AVC Trustees' Annual Report November 2025

UK Afghanistan Veterans Community, registered charity number 1212336,
We continued during the year to support veterans, families, and the wider community connected to service in Afghanistan, and to increase public awareness of the charity. The charity is governed by its trustees and operates to deliver public benefit through communication, commemoration and education.

Objectives and activities

The charity's purpose during the year was to respond to what veterans have told us they want in our extensive research explained in our Insight Report which was produced and researched on our behalf by M&C Saatchi World Services: better understanding of the Afghanistan experience, stronger connection between veterans and supporters, and meaningful recognition of service and sacrifice.

Our work was delivered through three pillars: **Communication**, **Commemoration and Education**.

Communication We strengthened communication by creating spaces both online and in-person for veterans to connect, share experiences, and access support through the community. We established our social media channels across Meta and LinkedIn. We participated in national commemorative events including being interviewed live in BBC for Remembrance Sunday, communicating our charity for the first time to the nation. This reflected what veterans want most: to stay connected, meet one another, reduce isolation, and ensure their voices are heard in discussions about service, transition, and wellbeing.

Our communication with external stakeholders and partners has been equally important. We have been recognised as the official community representing our Afghanistan Veteran by both the MOD and the Royal British Legion.

Commemoration. We have led and supported national commemoration activities such as 'Remembering Afghanistan' at the National Memorial Arboretum and marching at the Cenotaph which honours those who served, remembered those who gave the ultimate sacrifice, and recognised the lasting impact of the Afghanistan campaign on individuals and families.

This has matched veterans' desire found in our research findings for the need to specifically commemorate Afghanistan together as a lasting recognition of their service. Our Remembering Afghanistan event is now officially 'gridded' in the government's own directory of official

commemorative events held by the MOD, reflected by the Ministerial-level attendance we have enjoyed; activity that did not exist before the creation of AVC. 92% of our Veterans surveyed in our Saatchi report expressed a fear of being forgotten. Our Commemoration pillar is our response to this call.

Additionally, we began a series of briefings to Members of Parliament including the Minister for Veterans Affairs, with many attending a Parliamentary briefing event, our official launch, and one-to-one follow up meetings

Education. Via our work with the Office for Veterans Affairs, we were pleased to see our community visually represented in the pamphlet version of the Government's Veterans' Strategy during 2025, and the inclusion of speaking in schools as one of their objectives.

Achievements and performance
During the year, the charity made progress in building awareness, strengthening veteran engagement, and deepening community support around the Afghanistan veteran experience. Our achievements under the three pillars contributed directly to public benefit by educating the public, connecting veterans, and preserving remembrance in a way that reflects veterans' own priorities.

We have attracted social value contributions from industry to set up our charity.

Public benefit
The trustees are satisfied that the charity's activities furthered its charitable purposes for the public benefit by supporting veterans and their families, improving public understanding, and promoting remembrance and community cohesion.

Future
The charity will continue to develop its work under the three pillars of Communication, Commemoration and Education, with a focus on reaching more veterans, strengthening partnerships, and expanding opportunities for remembrance and learning. The Trustees also recognise that more fundraising will be needed to expand our activities. In 2031, we will mark the 30th anniversary since the beginning of military operations in Afghanistan which will give the 3 pillars a defined objective to aim towards.

Structure, governance and management

The charity is governed by its trustee body, which is responsible for strategic direction, oversight, compliance, and safeguarding the charity's assets and reputation. Trustees meet regularly to review progress, assess risks, approve activities, and ensure that the charity remains aligned with its governing document and charitable objectives.

Trustee recruitment and appointments are based on the skills and experience needed to support the charity's aims, including lived experience, community engagement, governance, finance, legislation and communications. New trustees are inducted into the charity's purposes, responsibilities, and operating approach so they can contribute effectively to decision-making.

The trustees review policies and procedures as needed, including procurement, data protection, financial controls, and communications practice, to ensure the charity is managed responsibly and transparently.

Our 8 Trustees are a diverse group of volunteers. We have a 60/40 male-female split, have members who have served, theologians, former politicians, legal & financial experts, and captains of industry. This includes a serving senior Army Officer. Our Patron (non-trustee) is a former Chief of the General Staff (head of the British Army).

We are staffed by a 3rd sector specialist who serves as our voluntary Managing Director running the charity. It is estimated during 2025 he gave around £20,000 worth of social value to the charity as our professional non-trustee representative.

