in 2025



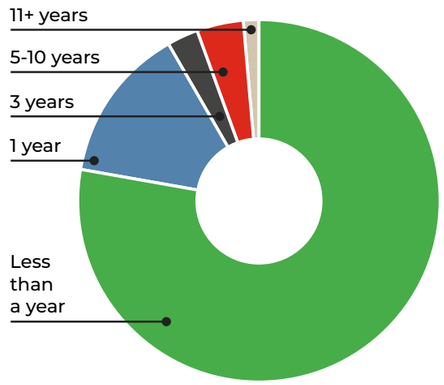
On average our members were seven years old when their parent died. In 2025, the average age of a Scotty Member was 15.6 years, with 17 being the most common age.

75% of the members who joined in 2025, **joined within six months**.

Prior to 2025, how quickly did members join after the death or diagnosis?



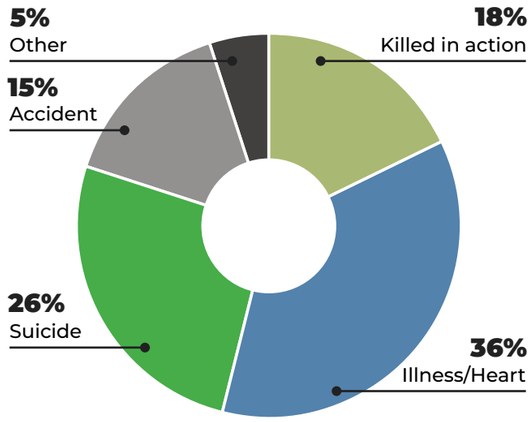
How quickly did those who joined in 2025 find Scotty's?



Breakdown of members by service in 2025:

547 Army and Army Reservist	**120** Navy and Royal Marines	**129** RAF and RAF Reservist

Causes of death





In 2025, we supported **796** children and young people (age 0-25 years)

OUR IMPACT THROUGH OUR PROGRAMMES

In 2025, Scotty's delivered support through three Family Programmes:



SMILES

Helping people create social connections



SUPPORT

Helping people improve their mental health and wellbeing



STRIDES

Helping people with development opportunities

The following pages demonstrate how each of these programmes make a difference to the lives of bereaved military children and their families.

Credit: Paul Tibbs Photography

SMILES PROGRAMME

When a child experiences the death of a parent, everyday family life can feel fractured. Moments that once felt ordinary can become difficult, and many families describe feeling isolated from those around them. Following a childhood bereavement, strong family and social connections is the single most important protective factor for a child's wellbeing (McLaughlin et al., 2019) (Holmes et al., 2013). The SMILES Programme exists to help families reconnect, rebuild trust and communication, and feel part of a community that understands what they are going through.



WHAT WE OFFER

- **Events** to help bereaved military families feel connected and part of a supportive community.
- **Scotty Breaks** to enable families to come together, bond, make new memories and talk to one another.
- **Care packages** sent at difficult times, so our members know they haven't been forgotten.

SCOTTY BREAKS

REBUILDING AS A FAMILY

Scotty's owns six lodges across the UK where bereaved families can take fully funded breaks. It's an opportunity for families to get away from everyday pressures, spend quality time as a family and make new memories. Each lodge is carefully designed to meet the needs of bereaved families, removing financial pressure and practical barriers so families can focus on being together.

Priority is given to newly bereaved families and those facing particularly challenging circumstances.

- We have six lodges all located on Haven sites.
- We even have a dog friendly one in Devon.

LOCATIONS OF LODGES

Did you know Scotty's offers respite breaks in five locations across the UK?





18 families took their dog on a break

as part of our improved accessibility in 2025 ensuring families with additional needs and support needs can access our respite breaks

£19,770 in-kind support from IQ Student Accommodation and their suppliers helped refit our lodges.

CASE STUDY: Reconnecting as a family through Scotty Breaks

For this family, a Scotty Break at Haven Devon Cliffs provided a much-needed pause from the pressures of everyday life. The two members of Scotty's, aged 17 and 18, joined Scotty's in 2016 after their dad, who served in the Army, died in a road traffic accident in 2008. While this was not their first Scotty Break, it came at a time when work and routine had taken over, leaving little space for quality family time.

The break was described as **extremely beneficial**. Being away together allowed the family to slow down, reconnect and spend meaningful time with one another, talking, bonding and creating new memories. They shared that it was "just what we needed to reconnect," offering space not only for rest and fun, but for honest conversations too.

During the break, the family felt more connected both to each other and to the wider Scotty community. Having the chance to enjoy a proper holiday together strengthened their sense of togetherness and reminded them they are part of a supportive network that understands their experiences.

Reflecting on what the break meant to them, the family shared:

> **"We are so thankful for the opportunity this break gave us all. Life is slipping by with work and everyday mundane tasks. This provided us the opportunity to reconnect, talk and bond as a family. Without these breaks we wouldn't have the means to do this, so we are eternally grateful to Scotty's and everyone who supports us."**

349 bereaved children and parents had a Scotty Break providing an opportunity to rebuild as a family

94% felt the break provided real, quality time, as a family

99% of families attending felt it improved their sense of belonging, communication or connection

94% made new memories together as a family, strengthening their bonds

39% used the break to also connect with friends or wider family further building their community of support





Scotty's on Tour Bristol

EVENTS

BUILDING BELONGING AND PEER CONNECTION

In 2025, we expanded our events programme. This was in response to direct feedback from nearly 200 Scotty Families and input from Scotty's Council.

Our new events strategy was to ensure:

- **Greater accessibility:** Our events were designed to include families with SEND needs and neurodiversity.
- **Wider reach:** We planned a range of different events to accommodate different requirements.
- **Stronger family bonds:** We had events that welcomed wider family members, including stepparents and siblings from new partnerships, to strengthen family support networks.

Research demonstrates that following a bereavement, children are at risk of isolation and feel that connecting with their peers, and especially those who have also experienced a bereavement, can help. Bringing families together through events can have an immediate positive impact, and the aim is that families also build connections with each other that transcend Scotty's, having a long-term impact.

Scotty's held seven of our own events in 2025 (two festivals, three small regional events called Scotty's on Tour, an online event and an event at the Tower of London). The range of events are designed to appeal to all types of people and are inclusive by design. They provide opportunities throughout the year to meet other bereaved military families and build networks of support. We also brought groups to two other national events – Remembrance weekend in London and the Time to Reflect event at the National Memorial Arboretum.

2025 EVENTS AT A GLANCE

ACROSS ALL EVENTS

98%
gave a 4 star or above rating
★★★★½
(77% gave 5 stars)

96%
met other families, building their peer network

98%
felt the event improved their belonging or connection

WHO ATTENDED

Small regional events were introduced in part to encourage new people, who had never been to a Scotty event to come along. It worked – **39% of Scotty's on Tour attendees were first timers vs 14% of festival goers**!

344 **children and young people** attended events

206 **family members** attended events

LASTING IMPACT

Lasting impact for both festivals and Scotty's on Tour was very high, with **86% of Scotty's on Tour attendees at least hoping to meet up with new friends again, and 52% of festival attendees**.

96% of attendees said attending **Scotty's on Tour** gave them more confidence to go and make new friends in their regular life

88% of attendees said attending the **Summer Festival** gave them more confidence to go and make new friends in their regular life

FESTIVALS

Scotty's held two festivals in 2025 – a Summer Festival held in August on a farm in Andover and a Winter Festival held in December in Salford, Manchester.

The festivals are an opportunity for members of Scotty's from all over the country to come together to have fun, laugh, relax and meet others without the pressure of explaining their story.

The Summer Festival was attended by 68 children and young people, taking the total to 113 when including parents, carers and supporting adults. The mainly outdoor event included a splash zone and rockeoke (rock karaoke!).

The Winter Festival was attended by 71 children and young people, taking the total to 115 when including parents, carers and family members. The event included a circus theme, festive fun and a visit from Father Christmas.

Both events provided opportunities to build friendships, lots of fun and games, but also quiet zones and sensory areas for people to step away if needed.



Credit: Paul Tibbs Photography

> **"Scotty's events have this wonderful ability to bring people together. Those first moments of uncertainty and doubt are quickly washed away by the community that you find. Our individual families with a heartbreak that not everyone understands come together and find reasons to smile and laugh and celebrate together and you find yourself a part of a bigger family with new friends and new memories."**
>
> A Scotty parent



Credit: Paul Tibbs Photography

Families rated the festivals highly and reported meaningful shifts in confidence and connection.

139
children and young people attended festivals

97%
of attendees said it increased their sense of belonging and connection





95%
said they met new families

52%
said they hoped to meet up with them again after the festival

EASY-TO-ACCESS EVENTS

REGIONAL GATHERINGS AND ONLINE PARTY

Attending an event can be difficult for a number of reasons. Distance, cost, caring responsibilities or anxiety can all create barriers. So, in 2025, Scotty's introduced events to remove some of these hurdles.

SCOTTY'S ON TOUR

Scotty's on Tour took events, that were deliberately small in scale, to three different regions of the UK, creating welcoming environments for bereaved British Armed Forces families to come together.

The Scotty's on Tour events held in Bristol, Portsmouth and Newcastle were open to wider family members, such as stepparents, half-siblings and grandparents – reflecting Scotty's inclusive approach to supporting the whole family.

37 family members attended the Bristol event, 30 family members attended the Portsmouth event, and 20 family members went to Newcastle. The low-key format was especially designed to support those who may find larger events daunting – including families with SEND needs – and to help build confidence in attending future gatherings.



> **"Meeting other families and seeing my daughter interact with others and let herself go a little. She even exchanged socials with another member, which is huge for her. Everyone was super friendly and made us feel really welcome. We can't wait to come to our next event."**
>
> A Scotty parent

CASE STUDY: Feeling confident, included and connected

After attending the Scotty's on Tour event in Newcastle, a family had an overwhelmingly positive experience that strengthened their confidence and sense of connection with others who understand life after military bereavement.

Their 17-year-old Scotty Member, whose dad was killed in action in 2008, has been part of Scotty's since 2011. Being able to bring her family to the event meant a lot to her, giving those closest to her the chance to see first-hand the support and community Scotty's provides.

From the moment they arrived, the family felt comfortable meeting and talking with other families, experiencing a strong sense of belonging throughout the day. The event boosted their confidence and they left feeling more able to attend future Scotty events and engage with other bereaved military families. By the end of the day, new friendships were forming, and they hoped to stay in touch with the families they had connected with.

The day was great fun but also created lasting confidence, connection, and a sense of being supported within a community that truly understands.

The family shared:

> **"We all loved it! Thanks so much for organising an event 'up North' so we could bring family and friends who wouldn't normally be able to attend. Please do another! :)"**



SCOTTY'S VIRTUAL PARTY

In November, Scotty's brought bereaved military children and young people together for a lively virtual party that sparked connection, confidence and a sense of community – with an extra burst of energy from inspirational special guest Zack George, best known as **Steel from the TV show *Gladiators*.**

Online events are an important part of the events calendar as they remove barriers such as travel, busy venues or worries about stepping into a large group, while still giving families the chance to join in, have fun and feel part of something special.

The event included cushion-jumping, toilet-roll stacking, paper-aeroplane challenges, and lots of waving of the famous foam Gladiators fingers that Scotty's sent to members ahead of the event. Members of Scotty's were also invited to ask Zack questions, and he gave honest, insightful and inspiring answers.

100% rated the event with over **4 stars**

97% said the event improved their **sense of belonging** and community

Everyone said the party made them smile



> "I love all the Scotty's events. I love spending time with other Scotty Members and I had so much fun. Thank you, Scotty's. Thank you, Steel."
>
> A Scotty Member



TOWER OF LONDON EXPERIENCE: Bringing families together before Remembrance

Scotty's partnered with Historic Royal Palaces to offer bereaved military families a unique and meaningful day at the Tower of London.