Objectives and activities

The charity's work during the year was guided by what veterans have told us they want from their community and support network: greater understanding of the Afghanistan experience, stronger connection between veterans, and meaningful recognition of service and sacrifice. The charity delivered this through three pillars

Commemoration: honouring service, remembering the fallen, and recognising the lasting impact on veterans and families.

Communication: strengthening connections, sharing information, and ensuring veteran voices are heard.

Education: improving understanding of the Afghanistan campaign and the lived experiences of veterans.

These priorities reflect the charity’s five-year strategic direction and the needs identified through its Insight Report.

Achievements and performance

During the year, the charity continued to build awareness of Afghanistan veterans’ experiences and priorities.

Under **Communication**, the charity supported engagement within the veteran community and between veterans and the wider public, helping to reduce isolation and create a stronger sense of connection.

Under **Commemorate**, the charity helped ensure that service and sacrifice were recognised in a respectful and meaningful way, supporting remembrance and public appreciation of veterans.

Under **Education**, the charity promoted a clearer public understanding of service, transition, and the long-term effects of military experience on individuals and families.

Public benefit

The trustees confirm that they have had due regard to the Charity Commission’s public benefit guidance when planning and delivering activities.

The charity’s work benefited veterans, their families, and the wider public by improving understanding, raising public awareness, strengthening community ties, and preserving remembrance.

Financial review

The charity maintained a prudent approach to financial management during the year. Trustees monitored income and expenditure carefully to ensure resources were used effectively in support of charitable activities and strategic priorities.

Income was applied directly to furthering the charity’s aims under the three pillars, with spending focused on activities that delivered public benefit and supported delivery of the five-year strategic plan. The trustees remained mindful of the need to maintain cost control while protecting the charity’s ability to operate effectively.

Reserves policy

The trustees’ presently hold approximately £10,000 in uncommitted reserves. These funds are maintained to cover short-term operational needs and unforeseen costs. The trustees recognise that this position means the charity has

limited financial flexibility and may be more exposed to timing differences between income and expenditure.

The trustees therefore continue to manage cashflow closely and to seek income streams, partnerships, and support that will improve financial resilience. This position is kept under review as part of the charity's financial planning and risk management.
The trustees consider this level sufficient for the charity's current scale of activity and strategic plan, and the level of reserves will be reviewed regularly against future income, planned commitments, and delivery of the charity's objectives.

Future

Future planning is led by the charity's five-year strategic plan and will continue to focus on the three pillars of, Communication, Commemoration and Education.

Over the coming year, the trustees intend to:

- increase the number of veterans receiving our community's offer
- focus on fundraising and successful grant applications to develop services
- expand educational activity so that more people understand the Afghanistan veteran experience;
- strengthen communication with veterans, families, supporters, and partner organisations;
- Solidify commemoration activities that provide lasting recognition and remembrance;
- build the charity's reach and impact through partnerships and community engagement;
- improve financial sustainability and work towards a stronger reserves position;
- continue to gather insight from veterans so that delivery remains aligned with what they want and need.

Trustee approval

The trustees approved this report on 21.09.26 and signed it on behalf of the charity.

Signed: Christine Emmett Name: Christine Emmett
Position: Trustee & Chair

Date: 21.09.26

The UK Afghanistan Veterans Community

Report of the Trustees

Financial Statements

for the period ended 30 November 2025

A Charitable Incorporated Organisation
Charity No. 1186767

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for the period ended 30 November 2025

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Company Information

for the period ended 30 November 2025

Address and Principal Office

Trustees	Christine Emmett	Chair	(Appointed 01 August 2024)
	Teresa Anne Griffiths CBE ARRC	Trustee	(Appointed 01 August 2024)
	Emma McClarkin	Trustee	(Appointed 01 August 2024)
	Mark Christian Culbert	Trustee	(Appointed 01 August 2024)
	Clare Dominie Callanan	Trustee	(Appointed 01 August 2024)
	Maj Gen Zachary Raymond Stenning	Trustee	(Appointed 01 August 2024)
	Simon Thomas Bergman	Trustee	(Appointed 01 August 2024)
	Lt Col Matthew Royston Mallett MBE	Trustee	(Appointed 01 August 2024)

Principal Bankers

HSBC plc
1 Centenary Square
Birmingham
B1 1HQ

Charity Number

1212336

Charitable Incorporated Organisation
Registered 27 February 2025

Report of the Trustees

for the period ended 30 November 2025

The trustees present their report with the financial statements for the period ended 30 November 2025.
Given the nature of the organisation the trustees have chosen to adopt the provisions of the
of the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005.