A group of 77 family members, including 34 bereaved children and young people, attended the event, with extended family members also welcomed to take part. Held in October, the day offered time for reflection, connection and shared experiences ahead of Remembrance. Families explored the Tower at their own pace, met the Yeoman Warders, took part in creative activities such as poppy art, and gathered together in a private space provided especially for Scotty's families. They also visited the striking poppy installation marking the 80th anniversary of the end of the Second World War, creating a powerful moment for remembrance.

Following the death of a parent who served, children and young people can often feel disconnected from the Forces community. This event helped families reconnect with others who understand their experiences, in a relaxed and supportive environment, while allowing wider family members to share in the day together.

This event marked the beginning of a new partnership with Historic Royal Palaces, with future experiences planned to continue bringing bereaved military families together in meaningful ways.

"A fabulous day provided by Scotty's that enabled my girls to have a fun, stress-free day, surrounded by old and new friends, all whilst being supported by an amazing team of people."

A Scotty Parent

65%

of attendees rated the experience 5 stars, with a further 29% giving it 4 stars

94%

said the day gave them an improved sense of belonging and community





REMEMBRANCE

Remembrance can be a time of mixed emotions for bereaved military families, combining pride, reflection and sadness.

Each year, Scotty's hosts a dedicated weekend in London to commemorate Remembrance, providing an opportunity for members and their families to come together.

Over Remembrance weekend, 83 bereaved military family members, including 48 children and young people, gathered in London to honour the memory of their loved ones who served. Families travelled from various parts of the UK, with free train travel courtesy of Rail Delivery Group, as well as one family travelling from overseas. Scotty families attended both the **Royal British Legion's Festival of Remembrance** at the Royal Albert Hall and the **National Service of Remembrance** at the Cenotaph, proudly representing the bereaved military community.

The group from Scotty's stood out in our distinctive yellow and black scarves – the Scotty colours – worn out as a symbol of unity, pride, and remembrance. The colours were chosen to match those of the 2nd Royal Tank Regiment, where Corporal Lee Scott, husband of Scotty's founder Nikki Scott, served before being killed in Afghanistan in 2009. Many of the children and young people also wore their parent's medals with pride, helping them feel connected to their loved ones.



After Remembrance Weekend, 100% of families said attending the event improved their sense of belonging and community

17-year-old Abigail Haldane, whose dad Lt Col Andrew Haldane, of 16 Medical Regiment, Army, died in June 2022, carried the wreath on behalf of Scotty's, leading the charity's contingent in tribute to all those who have served. She also represented Scotty's and bereaved military families by taking part in media interviews including, BBC Breakfast. Abi said:



Abigail being interviewed by the BBC.

"Remembrance is important to me because it's a time to honour and remember my dad and everyone who has served and sacrificed for our country. I lost my dad in June 2022, and Remembrance gives me a moment to reflect and feel proud of everything he did. It's a way to keep his memory alive and to show that his service, and the service of others, will never be forgotten. Seeing this many people show their support and recognition is so special.

Taking part in the parade means a lot to me because it's my way of saying thank you to my dad and to all those who've served. It's a chance to stand alongside others who have gone through similar losses and to feel part of something bigger. Being there helps me feel close to my dad and proud to represent him and the military community."

Abigail Haldane (17)

PRINCE HARRY'S ANNUAL REMEMBRANCE LETTER

Members of Scotty's received a heartfelt letter from the charity's Global Ambassador, Prince Harry, the Duke of Sussex, ahead of Remembrance weekend – letting them know how proud the nation is of them and reminding them that they are never alone.

Prince Harry has supported Scotty's since 2017 and became the charity's Global Ambassador in 2023. It's become an annual tradition for the Duke to write a letter to members of Scotty's over the Remembrance period. In this year's letter, he shared words of encouragement and admiration, acknowledging the young people's strength, pride and unity.

6th November 2025

Dear Scotty's Little Soldiers,

As Remembrance approaches, I wanted to write and let you know how incredibly proud we all are of you.

This time of year can bring a lot of emotions - pride, love, and sometimes sadness - as you remember your parent or loved one who served our country. Please know you're not alone in that. You've got each other, *and a whole community of friends and family* who understand what this time means and who are standing right beside you, myself included.

Every time I see what Scotty's families do - the way you remember your loved ones while still finding joy and living life to the fullest - I'm reminded of just how strong and inspiring you all are. Your mums and dads would be so proud of you. We all are. The way you support one another, grieve and laugh together, and keep moving forward, says so much about the kind of people they were too.

Remembrance is such a powerful moment for all of us. It's a chance for the whole country to pause and come together to say thank you to those who served - and to the families who love them, because when one person serves, the whole family serves. You play a really special part in that. I'm so proud that Scotty's will be represented at the Festival of Remembrance and at the Cenotaph Parade this year; 100 of you from 38 families, from the youngest at just eight to the oldest at 24. When you march, you're showing the world what it means to remember with love and pride.

Whenever I see those yellow and black scarves, I think of the unity, strength, and sense of belonging that runs through Scotty's. You show everyone that in tough times, you stand together, while your loved ones watch on from wherever they may be, with admiration.

I often think back to my own time in the military; the friendships, the laughs, and the sense that no matter what, someone's got your back. That same spirit lives in all of you. Through Scotty's, you carry forward your parents' legacy - one built on love, courage, and service - and you keep that spirit alive every day.
As your proud Global Ambassador, I just want to say thank you. You inspire me and so many others with your strength. Over Remembrance weekend, I'll be thinking of you all with so much pride and admiration.

With my very best,

Prince Harry, The Duke of Sussex
Global Ambassador, Scotty's Little Soldiers



Prince Harry wrote:

"As Remembrance approaches, I wanted to write and let you know how incredibly proud we all are of you. This time of year can bring a lot of emotions – pride, love, and sometimes sadness – as you remember your parent or loved one who served our country. Please know you're not alone in that. You've got each other, and a whole community of friends and family who understand what this time means and who are standing right beside you, myself included."

Photo Courtesy of Archewell Philanthropies

CARE PACKAGES

NEVER FEELING FORGOTTEN

It's important to us that every single member of Scotty's knows we care about them. When a new member joins, they receive a welcome pack, and from then on, we send gifts or vouchers on their birthday, on the anniversary of their parent's death and at Christmas. These are the times of year when a child might be missing their parent more than ever, and it's really important they don't feel forgotten. We also send a voucher for Remembrance so they can share a meal together and be together as a family. These little things can make a huge difference.



84
Welcome packs

753
Birthday gifts

752
Christmas presents

"Thank you for my daughter's voucher. She can't wait to go out for a little mummy and daughter date to remember daddy."
A Scotty parent

741
vouchers on the anniversary of their parent's death

"Thank you Scotty's for always being there for us, especially on the harder days like today."
A Scotty parent

755
vouchers so families can have a meal together at Remembrance



Amazon provided care packages for all Scotty Members for Christmas and their staff volunteered to write cards and wrap gifts.

Special thanks to Veterans' Foundation and Forces Support for major, multi-year funding for the SMILES Programme.

SUPPORT PROGRAMME

Grief affects everyone differently. While connection and community are vital, some children and young people need specialist support to help them make sense of their feelings and develop healthy coping skills. The SUPPORT Programme ensures help is available when challenges feel overwhelming.



WHAT WE OFFER

- **1:1 bereavement support** for children and young people.
- **Accredited counselling**, introduced in 2025, provides **specialist clinical support** for children and young people with more complex emotional or mental health needs, complementing Scotty's existing 1:1 bereavement support which offers a safe space to talk and be heard.
- **Parent and carer support** for those supporting younger children or children with additional needs.
- Throughout the year we run **group drop-in sessions**.
- The SUPPORT team can **advocate for families** on issues such as repatriation, probate, pensions, medals and housing.

Data from the parents version of the CBSQ – a robust academically developed assessment tool that looks at six impact areas – demonstrated that:

90%
of parents and carers saw an improvement in their child's communication, belonging or connection

86%
of parents and carers saw an improvement in their child's self-esteem

86% of parents and carers saw an **improvement in three or more impact areas**

81% of parents and carers saw an **improvement in their child's physiological symptoms** (somatic indicators) such as sleeping badly, or stomach aches

62% of parents and carers saw an **improvement in their child's anxiety**

Data from Childhood Bereavement Service Questionnaire (CBSQ) – a robust academically developed assessment tool that looks at five impact areas – demonstrated that:

83%
of children and young people saw an **improvement in coping skills**

78%
of children and young people reported **improvements in at least three of the five impact areas**

The biggest changes reported by children and young people were seen in self-esteem, closely followed by developments in their coping skills and improvements in their engagement with education.

72% of children and young people saw an **improvement in anxiety**

67% of children and young people saw an **improvement in self-esteem**

SUPPORT REACH IN 2025

70 people
received 1:1 support or counselling from Scotty's

We advocated for
7 families
helping with issues such as pensions, medals and other death admin

20 people
received ad hoc support from trained bereavement specialists such as wellbeing check-ins, or providing a listening ear for people feeling overwhelmed

CASE STUDY: 11-year-old Scotty Member receiving support

BACKGROUND

"Sam" is an 11-year-old boy who lives with his mum and younger brother. Sam's dad died following a prolonged physical illness 15 months prior to referral. Sam was referred for bereavement support by his school Head of Year due to concerns about emotional withdrawal and changes in behaviour.

PRESENTING DIFFICULTIES

At the time of referral, Sam presented as quiet and emotionally guarded. Teachers reported that he had become less engaged in class, appeared tired, and struggled with concentration. At home, his mum described increased irritability, reluctance to talk about his dad, and difficulty sleeping. Sam expressed worries about further loss within the family.

Sam demonstrated limited emotional vocabulary and found it hard to articulate his feelings verbally. He appeared unsure whether it was "acceptable" to talk about his dad and showed concern about upsetting his mum.

INTERVENTION

Sam received short-term, child-centred bereavement support over several sessions. Initial sessions focused on building rapport and establishing a sense of safety. Informal assessment through conversation, drawing, and simple activities indicated that Sam understood the permanence of death but held unresolved feelings of sadness, anger, and confusion. He also expressed feelings of guilt related to not having spent more time with his dad during his illness.

A variety of interventions were used with Sam including Psychoeducation about grief to normalise Sam's experience, creative activities such as drawing and using the Scotty's Keepsake Box to help Sam express his feelings indirectly and emotion identification work using our grief wall activity to build emotional literacy and confidence in naming feelings.

We also completed some memory-focused activities to support continuing bonds with Sam's dad in a healthy way, and it was important to explore coping strategies such as simple grounding techniques and routines to help Sam manage his anxiety and sleep difficulties.

Parallel support was offered to Sam's mum, focusing on communication, reassurance, and understanding children's grief responses.

OUTCOMES

Over the course of support, Sam became more able to talk about his dad and express his emotions openly. He demonstrated improved emotional awareness and reduced anxiety around discussing the death. School reported improved concentration and engagement, and Sam's mum noted fewer emotional outbursts and improved sleep.

While Sam continued to experience sadness, he showed increased understanding that grief can fluctuate over time. He identified trusted adults he could talk to when feelings became overwhelming and had some key resources he could draw on to support his emotional regulation.

To protect the privacy of families using the SUPPORT Programme, we use composite case studies.

Special thanks to Annington for their multi-year funding and championing of the SUPPORT Programme from 2019-2025 – and to Vinehill Trust for stepping forward to replace this funding in 2026.

VINEHILL TRUST
ANNINGTON

STRIDES PROGRAMME

CHANGING SYSTEMS THROUGH LIVED EXPERIENCE

Research shows that bereavement can negatively affect children's educational and employment outcomes (Parsons, 2011). While family and emotional support are vital, bereaved children and young people also move through education systems that can unintentionally cause further harm. The STRIDES Programme exists to remove barriers, challenge inequity and ensure bereaved military children are supported to learn, achieve and thrive.



Credit: Beth Wood Photography

WHAT WE OFFER

To help bereaved military young people thrive, the STRIDES Programme:

- Provides **grants** to remove financial barriers to learning.
- Offers **resources and training** to schools to support compassionate classroom practice.
- **Advocates** for families facing educational challenges.
- Works to **influence national policy**, creating a fairer and more inclusive education system.



Credit: Beth Wood Photography

BEHIND THE UNIFORM CAMPAIGN:

Transforming education through lived experience

In 2025, Scotty's Youth Council worked closely with us to launch *Behind the Uniform* – a campaign created and led by young people with lived experience of military bereavement. The campaign highlights how everyday classroom practice, curriculum content and exam questions can unintentionally harm bereaved students, and how small changes can make a meaningful difference.

RESEARCH ON EDUCATION EXPERIENCES

The *Behind the Uniform* campaign was all about sharing powerful new research conducted by Scotty's based on school experiences of nearly 200 bereaved military children which revealed challenges faced by bereaved military children in UK schools.

CAMPAIGN LAUNCH EVENT

Scotty's launched the campaign, alongside The Royal British Legion, with an event held at the Churchill War Rooms in London. The purpose of the event was to call for policy change following the groundbreaking findings. The event was attended by representatives from Department for Education, Ministry of Defence, Members of Parliament and corporate supporters.

Findings include:

77%

of bereaved military children experienced lessons directly related to the cause of their parent's death

52%

had multiple experiences of potentially distressing classroom content

> **"In physics, we had to learn the effects that different bombs had on people, when I asked to leave I wasn't allowed because I might have a question about it in the GCSE. My dad was killed by a bomb in Afghanistan."**
>
> Child/young person

1 in 8 students sitting GCSEs or A-Levels faced exam questions that directly reminded them of their bereavement

< 1 in 3 Less than 1 in 3 of families felt schools handled this sensitively

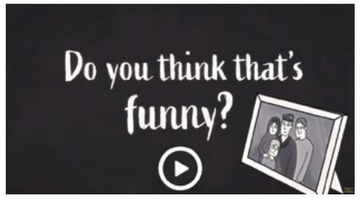
Read research in full: **www.scottyslittlesoldiers.co.uk/education-research**

ANIMATIONS

Two animations, titled "**Do You Think That's Funny?**" and "**Time's Up**" created by Scotty's Youth Council shared their lived experiences of navigating education after the death of a parent. The animations were premiered at the *Behind the Uniform* launch event.

Youth Council Member Micah Matson, whose dad, Flt Sgt Robert Matson (RAF), died of cancer in 2018 when Micah was 14, said:

> **"Using my experiences to create this animation was emotional but important. I wanted to show people what it's really like to go through school when your parent has died, and I hope it raises awareness and leads to real change."**
>
> Micah Matson, Youth Council Member



Scan below to watch "**Do you think that's funny?**".



Scan below to watch "**Time's Up**".



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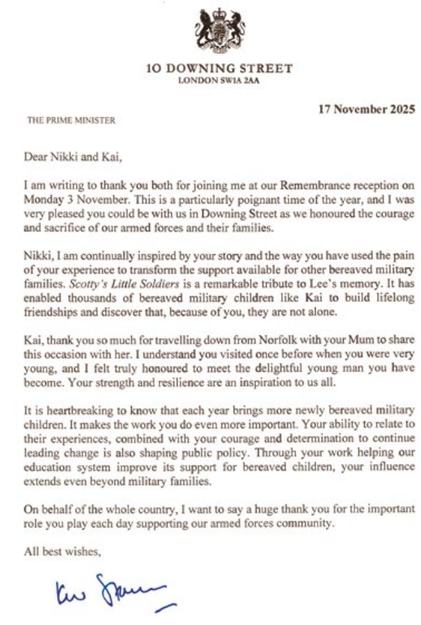

Credit: Beth Wood Photography

NATIONAL INFLUENCE AND SYSTEMS CHANGE

The *Behind the Uniform* campaign has helped move hearts and minds across the education system, influencing policy, practice and assessment at a national level.

Impact highlights include:

- Exam boards **WJEC (Wales)** and **Eduqas (England)** invited Scotty's to shape new in-house guidance and train subject leads responsible for writing exams (**circa 2 million exams annually**).
- **The Scottish Commissioner for Veterans** called for education policy to adopt the campaign's learning.
- Following a meeting with Scotty's founder and her son Kai, the **Prime Minister, Keir Starmer**, wrote to Scotty's recognising the campaign's wider impact for all bereaved children.



10 DOWNING STREET
LONDON SW1A 2AA

17 November 2025

THE PRIME MINISTER

Dear Nikki and Kai,

I am writing to thank you both for joining me at our Remembrance reception on Monday 3 November. This is a particularly poignant time of the year, and I was very pleased you could be with us in Downing Street as we honoured the courage and sacrifice of our armed forces and their families.

Nikki, I am continually inspired by your story and the way you have used the pain of your experience to transform the support available for other bereaved military families. *Scotty's Little Soldiers* is a remarkable tribute to Lee's memory. It has enabled thousands of bereaved military children like Kai to build lifelong friendships and discover that, because of you, they are not alone.

Kai, thank you so much for travelling down from Norfolk with your Mum to share this occasion with her. I understand you visited once before when you were very young, and I felt truly honoured to meet the delightful young man you have become. Your strength and resilience are an inspiration to us all.

It is heartbreaking to know that each year brings more newly bereaved military children. It makes the work you do even more important. Your ability to relate to their experiences, combined with your courage and determination to continue leading change is also shaping public policy. Through your work helping our education system improve its support for bereaved children, your influence extends even beyond military families.

On behalf of the whole country, I want to say a huge thank you for the important role you play each day supporting our armed forces community.

All best wishes,

TRAINING THE NEXT GENERATION OF TEACHERS

At the end of 2025, Scotty's published new **free, open-access training materials** for initial teacher training (ITT) providers, developed in partnership with **Anglia Ruskin University (ARU)**.



The training was created in direct response to what bereaved military children and families told us through the *Behind the Uniform* research: that many teachers want to help, but don't feel confident or equipped to support bereaved pupils well.

Designed with trainee teachers and ITT tutors, the resources help newly qualifying teachers to:

- Understand how bereavement can affect learning, behaviour and wellbeing.
- Recognise potentially distressing curriculum content and assessment practices.
- Build compassionate, supportive classroom environments.
- Feel confident having sensitive conversations about death and bereavement.

By embedding this learning at the start of a teacher's career, Scotty's is helping to create long-term change across the education system – improving outcomes not just for bereaved military children, but for all bereaved pupils.

> **"It has been a privilege to work with Scotty's on this project, which was designed and developed with trainee teachers and ITT tutors at ARU. We are proud to be contributing open access resources, free to providers, to promote compassionate conversations about death and bereavement in classrooms. Our trainees told us the module content helped them feel more confident to support bereaved children whilst on placement and talk to their School Mentors about bereaved children in their class. We are looking forward to sharing learning with other providers who use the resources."**
>
> Jenny Fogarty, Director of Initial Teacher Training at Anglia Ruskin University

The training has been reviewed against the **NASEN Quality Framework for Inclusion**, confirming that it meets high standards of accessibility, inclusivity, and representation for all learners.

The resources are live and available for all to access at: **www.scottyslearning.com**

YOUNG PEOPLE SHAPING GLOBAL UNDERSTANDING

with a trip to Canada!

Four members of Scotty's Youth Council, Angel (21), Molly (21), Joshua (20) and Baxter (19), travelled to Canada alongside founder Nikki Scott to attend The Canadian Institute for Military and Veteran Health Research (CIMVHR) Forum 2025, sharing their lived experiences and helping to showcase the charity's work on an international stage.



Scan below to watch "**Scotty's in Ottawa**".

Scotty's was invited to attend following its ongoing collaboration with **Anglia Ruskin University's Veterans and Families Institute for Military Social Research (VFI)**. Dr Faye Acton presented updates from their joint research project, *The Impact of Bereavement Support for Military Children*, which explores how being part of a military-specific charity shapes a bereaved child or young person's sense of identity and belonging.

The four young members spoke confidently during sessions and discussions, representing bereaved British Forces children and young people. For them, this was not only an opportunity to influence global understanding of childhood bereavement, but a once-in-a-lifetime personal and developmental experience, building confidence, skills and a sense that their voices matter beyond Scotty's and beyond the UK.

Dr Faye Acton said:

"CIMVHR is recognised as one of the leading international conferences in military and veteran health research, so being invited to present the work that Scotty's and I have been working on was a true privilege. Having Angel, Molly, Baxter, Josh and Nikki out in Canada to support the project and champion Scotty's was absolutely wonderful. I felt deeply honoured to share our co-produced project with such a large and diverse audience of practitioners, policymakers and researchers, and I was thrilled by the overwhelmingly positive feedback the presentation received from delegates."

The **full research publication is due in 2026**, with findings expected to further influence policy, practice and understanding of bereavement in education and beyond.

> **"Attending the conference in Canada was a surreal experience! It felt very special and moving to witness a piece of research which placed voices of Scotty's members at the heart, presented on an international stage. It was also great to have the opportunity to spend time with the other members, exploring Canada and soaking in the experience together."**
>
> Angel (21), Scotty's Youth Council Member

GRANTS AND ADVOCACY

Removing financial barriers to education and opportunity

Bereavement can place sudden and lasting financial pressure on families, particularly at key points in a child or young person's education. Without the right support, costs linked to learning, development and independence can limit opportunity. Through STRIDES, Scotty's provides practical financial help and advocacy so bereaved military children and young people can continue to learn, grow and plan for their futures.

STRIDES provides targeted grants to help with education, development and independence, including:

- **Education transition grants** – such as school uniform costs when starting a new school.
- **Further and Higher Education grants** – helping young people access college, university or training.
- **Driving and independence grants** – supporting young people to learn to drive.
- **Supergrants** – once-in-a-lifetime developmental opportunities.
- **Scotty Allowance** – annual support for extracurricular activities, school trips, tutoring or SEND equipment.

GRANTS IMPACT IN 2025

329 grants given to bereaved military children

£73,149 given out to bereaved military children

37 children were **helped with uniform costs** for starting a new school totalling £2,930.84

24 young adults were supported to **learn to drive**, totalling £2,400

19 young adults received financial **help to access Higher Education**, totalling £18,806.68

8 young people were given help to achieve a **once-in-a-life-time development opportunity** totalling £8,000

In 2025, Scotty's launched a new grant to **help families with costs associated with Further Education**. £15,450.39 was distributed to 34 bereaved military children.

We distributed £25,561.17 to 207 children and young people to **help them access extracurricular activities** using our Scotty Allowance. In 2026, we will be publishing research with our families to understand the role that extracurricular activities play in helping military children thrive after bereavement.

ADVOCACY SUPPORT

Alongside financial support, **STRIDES** provides advocacy for families facing education-related challenges, helping ensure children's needs are recognised and supported.



JohnnyGrieg/iStock

30 families supported with education-related advocacy cases in 2025

CASE STUDY: Advocacy within the STRIDES Programme

Scotty's supported a family that were relocating from Scotland to England to live closer to relatives, following the death of an RAF serviceman.