Administrative information

The trustees who served during the period of this report, unless otherwise stated, were:
were as follows:

Christine	Chair	(Appointed 01 August 2024)
Teresa Anr	Trustee	(Appointed 01 August 2024)
Emma Mc(	Trustee	(Appointed 01 August 2024)
Mark Chris	Trustee	(Appointed 01 August 2024)
Clare Dom	Trustee	(Appointed 01 August 2024)
Maj Gen Z:	Trustee	(Appointed 01 August 2024)
Simon Tho	Trustee	(Appointed 01 August 2024)
Lt Col Mat	Trustee	(Appointed 01 August 2024)

Structure, governance and management

Governing document

The organisation was founded under the terms of a Constitution, which acted as the governing document dated 27 February 2025. On that date, the organisation was registered as a Charitable Incorporated Organisation (CIO).

Charitable objects

The UK Afghanistan Veterans Community (AVC) has several charitable objectives, aimed at supporting Afghanistan veterans and their families. These include:

Report of the Trustees

for the period ended 30 November 2025

Structure, governance and management

Appointment of trustees

The charity trustees shall manage the affairs of the Charitable Incorporated Organisation. There must be at least three charity trustees. At every AGM, one-third of charity trustees shall retire from office. The charity trustees to retire by rotation shall be those who have served served for the longest period since their initial appointment or reappointment.

Organisational Structure

The charity trustees may delegate any of their powers or function to a committee or committees.

Risk management

The trustees have a duty to identify and review the risks to which the organisation is exposed and to ensure that appropriate controls are in place.

Report of the Trustees

for the period ended 30 November 2025

Achievements and Performance

Future Plans .

Report of the Committee

for the period ended 30 November 2025

Financial review and reserves policy

Statement of responsibilities

The trustees are responsible for the preparation of the Annual Report and for preparing the financial statements in accordance with applicable law and UK Accounting Standards.

The Trustees should, on an annual basis, present an annual report & accounts which give a true and fair view of the state of affairs of the organisation and of the incoming resources and application of resources, including the income and expenditure, of the organisation for that period. In preparing those financial statements, the committee is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the organisation and to enable them to ensure that the financial statements comply with relevant legislation. They are also responsible for safeguarding the assets of the organisation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the trustees

Chair Christine Emmett

Date 22.09.26

Receipts & Payments Account

for the period ended 30 November 2025

	Notes	Unrestricted funds (£)	Restricted funds (£)	Total funds (£)
		Period to ###	Period to ###	Period to ###
Receipts				
Grants & Donations	(1)	12,875.23	47,110.80	59,986.03
Other			-	-
Total income		12,875.23	47,110.80	59,986.03
Payments				
Event costs		-	9,164.47	9,164.47
Other		-	-	-
Total expenditure		-	9,164.47	-
Surplus/(Deficit) of income over expenditure		**12,875.23**	**37,946.33**	**50,821.56**

Notes:

1. Grants, including:

	£
The Boeing Company	37,110.80
Rolls Royce Plc	10,000.00

Statement of Assets & Liabilities

As at 15 August 2025		Unrestricted Funds	Restricted Funds
	£	£	£
Bank balance as at 05 December 2019	**1.00**	1.00	-

As at 30 November 2025		Unrestricted Funds	Restricted Funds
	£	£	£
Bank balance as at 30 November 2025	**50,821.56**	12,875.23	37,945.33

Notes to the Accounts

for the period ended 30 November 2025

1 ACCOUNTING POLICIES

Accounting Convention

The financial statements have been prepared in accordance with the requirements of the Charity Commission.

2 INDEPENDENT INSPECTION

[XX]

3 BASIS OF PREPARATION

Under the Charity Commission's '*Charity reporting and accounting: the essentials*' guidance (published Jan-2013) charity accounts must be prepared either on the receipts and payments basis or the accruals basis. The receipts & payments basis may be adopted where a charity has a gross income of £250,000 or less during the year. These accounts have therefore been prepared on this basis.

The detailed legal requirements for the trustees' annual report are set out in The Charities (Accounts and Reports) Regulations 2008 which provide the legal underpinning for the recommendations made in the Charities SORP.

CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A Independent Examiner's Report

Report to the trustees

Charity Name
The UK Afghanistan Veterans Community

On accounts for the year ended	30th November 2025	**Charity no (if any)**	1212336

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **30/11/2025**.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

Signed: 

Date: 20/09/2026

Name: Helen Smith

Relevant professional qualification(s) or body (if any):	ACCA
Address:	5, Albert Road, Southsea, Hampshire PO5 2SE

Section B	**Disclosure**
	Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).
Give here brief details of any items that the examiner wishes to disclose.	No material matters of concern to disclose.