The family's two children, a 15-year-old son and a 10-year-old daughter, faced the challenge of starting at new schools. The family struggled to secure a place for their son at a suitable secondary school due to differences between the Scottish and English education systems. Scotty's contacted the local authority and the school, providing supporting statements and guidance on the impact of transitions for children bereaved of military parents. Thanks to this support, the school offered him a place, adjusting admissions criteria to prioritise his needs.

Once the family had moved, their younger daughter struggled with the transition linked to having a diagnosis of Autism and Special Educational Needs. Scotty's worked with the family and school to secure an Education, Health and Care Plan (EHCP) through the local authority, providing her with a personal budget for additional educational and emotional support to help her thrive.

Scotty's continues to provide consultation with both schools, ensuring support evolves as the children grow. Both children have also benefited from their Scotty allowance, funding extracurricular activities such as theatre school and swimming lessons. These opportunities have helped them pursue their passions, build friendships, and maintain a sense of normality during a period when the world felt unstable.

The family shared:

> **"Thank you so much for all the help you've given us – it really has made such a difference, we don't know what we would have done without the support of Scotty's."**

To protect the privacy of families, we use composite case studies.

Special thanks to the Armed Forces Covenant Fund Trust and Lloyd's Veterans Charity for significant, multi-year funding and Gleeds for large funding enabling development of the STRIDES Programme.

THE FAMILIES TEAM

The Families Team is at the heart of Scotty's. They are the people who walk alongside bereaved military children, young people and their families from the moment they enquire about becoming a member and then stay with them through their journeys for many years afterwards.

Our multidisciplinary team brings together lived experience, professional expertise and a deep understanding of military life. They provide emotional and practical support, help families navigate complex systems, create opportunities for connection and joy, and advocate on behalf of families when challenges feel overwhelming.

The Families Team ensures that every child and young person is seen as an individual and supported in ways that reflect their age, their experiences and what they need at that moment in time. Families consistently tell us that the relationship they build with the team helps them feel understood, supported and not alone.

MEET THE FAMILIES TEAM



NIKKI

Founder and Head of SMILES

Nikki Scott BEM founded Scotty's in 2010 following the death of her husband, Corporal Lee Scott, who was killed while serving in Afghanistan. As a bereaved military spouse and mum, Nikki saw first-hand the devastating impact of military bereavement on children and families and recognised the urgent need for specialist, long-term support.

What began as a deeply personal response has grown into a national charity supporting hundreds of bereaved British Forces children and young people. Nikki is not only the founder but also Head of the SMILES Programme. In this role, she leads initiatives that improve family connection, communication and a sense of belonging, creating fun shared experiences through events, breaks, care packages and opportunities that help families feel part of a supportive community.

Alongside her lived experience, Nikki is professionally qualified, holding a Level 5 qualification in Working in Childhood Bereavement (children and young people and their families), achieved in June 2022. Her combination of personal insight, professional learning and unwavering commitment continues to shape Scotty's. Genuine need remains at the centre of everything Scotty's does.

CARLA

Head of Service

Carla joined Scotty's at the beginning of 2026 and leads the development and delivery of Scotty's services, ensuring the charity's support is effective, evidence-led and ready to grow. She has taken over the Head of Service role from Rachel Scott and we'd like to thank Rachel for all her hard work prior to Carla joining the team.

Carla brings over 20 years' experience in the charity sector, having held senior leadership roles in national charities supporting children and families, but having also worked on the ground as a practitioner supporting families in her earlier career, and been a trustee for local children's charities.

Carla has extensive knowledge of holistic family support, emotional wellbeing support, advocacy and involvement work, information, advice and guidance, as well as running high quality activities and events for children and families. Carla specialises in scaling and developing successful quality programmes, led by lived experience and evidence of need.

She is looking forward to ensuring that learning from families continuously shapes delivery, and that their voices lead the way in determining what is most needed by the bereaved military community. Carla will be using the nationally significant research that her predecessor had developed, which includes the UK's first estimates of the bereaved military community, and research on bereaved military children's experiences in education, together with the analysis of longitudinal data from more than 750 Scotty Members, to shape the future of Scotty's services and support. This work has also been integral in underpinning Scotty's growing influence on national policy affecting bereaved military families.

Working closely with Scotty's CEO, Carla will be supporting the development of Scotty's new vision for 2026 – positioning the charity



to extend its expertise and support to the wider bereaved military community, while remaining firmly rooted in lived experience. She will be working closely with Scotty's Council to ensure that the voices of bereaved children and young people remain at the heart of every strategic decision, alongside the wider bereaved military community as Scotty's vision develops through 2026.

CHARLIE

Head of SUPPORT

Charlie joined Scotty's in 2021 and leads the SUPPORT Programme, which provides specialist emotional, mental health and bereavement support to Scotty's members and their families.

With a degree in Sports Science and a strong foundation in behavioural medicine and psychology, she brings a deep understanding of the links between health, wellbeing and human behaviour. Charlie has over 20 years of experience working with children and young people across diverse settings, including outdoor education, forest schools, sports coaching, and the Duke of Edinburgh Awards which has equipped her with the skills to design and deliver impactful programmes.

She is qualified in Working in Childhood Bereavement and is currently completing a professional counselling qualification to become a fully qualified counsellor, enhancing her ability to provide empathetic, evidence-based support. Charlie also volunteers with mental health text line SHOUT, providing emotional and mental health support to those in times of crisis.

Before joining Scotty's, Charlie worked for three years with military families at an RAF station as a Chaplaincy Families Worker where she created and delivered a comprehensive families programme to deliver high-quality support especially during deployments and times of crisis.



Led by Charlie, the SUPPORT Programme provides 1:1 bereavement support and counselling, parent and carer support, advocacy across housing, pensions and statutory services, and regular online peer support sessions, which many families describe as a lifeline.

NICOLA

Bereavement Counsellor



Nicola joined Scotty's in 2025 as part of a significant expansion of the SUPPORT Programme, when the charity introduced accredited bereavement counselling alongside its long-standing bereavement support. This development recognised that while many children benefit from peer connection and emotional support, some need a higher level of specialist therapeutic intervention at certain points in their bereavement journey.

Nicola is a qualified Integrative Counsellor and has supported young people and adults since 2017. Her counselling career began at a youth charity working with young people aged 11-25, before developing and delivering a counselling service within a secondary school, supporting students from Year 7 through to sixth form. Her work included safeguarding, risk assessment and close partnership working with external services such as CAMHS and social care.

Nicola has extensive experience supporting bereaved young people and understands that grief affects everyone differently. At Scotty's, she provides a safe, trusted space where children and young people can explore complex feelings, remember their parent, and develop coping strategies at their own pace. Her therapeutic approach helps young people grow around their grief, build self-esteem and move forward in a way that feels right for them.

ROB

Head of STRIDES

Rob is a child and adolescent psychotherapist specialising in bereavement. He holds a degree in Psychology and a Postgraduate Diploma in Child and Adolescent Psychotherapy, with additional training in trauma therapy and cognitive behavioural therapy.

Prior to joining Scotty's in 2024, Rob worked in the voluntary sector for several years with over ten years working in hospice care, developing support services for children living with a family member's terminal illness and bereavement.

As Head of the STRIDES Programme at Scotty's, Rob's primary aim is to remove barriers to education and employment. Rob coordinates Scotty's educational grants and advocates for members who are facing challenges in their education – speaking with schools and education providers to put support plans in place, writing statements to accompany Education Healthcare Plan assessments and in support of members enrolling in the schools of their choice. Rob also develops training and resources for education providers to support them in understanding the needs of bereaved military children and young people.



KATIE

SMILES Programme Executive

Katie joined Scotty's at the beginning of 2024, bringing with her 17 years' service in the British Army with the Adjutant General's Corps (Staff and Personnel Support). During her military career, she worked alongside different Regiments in the UK and on exercises and deployments around the world, developing a deep understanding of military life and what families need during the most challenging times.

Her time in the Army reinforced the importance of compassion, resilience and looking after people when it matters most. In her role at Scotty's, Katie is able to use everything she learned in the Army – empathy, calm under pressure, a people-first mindset, and a strong sense of structure and professionalism – to support bereaved military children, young people and their families.

As SMILES Programme Executive, Katie plays a key role in delivering the practical and emotional elements of the SMILES Programme. She coordinates Scotty's respite breaks – helping families access time together away from everyday pressures and ensures children and young people receive gifts and vouchers at particularly difficult moments – including birthdays, Christmas and the anniversary of their parent's death – so they feel remembered and supported when it matters most.

Katie helps families feel remembered and connected to a community that understands.





VOICES OF THE COMMUNITY

Scotty collects and amplifies the voice of the bereaved military community. As a charity led by lived experience, this shapes Scotty's own programmes and activities but is also published in order to help inform provision from other organisations and to shape public policy.

In the STRIDES Programme section of the Impact Report we have shared details of our report **School Experiences of Bereaved Military Children** and how that is shaping education policy.

As the military bereavement charity for the UK Armed Forces, Scotty's holds one of the largest longitudinal datasets of bereaved military families. To mark 15 years of operation, in 2025 we published analysis of 753 children from 2012-2024, to better understand our community.

92%

of children accessed at least one respite break with **88% accessing multiple**



KEY FINDINGS

- **Scotty's quickly and equitably reaches bereaved military families following a death**. With 65% of newer members joining within one year of death, and equitable representation across the branches and ranks. We were particularly pleased to see that bereaved veteran families are finding us nearly as quickly as those in service at death.

65%

of newer members **joined within one year** of death

- **Bereaved military families need long-term support**. Respite breaks is one of the most highly utilised services we offer, with 92% of children accessing at least one break and 88% of children accessing multiple respite breaks. The high demand for breaks is maintained across many years (up to ten years) demonstrating the longevity of need. The consistently high uptake across all ranks shows these breaks offer something deeper than "just a holiday": Protected time for families to reconnect, talk and heal.
- **Military families bereaved by suicide are most likely to seek help from the charity**. Families bereaved by suicide are more likely to join Scotty's than other causes of death, and in particular veteran Army families bereaved by suicide. This finding is important as children bereaved by parental suicide are at greater risk of suicidal ideation than children bereaved by other causes of death and so it is important to have readily accessible, long-term support available.
- **Bereaved military children who struggle to cope with their grief need support to manage anger issues, self-harm and access to education**. Amongst children accessing 1:1 support, the majority of children (59%) reported having problems with anger, and over a quarter said they were self-harming or had thoughts of suicide. Half of the children accessing support reported a negative impact on education including disengagement from school, school absenteeism, and inability to concentrate in lessons.



Key areas for further study were also identified, including the emotional and mental health needs of bereaved children under ten, participation in extracurricular activities for this cohort, and the growing number of veteran Army families bereaved by suicide who turn to Scotty's for support.

In early 2026, Scotty's will be publishing our first **Bereaved Military Community (BMC) Insights report**, drawing on over 200 members of the wider BMC. The report explores how the wider military community are impacted by death and identifies their needs across areas, including social connections, mental and emotional health, school and work and access to entitlements and death admin. This builds on from an internal pilot study with 85 families conducted in 2025, which identified similar areas of need. The internal study, and the wider BMC Insights report, will directly shape the development services in 2026 and beyond.

In early 2026, we will also be publishing a report on how the bereaved military community engage with extracurricular activities and the role such activities play in living with grief. This was a recommendation that arose from the 15 Years project.

In 2025, we were honoured by the findings of the **AFCFT commissioned report by Alma Economics** which quoted the bereaved military community calling our respite breaks "life changing" and our services "incredible". We were also honoured when the review by the **Scottish Commissioner for Veterans, Support for the Bereaved Community**, called Scotty's services "invaluable" and called for educators to embed the insights Scotty's gathers from the community into policy and guidance.

OUR SERVICES

"incredible"

– Alma Economics

"invaluable"

– Scottish Commissioner for Veterans, Support for the Bereaved Community

OUR RESPITE BREAKS

"life changing"

– Alma Economics

A MESSAGE FROM OUR CEO

2025 was our 15th year and the year we defined what the next fifteen need to look like.

Fifteen years ago, Nikki started Scotty's because she saw a gap in the support for her own children. Bereaved British Forces children needed a community that understood them, specialist support built around their experiences, and a reminder that their parent hadn't been forgotten. In 2025 we marked fifteen years of doing exactly that, and I'm immensely proud of what the team delivered over the course of the year. Nikki's earlier note and the rest of this report demonstrates that impact in great detail.

This is also the report, though, where we set out a significantly bigger ambition, and that's what I want to spend most of this message on.

WHY WE'RE EXPANDING

Every family we have ever supported has reminded us of something we haven't been able to fully act on until now: military-connected bereavement doesn't affect children in isolation. It ripples through a whole family, including parents, siblings, grandparents, partners, and extended relatives, and those adults are often carrying enormous weight while trying to hold everything together for the child in front of them. Our evidence, our experience on the ground, and the voices of our community all point in the same direction.

For fifteen years, we've been the UK's specialist charity for bereaved military children and young people. From 2026, we are extending that expertise to support the wider bereaved military community. Our long-term mission is to support and empower anyone affected by a military-connected bereavement, and our new big hairy audacious goal is to reach 25,000+ bereaved people by 2035.

WHAT THIS MEANS, AND IMPORTANTLY, WHAT IT DOESN'T

I want to be clear that nothing changes about our commitment to bereaved military children and young people. Scotty's Little Soldiers remains Scotty's Little Soldiers for everything we do with children and young people, and in 2026 we plan to support more young people than ever before.

What is changing is that Scotty's is becoming the overarching brand for the charity as a whole, and the home for our new services supporting bereaved adult family members. Scotty's Little Soldiers sits inside that, as our children and young people's offer.

WHAT IT LOOKS LIKE IN PRACTICE

Our first step is a new programme called START, designed to help the bereaved military community navigate their entitlements. START will be a single point of contact staffed by caseworkers who specialise only in military bereavement. Over time, elements of our existing programmes will also open up to bereaved adult family members, so the social connection, wellbeing support and development opportunities we provide to children become available to the people around them too.

This is a phased expansion. We'll begin where the need is greatest and the gaps are widest, guided by direct conversation with the community, and through a new lived experience advisory group and Scotty's Youth Council. 2026 is a pilot year: we'll be testing, listening, refining, and building the evidence base for what genuinely specialist adult support should look like when it's designed around military-connected bereavement specifically.

THE YEAR AHEAD

Fifteen years in, we are in a stronger position than at any point in our history to do something genuinely ambitious. The team has the expertise. The community has told us what it needs. The evidence base is in place. And our supporters are backing us to act on it.

Thank you to everyone who makes that possible, our trustees, funders, corporate partners, team members, and above all the Scotty families who have trusted us with their experiences and shaped everything we do.

We've spent fifteen years making sure no bereaved Forces child feels alone. We're now going to make sure no bereaved Forces family feels alone either.

Stuart Robinson
CEO, Scotty's





Credit: Paul Tibbs Photography

FINANCES

For those who appreciate the detail, you can find our full set of financial accounts further on in this report. If you prefer the highlights, this is the place for you.

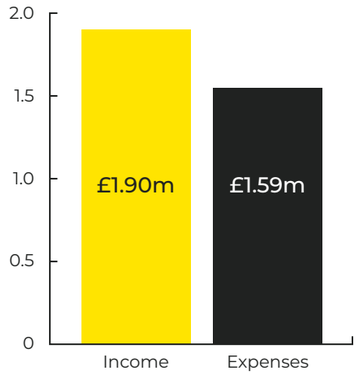
In 2025 we raised £1.9m, up 12% on 2024 and our highest income yet. To realise our long-term vision of supporting over 25,000 bereaved people from the military community by 2035, our income will need to be closer to £5m, so continued funding growth is key.

Following a slight dip in income in 2023 we refocused our fundraising resource to concentrate on developing larger and longer-term relationships with both the corporate world and with trusts and foundations.

Our grants income increased from £281,171 (2024) to £702,889 (2025) and our corporate donations from £292,875 (2024) to £338,199 (2025), with a significant percentage including multi-year commitments which help us with future service planning.

Our individual donations and fundraising decreased from £630,235 (2024) to £584,413 (2025), in part due to the current economic environment but also because of our focusing of resources on corporate and grants relationships.

INCOME VS EXPENDITURE



INCOME GROWTH 2020-2025 (£m)



We finished the year with a surplus of £311,346 which has allowed us to do two things. Firstly, increase our free reserves to a comfortable 6.6 months of total charity annual expenses (4 months in 2024) and secondly, to better plan our activities in 2026. Ending the year with a surplus, alongside multi-year commitments, gives us a clearer view of the funds available to invest in our services and supports a more efficient and effective planning process.

Whilst we raised more funds in 2025 than ever before, we spent slightly less on fundraising during the year than in 2024. We do expect to invest more in our fundraising in the coming years, in order to generate more funds to support more of the bereaved military community.

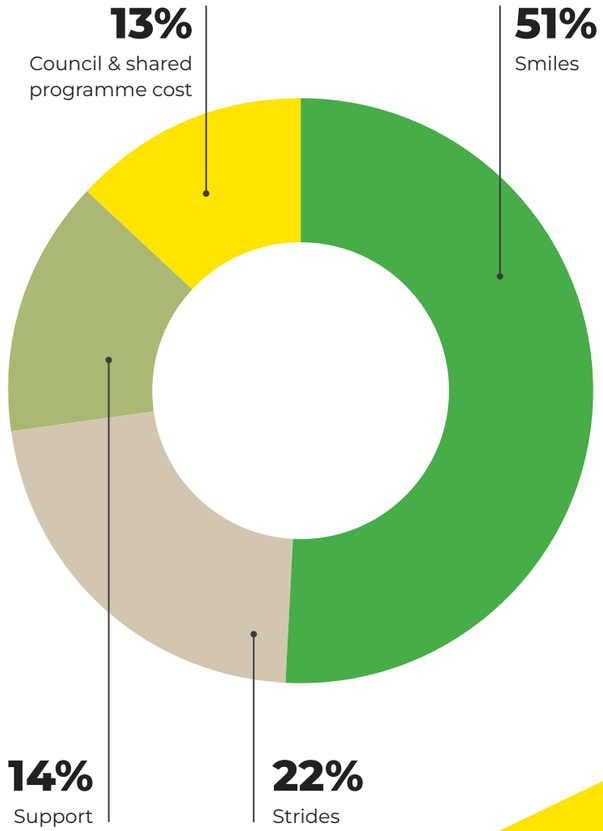
Our total expenses increased to £1.59m during 2025, up from £1.55m in 2024. We expect to invest more in our Programmes during 2026 having had the opportunity to build safety reserves and a surplus to re-invest.

Our SMILES Programme is the most developed and expensive of our programmes to run and accounted for 51% of our charitable activities spend. This is in-part due to the nature of its activities which include mass events such as our festivals and respite breaks at our fully owned Scotty Lodges.

We also increased spending on events in 2025 as we piloted new regional events called Scotty's on Tour. In 2025 the STRIDES Programme accounted for 22% of charitable activities spending and includes financial education and development grants to Scotty Members, and our SUPPORT Programme accounted for 14%, with shared Programme costs, such as the running of our Youth Council, accounting for the remaining 13%. Investment in all three programmes will increase over the next 5-years.

Our focus is on continued, but sustainable financial growth, which allows us to invest in the development of the charity to meet its long-term goals without putting it at risk. Further investment in our fundraising with a particular commitment to longer term relationships will in return provide even greater funds to invest in service development and growth to meet the needs of the community we support.

PROGRAMME EXPENSES



SURPLUS:

£311,346

To allow us to build our safety reserves and reinvest in our programmes in 2026

FUNDRAISING

2025 was a strong year for Scotty's. We set a clear plan focused on increasing sustainable, multi-year income and delivered against it.

We exceeded our £1.7m fundraising target, strengthened key relationships and ended the year with nearly six months of reserves, in line with our policy and sector best practice. We also secured significant multi-year funding commitments, with 19% of our 2026 budget already confirmed through strategic partnerships.

Fundraising is ultimately about relationships built on trust. The growth in long-term support has given us greater financial stability and confidence to plan for the future.

Thank you to everyone who supported Scotty's throughout the year.



Gabby Costigan, Group MD Business Development at BAE Systems, announced their multi-year commitment to Scotty's at DSEI in London.

CORPORATE PARTNERSHIPS

Corporate partnerships were a major area of growth in 2025 as awareness of Scotty's and the needs of bereaved military families continued to increase across the Armed Forces and defence communities. The missing piece in the jigsaw of support.

Multi-year commitments from organisations including **BAE Systems**, **Griffin Catalyst** and **Convex Insurance** reflected growing confidence in our work and future direction. **Gleeds** funded the creation of our first mentoring programme (launching in 2026) which will provide more corporate engagement opportunities. And **Amazon** continued their fantastic Christmas pack-a-thon support.

Members of our Business Heroes Club, including **Safran**, **Babcock**, **ZE Global**, **Fortis Vision**, **Irwin Mitchell**, **London Biggin Hill Airport**, **Supacat** and others continued to provide invaluable support through funding, advocacy and engagement – while demonstrating social value.

We also launched our first 'presenting partners'. **OCS** and **IEM** stepped forward to be on Scotty's new team kit (the bright hoodies we've become known for).

Many of these relationships began through personal introductions from supporters across the defence community. Those connections continue to open doors to help grow our impact.



Supacat hosted Scotty's on their stand at DSEI.



Nikki Scott speaking at Scotty's Business Heroes annual meet up hosted by Convex Insurance.

We exceeded our
£1.7m
fundraising target.

TRUSTS AND FOUNDATIONS

We continued to strengthen our pipeline of strategic grant funding and are grateful to every funder.

New support from the **Vinehill Trust** will sustain our SUPPORT Programme from 2026, replacing long-standing funder **Annington Homes**, while organisations including **Veterans' Foundation, Lest We Forget**, **the Army Benevolent Fund**, **Greenwich Hospital**, **Royal Navy & Royal Marines Charity**, **Lloyd's Veterans Charity** and the **Armed Forces Covenant Fund Trust** continued to play a vital role in our work.

A renewed three-year commitment from **Forces Support** and increased investment from several existing funders demonstrate growing confidence in Scotty's impact.

The quality of data, insight and evidence gathered by our Families Team has helped us demonstrate outcomes more clearly than ever, strengthening old and new funding partnerships.

COMMUNITY FUNDRAISING

While our strategic focus remains on growing sustainable corporate and grant income, community fundraising continues to be at the heart of Scotty's.

Individuals, clubs, businesses and military communities raised funds in countless ways, from local initiatives to long-standing fundraising traditions.

Highlights included another successful Scotty's Ball bringing together wonderful supporters – including the extraordinary Al Carns DSO OBE MC (while Veterans' Minister), Garth Miller, Thrudark co-founder Anthony Stazicker CGC and long-standing Scotty's supporter Kev Godlington, all ex Special Forces, who executed their **Mission Everest** plan (London – Summit – London) within a record-breaking 7 days and launched a long-tail of fundraising for bereaved military children.

Whether supporting Scotty's in memory of a loved one, through military connections or simply a desire to make a difference, every fundraiser helps ensure bereaved military families receive the support they need.

THANK YOU

"Thank you to the people who fund us or donate year after year, who introduce us to the next opportunity, who quietly advocate for us in rooms we're not in, who go out and raise money in their own time.

We don't take any of that lightly. To everyone who has supported Scotty's this year please know you have made an impact."



Anthony Stazicker, Kev Godlington and Al Carns at Scotty's Ball. Credit: Fraser Carson, Captured Moments



LOOKING AHEAD

We enter 2026 in our strongest position to date, with greater financial stability, stronger partnerships and a growing evidence-base of our impact.

As we continue to expand our vision to support everyone affected by military-connected bereavement, we will grow responsibly, ensuring every step forward is backed by sustainable funding and meaningful impact.

Discover how partnering with Scotty's can help you achieve your social impact goals. Contact hello@scottys.org.uk

Mission Everest summit success for Scotty's. Credit: Sandro Gromen



19%

of our 2026 budget is already confirmed through strategic partnerships.

THANK YOU

Everything in this report – every story, every outcome – was made possible by you.

MAJOR CORPORATE PARTNERS

convex gleeds BAE SYSTEMS

PRESENTING PARTNERS

iem OCS to be your best™

SUPPORTING CORPORATE PARTNERS

amazon Eric Wright Group calteq ALTRAD iQ ANNINGTON

SCOTTY'S BUSINESS HEROES CLUB

ZE Global SAFRAN FORTIS VISION Babcock iem

IM irwinmitchell SUNBELT RENTALS Blaq Cat Regenerative Infrastructure LONDON BIGGIN HILL AIRPORT

CLC BOOM CONSTRUCTION MAIAR HUGH JAMES centrica

OW OCEAN WINDS Supacat FORCES TRANSITION GROUP Project Furniture

CRAWFORDS ADRIAN FLUX Insurance for the individual CD FIRE AND SECURITY LTD COMPLETE DETECTION

CORPORATE & BUSINESS SUPPORTERS

Simmons & Simmons, Joe Davies Ltd, Marlborough Communications, West Midlands Trains, Safeguard Engineering, Centrica, ThruDark, Cadent Gas, Rail Delivery Group, Zertus UK, JD2E, Marcurius, Oriens Aviation, GXO, Ecolab, Enterprise, Clarendon Fine Art, AJ Gallagher, Forcewear, IQ Student Accommodation.

We also thank Northern Trust, Vinci Defence, MUJV, L3 Harris, CGI, North, Aurora and other brilliant organisations who have supported Scotty's through staff fundraising.

CAUSE-RELATED MARKETING PARTNERS

£2 from every pack of Contact Coffee Co's 'Scotty's Blend' supported Scotty's



5% of sales of RUCK Edge (Rugged Universal Charger Kit) supported Scotty's

KINECTED SOLUTIONS

GRANT FUNDERS

VETERANS' FOUNDATION GRIFFIN CATALYST THE ARMED FORCES COVENANT FUND TRUST Funded by HM Government

Lloyd's Veterans Charity Army Benevolent Fund fs

Lest We Forget Association omaze ROYAL NAVY & ROYAL MARINES CHARITY GREENWICH HOSPITAL

With thanks also to: The Clara E Burgess Charity, The James Stanfield Foundation, Lloyd's & City of London branch of the RBL, Simon Gibson Charitable Trust, Thrive Together, Invictus Games Foundation, James Tudor Foundation, Trinity House Maritime Charity, Artemis Charitable Foundation, Alan Boswell Group Charitable Trust, Dandia Charitable Trust, Charles S French Charitable Trust, Barratt Redrow Foundation, RAF Music Charitable Trust, Joron Charitable Trust and The Childwick Trust.

FUNDRAISERS

We are incredibly grateful to ALL those who raised funds for Scotty's in 2025, including:

Mission Everest, Scotty's Rugby (10th year), Dunstable & Leighton Buzzard Truck Convoy (10th year), Littlestone Warren Golf Club, Hampshire & Isle of Wight Army Cadets, Frank Hall's Track Day Club, Soldier George, Chris Thrall & Ocean's Elite, Taunton School's English Channel Swim, Cheltenham College and young Scotty Member Alfie who raised more than £10,000 climbing Ben Nevis with his grandad, mum and others in memory of his dad, Kieran Taylor, who served in 2 PWRR.

Thank you to everyone who has stepped out or stepped up for Scotty's.

Thank you to every funder, every fundraiser, every regular giver, every advocate. If your contribution is not noted above, please know your support is valued and appreciated. You are making a difference – and we hope you take pride in the impact achieved with your support.

TRUSTEES REPORT

The Trustees of Scotty's Little Soldiers CIO are:

- Eamonn O'Sullivan (Resigned 23 March 2026)
- Ellen Plumer
- Jason Worthy (Chair)
- Jonathan James
- Luke Priestley (Resigned 23 March 2026)
- Simon Millar
- Steven Ward (Resigned 23 March 2026)
- Nikki Douglass (Appointed 23 March 2026)
- Martin Douglass (Appointed 23 March 2026)

The Trustees present their report and financial statements for the year ended 31 December 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the 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 (FRS102).

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2nd December 2016.

The charity registration number is 1170528 and registered address PO Box 1273, King's Lynn DO, PE30 9HD.

The original Scotty's Little Soldiers (charity number 1136854) was established in 2010 as an unincorporated charity. Following guidance from the Charity Commission the CIO was established and became the sole trustee of the charity on 27th November 2018. The charitable activities were fully transferred to the CIO during 2023 and the original charity was dissolved in November 2024.



OBJECTIVES & ACTIVITIES

The charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the British Armed Forces.

Scotty's Little Soldiers exists to ensure bereaved British Forces children and young people are supported through childhood and into adulthood, reducing isolation, improving emotional wellbeing, and helping them thrive following the death of a parent.

The charity delivers support through three Family Programmes:

SMILES PROGRAMME

Focused on fun, respite and connection, the SMILES Programme provides opportunities for bereaved military children and young people to smile again, build friendships and feel part of a supportive community. The programme includes respite breaks, gifts and vouchers at difficult times of the year, and events that strengthen peer relationships and family cohesion.

SUPPORT PROGRAMME

The SUPPORT Programme focuses on emotional health and wellbeing and provides bereavement support, information, guidance and advocacy for bereaved Forces families. During the year the charity continued to strengthen emotional support available to children, young people and their families.

STRIDES PROGRAMME

The STRIDES Programme supports education, development and future opportunities for bereaved Forces children and young people. This includes practical educational support, grants, skills development and work designed to improve understanding of bereaved military children within wider systems, particularly education.

In shaping activities throughout the year, the Trustees have paid due regard to the Charity Commission's public benefit guidance and are satisfied that the activities undertaken further the charity's objects and provide clear public benefit.

REVIEW OF CHARITABLE ACTIVITIES AND ACHIEVEMENTS FOR THE PUBLIC BENEFIT

During 2025, Scotty's Little Soldiers directly supported 796 bereaved children and young people, the highest number in the charity's history and an increase on the previous year. The Trustees remain deeply conscious that behind every statistic is a child or young person navigating the devastating loss of a parent who served.

The charity continued to deliver support through its three Family Programmes and remained committed to ensuring bereaved military children and young people felt remembered, supported and able to build positive futures.

The Trustees are proud of the impact delivered during 2025, details of which are set out more fully within the charity's accompanying Impact Report.

Supporting Emotional Health & Wellbeing

During the year, the charity continued to strengthen emotional health and wellbeing support for bereaved military children, young people and families. Through the SUPPORT Programme, families accessed guidance, advocacy and specialist bereavement support intended to help children build coping skills, resilience and confidence following the death of a parent.

The Trustees recognise that bereavement can have profound long-term consequences for children and young people and remain committed to ensuring support is evidence-informed, accessible and responsive to need.

Influencing Systems Around Bereaved Military Children

A significant area of progress during 2025 was the charity's continued work to improve how bereaved children are understood and supported within education.

Building on the voice and lived experience of Scotty's Council, the charity continued its work to influence schools and wider education systems to become more compassionate and supportive environments for bereaved military children and young people.

The Trustees particularly welcomed progress relating to the charity's educational engagement, awareness work and partnerships designed to improve understanding amongst teachers and professionals supporting bereaved children.

The Trustees believe meaningful change for bereaved Forces children requires not only direct support but also improvements to the systems around them.

Building Community & Reducing Isolation

Reducing isolation remains central to Scotty's mission. Through events, respite breaks and peer connections, the charity continued to create opportunities for bereaved military children, young people and families to connect with others who understand their experiences.

The Trustees recognise that peer support and strong family relationships can play an important role in improving long-term outcomes following bereavement and remain committed to maintaining opportunities for families to build community and make positive memories together.

Financial Sustainability & Partnerships

The Trustees are encouraged by progress made during 2025 in strengthening the charity's financial sustainability.

Particular focus was placed on growing strategic corporate partnerships and increasing the proportion of longer-term and multi-year funding. The Trustees believe sustainable income arrangements provide greater certainty for beneficiaries, reduce financial volatility and strengthen the charity's ability to plan and invest over the longer term.

The charity continued to benefit from the generosity of individuals, trusts, foundations, businesses and wider supporters whose commitment enables Scotty's Little Soldiers to continue delivering vital support to bereaved British Forces children and young people.

GRANT MAKING POLICY

The charity supports beneficiaries through the use of a number of small grants (no greater than £1,000) as part of the STRIDES Programme. There are 6 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year-round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

FINANCIAL REVIEW

The Trustees consider the financial position of the charity at the end of 2025 to be positive and remain satisfied with the charity's financial resilience and ability to continue delivering support to beneficiaries.

Income for the year was £1.90m (2024: £1.69m) and total expenditure was £1.59m (2024: £1.55m), resulting in net movement in funds of £0.31m.

The Trustees continued to monitor expenditure carefully during the year, balancing investment in services with prudent financial stewardship. The charity maintained a strong focus on sustainability, particularly through the development of strategic partnerships and longer-term funding opportunities.

PRINCIPAL SOURCES OF INCOME

The charity receives income from a range of sources including donations from individuals, trusts and foundations, fundraising activity, corporate partnerships and grant funding.

The Trustees continued to prioritise the diversification of income streams and growth in strategic corporate partnerships during the year in order to reduce reliance on any single source of funding and improve financial resilience.

RESERVES POLICY

The Trustee Board have adopted a Reserves policy in line with the charity's objectives at a level that is sufficient to cover its operating costs for a minimum of 3-6 months based on the current year of operation. In the event of dissolution of the charity the reserves would be used for winding up costs. The constitution states that any surplus reserves must be either used directly for the objects of the charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. The level of reserves has been chosen to help mitigate any short-term financial risks such as declines in income, protection against adverse unforeseen events such as loss of key staff and reputational issues, and allow where appropriate for investment in opportunities and initiative, or the deployment of working capital where required. The level of Free General Reserve held for the Group at 31st December 2025 is £869,629 (2024 £571,021) which represents 6.6 months' total charity expenditure which is an increase from 4.0 months in 2024. The Group total reserves, which includes assets such as our 6 holiday homes, is £1.80m (2024: £1.49m). £1.30m (2024: £1.01m) of the reserves held are categorised as unrestricted funds, £0.50m (2024: £0.47m) are categorised as restricted funds.

PLANS FOR THE FUTURE

The Trustees remain committed to the charity's long-term ambition of supporting more bereaved British Forces children and young people and ensuring no bereaved child feels alone following the death of a parent.

During 2026, the charity will continue to strengthen emotional wellbeing support, build sustainable income streams and expand work designed to improve understanding of bereaved military children and young people within wider systems, particularly education.

Following more than 15 years of learning, lived experience and extensive research, the charity will also begin carefully extending aspects of support to bereaved adults connected to Scotty families. The Trustees recognise the continuing needs of families following childhood bereavement and will take an evidence-led and proportionate approach to this development.

The Trustees remain committed to ensuring any future growth is sustainable, mission-aligned and centred on the needs of bereaved British Forces families.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

Trustees

The CIO currently has six trustees. Ellen Plumer, Jason Worthy (Chair), Jonathan James, Simon Millar and Nikki Douglass and Martin Douglass. The trustees meet quarterly with the Chief Executive Stuart Robinson, and the Charity's Founder Nikki Scott, to whom the day-to-day operations are delegated.

Appointment of new Trustees

The charity operates a formal trustee recruitment process and seeks to maintain a Board with an appropriate balance of skills, experience and lived understanding relevant to the charity's mission.

Potential trustees are identified through open recruitment and targeted approaches where specific skills are required. New trustees receive an induction designed to support understanding of the charity, governance responsibilities and trustee duties.

Organisational structure

The charity is administered by a Board of Trustees who meet regularly throughout the year and retain responsibility for the overall governance and strategic direction of the charity.

Day-to-day management is delegated to the Chief Executive Officer within a framework of delegated authority approved by the Trustees. The CEO reports regularly to the Board on performance, impact, operations, safeguarding and financial performance.

Related Parties

Mrs Nikki Scott-Howlin and Mr Stuart Robinson are listed as Directors of the limited company Scotty's Little Soldiers Trading Ltd.

The company exists solely to support the activities of the charity, with all profits donated to the charity under gift aid. The trading company was confirmed by Companies House as the relevant legal entity for trading activity. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11 January 2019.

Trustee reimbursements and remuneration

No Trustees were remunerated for goods or services during the year.

Reasonable out-of-pocket expenses incurred in carrying out trustee duties may be reimbursed in accordance with the charity's governing document.

Safeguarding

Safeguarding remains a priority for the Trustees given the nature of the charity's work with bereaved children, young people and families.

The Trustees maintained oversight of safeguarding arrangements during the year and are satisfied that appropriate safeguarding systems, processes, training and reporting mechanisms remained in place.

There were no serious incidents requiring reporting to the Charity Commission during 2025.

Risk Management

The Trustees recognise their responsibility to identify and manage the principal risks facing the charity and to ensure proportionate systems and controls are in place.

The Board regularly reviews operational, financial, safeguarding and strategic risks and monitors mitigating actions.

The Trustees are satisfied that risk management arrangements remain proportionate to the size and complexity of the organisation.

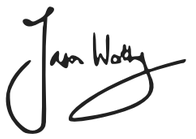
Auditor

TC Group was reappointed to conduct an audit of the charity accounts for 2025.

Disclosure of Information to auditor

Each of the Trustees has confirmed that there is no information relevant to the audit of which they are aware and of which the auditor is unaware. They have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustee Report was approved by the Board of Trustees



Jason Worthy
Chair, Scotty's Little Soldiers
31 August 2026

STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and application of resources of the CIO for that year.

In preparing these 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the CIO and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the CIO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SCOTTY'S LITTLE SOLDIERS

Opinion

We have audited the consolidated financial statements of Scotty's Little Soldiers (the "CIO") and its subsidiaries (the "Group") for the year ended 31 December 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2025 and of the Group's incoming resources and application of resources, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a

material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- The information given in the financial statements is inconsistent in any material respect with the Trustee report; or
- Sufficient accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records; or
- We have not received all the information and explanations we require for our audit.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **https://www.frc.org.uk/library/standards-codes-policy/audit-assurance-and-ethics/auditors-responsibilities-for-the-audit/**. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which the audit was considered capable of detecting irregularities including fraud

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption, and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charity's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those procedures and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Other matters

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "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* (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Cummins
(Senior Statutory Auditor)
23 September 2026

For and on behalf of TC Groups
(Statutory Auditors)

The Courtyard
Shoreham Road
Upper Beeding
Steyning
West Sussex
BN44 3TN

TC Group is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

SCOTTY'S LITTLE SOLDIERS CIO

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	**2**	1,098,582	554,345	1,652,927	965,598	287,671	1,253,269
Charitable Activity	**3**	-	61,428	61,428	-	220,984	220,984
Other trading activities	**4**	142,974	26,000	168,974	192,161	15,000	207,161
Investments	**4**	13,938	-	13,938	5,846	-	5,846
Other Income	**4**	200	-	200	3,210	-	3,210
Total income received		1,255,694	641,773	1,897,467	1,166,815	523,655	1,690,470
Expenditure on:							
Raising Funds	**5**	468,457	37,735	506,192	511,248	600	511,848
Charitable Activities	**6**	505,346	574,583	1,079,929	532,871	502,006	1,034,877
Total expenditure		973,803	612,318	1,586,121	1,044,119	502,606	1,546,725
Net income for the year/Net movement in funds		281,891	29,455	311,346	122,696	21,049	143,745
Fund balances at 1 January	**19**	1,014,328	472,235	1,486,563	888,422	454,396	1,342,818
Fund transfers		-	-	-	3,210	(3,210)	-
Fund balances at 31 December		1,296,219	501,690	1,797,909	1,014,328	472,235	1,486,563

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derived from continuing activities.

SCOTTY'S LITTLE SOLDIERS CIO

CONSOLIDATED BALANCE SHEET

As at 31 December 2025

	Notes	Group 2025 £	Group 2024 £	CIO 2025 £	CIO 2024 £
Fixed assets					
Intangible assets	**11**	28,422	33,558	26,982	31,878
Tangible assets	**12**	415,109	491,174	415,109	490,624
Investments	**13**	-	-	3	3
		443,531	524,732	442,094	522,505
Current assets					
Stocks	**15**	13,123	26,113	-	-
Debtors	**16**	396,846	468,117	418,519	488,984
Cash at bank and in hand		1,063,454	571,021	1,042,664	567,329
		1,473,423	1,065,251	1,461,183	1,056,313
Creditors: amounts falling due within one year	**17**	(119,045)	(103,420)	(116,726)	(101,480)
Net current assets		1,354,378	961,831	1,344,457	954,833
Total assets less current liabilities		1,797,909	1,486,563	1,786,551	1,477,338
Income funds					
Restricted funds	**19**	501,690	472,235	501,690	472,235
Unrestricted funds		1,296,219	1,014,328	1,284,861	1,005,103
		1,797,909	1,486,563	1,786,551	1,477,338

The financial statements were approved by the Trustees on 31 August 2026

Jason Worthy
Chairman

Simon Millar
Trustee

SCOTTY'S LITTLE SOLDIERS CIO

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	**23**		470,195		90,223
Investing activities					
Proceeds from disposal of tangible fixed assets		8,300		220	
Purchase of tangible fixed assets		-		(6,954)	
Net cash generated from/(used in) investing activities			8,300		(6,734)
Cash flows from financing activities					
Interest received		13,938		5,846	
Net cash used in financing activities			13,938		5,846
Increase in cash and cash equivalents			492,433		89,333
Cash and cash equivalents at beginning of year			571,021		481,688
Cash and cash equivalents at end of year			1,063,454		571,021

1 ACCOUNTING POLICIES

Charity information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its subsidiary is PO box 1273, King's Lynn DO, PE30 9HD.

1.1 Basis of accounting

The financial statements have been prepared in accordance with the CIOs governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

1.3 Going concern

The trustees consider that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

Costs of generating funds are those costs incurred in trading activities that raise funds.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	10% straight line

1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	5% straight line
Furniture and equipment	20% straight line
ICT Equipment	20% straight line
Motor vehicles	25% reducing balance

Updates to this policy since 2024 have been accounted for from the start of 2025 based on NBV brought forward, not to the acquisition date of the assets.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

1.9 Impairment of Fixed Assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.12 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.
Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.16 Taxation

Scotty's Little Soldiers Trading Limited

The tax expense represents the sum of the tax currently payable and deferred tax.

Current **tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.17 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2 DONATIONS AND LEGACIES

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Individuals & Communities	584,413	-	584,413	630,235	-	630,235
Corporate Donations	289,199	49,000	338,199	254,375	38,500	292,875
Grants	197,544	505,345	702,889	32,000	249,171	281,171
Legacies	27,426	-	27,426	48,988	-	48,988
Total income	1,098,582	554,345	1,652,927	965,598	287,671	1,253,269

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Grants	-	61,428	61,428	-	220,984	220,984
Total income	-	61,428	61,428	-	220,984	220,984

4 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Subsidiary Undertaking	50,510	-	50,510	48,349	-	48,349
Sponsorship	-	26,000	26,000	-	15,000	15,000
Fundraising Events	41,978	-	41,978	56,812	-	56,812
Business Heroes Club	50,486	-	50,486	87,000	-	87,000
Total income	142,974	26,000	168,974	192,161	15,000	207,161

Investment Income

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Bank Interest	13,938	-	13,938	5,846	-	5,846
Total income	13,938	-	13,938	5,846	-	5,846

Other Income

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Other Income	200	-	200	3,210	-	3,210
Total income	200	-	200	3,210	-	3,210

5 COST OF GENERATING FUNDS

	Unrestricted funds 2025	Restricted funds 2025	**Total 2025**	Unrestricted funds 2024	Restricted funds 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Donations, grants and legacies	96,243	-	96,243	45,627	-	45,627
Team costs	152,472	-	152,472	162,081	600	162,681
Share of support costs	171,363	37,735	209,098	268,127	-	268,127
Fundraising and publicity	420,078	37,735	457,813	475,835	600	476,435
Trading activities	48,379	-	48,379	35,413	-	35,413
Total expenditure	468,457	37,735	506,192	511,248	600	511,848

This expenditure represents the costs to the Group of raising funds via our core income streams of grants, corporate, donations and fundraising.

6 CHARITABLE ACTIVITIES

For the year ended 31 December 2025

	Smiles Programme	Strides Programme	Support Programme	Families Central	**Total**	**Total**
	2025	2025	2025	2025	**2025**	**2024**
	£	£	£	£	**£**	**£**
Team costs	66,630	49,186	72,067	80,932	268,815	241,464
Beneficiary gifts & vouchers	50,850	-	-	-	50,850	67,351
Beneficiary events	128,598	-	24,533	-	153,131	51,013
Respite breaks	109,024	-	-	-	109,024	160,677
Bereavement resources	8,509	34,984	2,892	15,615	62,000	24,075
	363,611	84,170	99,492	96,547	643,820	544,580
Grant funding of activities (see note 7)	-	74,939	-	-	74,939	45,775
Share of support costs (see note 8)	182,711	79,951	49,994	48,514	361,170	444,522
	546,322	239,060	149,486	145,061	1,079,929	1,034,877
Analysis by fund						
Unrestricted funds	242,282	78,172	74,868	110,024	505,346	532,871
Restricted funds	304,040	160,888	74,618	35,037	574,583	502,006
	546,322	239,060	149,486	145,061	1,079,929	1,034,877

For the year ended 31 December 2024

	Smiles Programme	Strides Programme	Support Programme	Families Central Programme	**Total**	**Total**
	2024	2024	2024	2024	**2024**	**2023**
	£	£	£	£	**£**	**£**
Team costs	59,117	65,128	112,518	4,701	241,464	199,448
Beneficiary gifts & vouchers	67,351	-	-	-	67,351	48,262
Beneficiary events	10,893	-	40,120	-	51,013	159,048
Respite breaks	160,677	-	-	-	160,677	158,777
Bereavement resources	8,466	8,992	2,416	4,201	24,075	43,398
	306,504	74,120	155,057	8,902	544,580	608,933
Grant funding of activities (see note 7)	-	45,775	-	-	45,775	43,991
Share of support costs (see note 8)	177,094	101,945	156,634	8,849	444,522	591,777
	483,598	221,840	311,691	17,751	1,034,877	1,244,701
Analysis by fund						
Unrestricted funds	241,370	110,587	169,041	11,873	532,871	646,951
Restricted funds	242,228	111,253	142,647	5,878	502,006	597,750
	483,598	221,840	311,688	17,751	1,034,877	1,244,701

7 GRANTS PAID

	Strides Programme	**Total 2025**	**Total 2024**
	£	**£**	**£**
Grants to individuals:			
Beneficiaries' grants	74,939	74,939	45,775
	74,939	74,939	45,775

8 SUPPORT COSTS

	Support costs	**Governance costs**	**TOTAL 2025**	**Support costs**	**Governance costs**	**TOTAL 2024**
	£	**£**	**£**	**£**	**£**	**£**
Team costs	377,730	-	377,730	467,673	-	467,673
Depreciation	67,579	-	67,579	86,181	-	86,181
Other office costs	13,579	-	13,579	10,711	-	10,711
Premises expenses	(4,434)	-	(4,434)	20,316	-	20,316
ICT Costs	62,003	-	62,003	70,858	-	70,858
Marketing	21,243	-	21,243	23,976	-	23,976
Insurance	2,894	-	2,894	4,034	-	4,034
Bank charges	228	-	228	845	-	845
Vehicle costs	3,092	-	3,092	2,909	-	2,909
Auditors' remuneration – for audit	-	20,138	20,138	-	11,472	11,472
Legal fees	-	6,216	6,216	-	13,674	13,674
	543,914	26,354	570,268	687,503	25,146	712,649
Analysed between:						
Fundraising Activities	199,435	9,663	209,098	268,127	-	268,127
Charitable Activities	344,479	16,691	361,170	419,376	25,146	444,522
	543,914	26,354	570,268	687,503	25,146	712,649

Support costs are allocated to the cost of Fundraising and Charitable activities on the basis of headcount with the exception of some depreciation costs related to the lodges which are solely charitable activities and allocated as such.

9 TRUSTEES

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year or the prior year.

During the year, no expenses were paid to the trustees or those closely connected to trustees (2024: £Nil).

10 EMPLOYEES

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
	16	19

Employment costs	2025	2024
	£	£
Wages and salaries	679,104	747,977
Social security costs	74,336	74,705
Pension costs	15,383	15,989
	768,823	838,671

The total employee benefits of the key management personnel for the Charity were £403,557 (2024: £338,980).

The number of employees whose annual remuneration was £60,000 or more were:

	2025	2024
	Number	Number
£60,001 - £70,000	1	1
£70,001 - £80,000	1	-

The total Employer's pension contribution paid for the above employees was £2,642 (2024: £2,642)

Total settlements made in termination of employment:

	2025	2024
	£	£
	10,300	20,091

11 INTANGIBLE FIXED ASSETS

GROUP	Software
	£
Cost	
At 1 January 2025	51,365
Additions	-
At 31 December 2025	51,365
Amortisation and impairment	
At 1 January 2025	17,807
Amortisation charged for the year	5,136
At 31 December 2025	22,943
Carrying amount	
At 31 December 2025	28,422
At 31 December 2024	33,558

CIO	Software
	£
Cost	
At 1 January 2025	48,965
Additions	-
At 31 December 2025	48,965
Amortisation and impairment	
At 1 January 2025	17,087
Amortisation charged for the year	4,896
At 31 December 2025	21,983
Carrying amount	
At 31 December 2025	26,982
At 31 December 2024	31,878

12 TANGIBLE FIXED ASSETS

GROUP	Lodges	Furniture, fixtures & equipment	ICT Equipment	Motor vehicles	**Total**
	£	£	£	£	**£**
Cost					
At 1 January 2025	739,539	25,596	48,986	25,813	839,934
Disposals	(35,500)	(22,588)	(8,986)	-	(67,074)
At 31 December 2025	704,039	3,008	40,000	25,813	772,860
Depreciation					
At 1 January 2025	279,618	21,493	28,311	19,338	348,760
Charge for the year	49,335	602	7,969	4,537	62,443
Eliminated on disposal	(27,195)	(19,615)	(6,642)	-	(53,452)
At 31 December 2025	301,758	2,480	29,638	23,875	357,751
Carrying amount					
At 31 December 2025	402,281	528	10,362	1,938	415,109
At 31 December 2024	459,921	4,103	20,674	6,475	491,174

CIO	Lodges	Furniture, fixtures & equipment	ICT Equipment	Motor vehicles	**Total**
	£	£	£	£	**£**
Cost					
At 1 January 2025	739,539	20,786	48,986	25,813	835,124
Disposals	(35,500)	(17,778)	(8,986)	-	(62,264)
At 31 December 2025	704,039	3,008	40,000	25,813	772,860
Depreciation					
At 1 January 2025	279,618	17,233	28,311	19,338	344,500
Charge for the year	49,335	602	7,969	4,537	62,443
Eliminated on disposal	(27,195)	(15,355)	(6,642)	-	(49,192)
At 31 December 2025	301,758	2,480	29,638	23,875	357,751
Carrying amount					
At 31 December 2025	402,281	528	10,362	1,938	415,109
At 31 December 2024	459,921	3,554	20,674	6,475	490,624

13 FIXED ASSET INVESTMENTS

	2025 £	2024 £
Investments in trading subsidiaries	3	3

Movements in fixed asset investments	**Shares**
	£
Cost or valuation as at 1 January 2025 and 31 December 2025	3
Carrying amount as at 1 January 2025 and 31 December 2025	3

Details of the group's subsidiaries at 31 December 2025 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-

A summary of the subsidiary's performance and assets is shown below:

	Trading 2025	Trading 2024
	£	£
Income	50,511	48,347
Expenditure	(51,880)	(33,904)
	(1,369)	14,443
Donations to parent Charity	-	(818)
Tax on profit	-	-
Surplus/(deficit)	(1,369)	13,625
Net assets/(liabilities)	9,059	10,428

14 FINANCIAL INSTRUMENTS

	2025	2024
	£	£
GROUP		
Carrying amount of financial assets		
Cash at bank and in hand	1,063,454	571,021
Debtors measured at amortised cost	396,846	468,117
	1,460,300	1,039,138
Carrying amount of financial liabilities		
Creditors measured at amortised cost	119,045	103,420
CIO		
Carrying amount of financial assets		
Cash at bank and in hand	1,042,664	567,329
Debtors measured at amortised cost	418,519	488,984
Equity instruments measured at cost less impairment	3	3
	1,461,186	1,056,316
Carrying amount of financial liabilities		
Creditors measured at amortised cost	116,726	101,480

15 STOCKS

	Group 2025	Group 2024	CIO 2025	CIO 2024
	£	£	£	£
Finished goods and goods for resale	13,123	26,113	-	-

16 DEBTORS

	Group 2025	Group 2024	CIO 2025	CIO 2024
Amounts falling due within one year:	£	£	£	£
Trade debtors	-	46,937	-	46,937
Other debtors	34,170	37,484	31,538	35,166
Accrued income	290,151	304,874	290,151	304,874
Prepayments	72,525	78,822	72,525	78,822
Due from Subsidiary company	-	-	24,305	23,185
	396,846	468,117	418,519	488,984

17 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025	Group 2024	CIO 2025	CIO 2024
	£	£	£	£
Trade creditors	58,912	74,217	58,793	73,977
Other creditors	24,840	15,503	24,840	15,503
Accruals and deferred income	35,293	13,700	33,093	12,000
	119,045	103,420	116,726	101,480

18 RETIREMENT BENEFIT SCHEMES

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £15,383 (2024: £15,989).

19 RESTRICTED FUNDS

Programme	Balance at 1 January 2025	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2025
	£	£	£	£	£
Smiles	227,192	307,274	(318,746)	-	215,720
Support	36,487	209,731	(113,274)	-	132,944
Strides	206,606	123,362	(170,298)	(8,975)	150,695
Springboard	1,025	-	-	(1,025)	-
Scotty Council	925	1,406	(10,000)	10,000	2,331
	472,235	**641,773**	**(612,318)**	**-**	**501,690**

Prior Year Analysis of Funds

	Balance at 1 January 2024	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2024
	£	£	£	£	£
Smiles	100,450	363,350	(235,645)	(963)	227,192
Support	68,356	95,538	(126,154)	(1,252)	36,487
Strides	277,884	54,067	(124,670)	(10,674)	206,606
Springboard	6,688	10,000	(15,405)	(257)	1,025
Scotty Council	1,023	700	(732)	9,935	925
	454,396	**523,655**	**(502,606)**	**(3,211)**	**472,235**

SMILES A fund to support our programme helping people create social connections

SUPPORT A fund to support our programme helping people improve their mental health and wellbeing

STRIDES A fund to support our programme helping people with development opportunities

Springboard A fund specifically for young people now absorbed into the other programmes

Scotty Council A fund specifically to support the activities of the Scotty's Youth Council

20 GROUP ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2025 are represented by:	Unrestricted 2025	Restricted 2025	**Total 2025**	Unrestricted 2024	Restricted 2024	**Total 2024**
	£	£	**£**	£	£	**£**
Intangible fixed assets	15,461	12,961	28,422	18,438	15,120	33,558
Tangible assets	411,129	3,980	415,109	483,604	7,569	491,173
Net current assets	869,629	484,749	1,354,378	512,286	449,546	961,832
	1,296,219	**501,690**	**1,797,909**	**1,014,328**	**472,235**	**1,486,563**

21 THE CHARITABLE ACTIVITIES HAVE BEEN SUPPORTED BY THE FOLLOWING DONORS

We are very grateful to our supporters and donors who have so generously funded our work. These are acknowledged under the terms and conditions of the following grants and donations:

Funder	Value
Griffin Catalyst and Kenneth C. Griffin	£150,000
Armed Forces Covenant Fund Trust – Family Focus Fund	£96,745
Clara E Burgess Charity	£84,241
Armed Forces Covenant Fund Trust – Bereaved Military Families Fund	£61,428
Army Benevolent Fund	£50,000
Annington Homes	£50,000
Forces Support	£35,000
Armed Forces Covenant Fund Trust – Thrive Together	£25,000
The Vinehill Trust	£25,000
Lest We Forget Association	£20,000
RNRMC and Greenwich Hospital	£13,500
Trinity House Maritime Charity	£10,000
James Tudor Foundation	£10,000
Cadent Foundation	£6,430
Dandia Charitable Trust	£3,000

22 RELATED PARTY TRANSACTIONS

As at 31 December 2025, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £24,305 (2024: £23,185) in respect of outstanding amounts due to historical purchase of stocks. A proposal is in place for the Trading company to settle the balance due to the Charity by the end of 2028.

23 CASH GENERATED FROM OPERATIONS

	2025	2024
	£	£
Surplus/(deficit) for the year	311,346	143,745
Adjustments for:		
(Profit)/Loss on disposal of tangible fixed assets	5,322	(22)
Amortisation and impairment of intangible assets	5,136	5,136
Depreciation and impairment of tangible fixed assets	62,443	81,405
Interest received	(13,938)	(5,846)
Movements in working capital:		
(Increase)/decrease in stocks		3,656
(Increase)/decrease in debtors	71,271	(96,202)
Increase/(decrease) in creditors	15,625	(41,649)
Cash generated from operations	**470,195**	**90,223**



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Registered Charity No. 1170528

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THE MILITARY BEREAVEMENT CHARITY

SCOTTY'S LITTLE SOLDIERS