

Defence Medical Welfare Service

Annual Report and Financial Statement

For Year Ended 31 March 2026

The St. John and Red Cross Defence Medical Welfare Service

(LIMITED BY GUARANTEE)

Annual Report and Financial Statements

For the Year Ended 31 March 2026

Company Limited by Guarantee Registration Number: 04185635 (England and Wales)

Charity Commission Registration Number: 1087210

OSCR Registration Number: SC045460



THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE (LIMITED BY GUARANTEE)

LEGAL AND ADMINISTRATION

Patron	HRH The Duchess of Edinburgh
Trustees	Brigadier (Rtd) M T Griffiths CBE QPM (Chairman) Mr A Buckham Mr P Taylor Major (Rtd) J Macnamara CStJ TD VR JP DL Mrs J Lynch Gp.Capt (Rtd) Teresa Griffiths CBE ARRC
Chief Executive Officer	Abby Dryden
Senior Leadership Team	Karen Noble - Financial Controller Robert Reid – Director of Services Scotland & Overseas Jessica Liston – Director of Services England & Wales Paul Weaver – Director of Business Infrastructure Siobonne Brewster – Director of Development
Principal and Registered Office	The Old Stables Redenham Park Redenham Near Andover Hampshire SP11 9AQ 01264 774000 www.dmws.org.uk
Company registration number	04185635
Charity registration number	1087210
OSCR registration number	SC045460
Auditors	Charlton Baker (Bristol) Ltd Eden Business Park 61 Macrae Road Ham Green Bristol BS20 0DD
Main bankers	National Westminster Bank plc 48 Blue Boar Row Salisbury Wiltshire SP1 1DF



THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE (LIMITED BY GUARANTEE)

CONTENTS

	Page
Chair Welcome	5
A note from our Chief Executive	6
Trustees' Report	7 – 18
Statement of Trustees' Responsibilities	19
Report of the Independent Auditors	20 – 23
Statement of Financial Activities	24
Balance Sheet	25
Cash-flow Statement	26
Notes to the Financial Statements	27 – 39



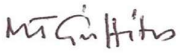
Chair Welcome

2025 has been a year of tremendous challenge and change, of continued growth within our traditional sectors and now within several new environments. The team led by the CEO and the Directors have reacted and adapted magnificently to these pressures and have delivered a first-class service to our core audience across the country. As Chair of the DMWS Board, I am in the privileged position of being able to congratulate all our Team, wherever they work, on an outstanding year.

We continue to stay true to our strategic aims and core purpose: delivering medical welfare support to those who are serving, or have served, on the frontline — as well as to their families and carers. The figures within this report show the true scale of that dedicated work. Over the past year, I have been truly inspired and humbled by what our teams have achieved and by the strength and resilience of those we support.

The context in which we operate continues to evolve and can often be extremely challenging, yet the commitment and compassion of our staff remain unwavering. Their professionalism, resilience, and dedication are the backbone of everything DMWS delivers. The following pages offer just a glimpse of what has been accomplished this year, and I hope you find them as inspiring as I do.

We are proud of the difference we make and remain steadfast in our mission to provide dedicated, person-centred support to the frontline — now and into the future.



Mike Griffiths CBE QPM

Chair of trustees

A note from our Chief Executive Abby Dryden

Defence Medical Welfare Service has operated since 1943 delivering services to military personnel in the UK and overseas as well as on deployed operations. We are very proud of our history and the contributions we have made to support those who serve when and where they need us.

We have witnessed societal changes, changes to the structure of families and the roles of those we work alongside both during times of peace and conflict. As we face an increasingly complex global future, it is important to reflect on how we evolve to meet the needs of those we support.

We have advanced in many ways as an organisation both in delivery of more services in challenging operational environments as well as through our clinical service provision, we have also extended our collaborative working and focused on the quality and professionalism of the work all our teams undertake.

We remain honoured to have earned the confidence and trust of those who invest in us, allowing us to sustain and develop our crucial work. DMWS provided dedicated support to frontline personnel from the origin of our organisation and through all those years our consistency and ability to transform has been fundamental to providing the very best quality of support to those who need us. Our commitment to frontline personnel, their families and carers, particularly those working in complex, demanding and high-risk occupations will always be at the heart of all that we do.

We are as proud of our teams and the culture we have created together, just as we are of our beneficiaries. Our success, including our ability to provide exceptional support in the most challenging circumstances, comes not from efforts of one individual but from the dedication of a team galvanised by a shared purpose.

As we look to the future we must prepare in new and exciting ways for our organisation to develop. To place ourselves in a position which is reflective of our heritage but also embraces change. I look forward to sharing more news of these developments with you in the near future.



Abby Dryden Chief Executive, DMWS

Trustees' Report

The trustees (who are also the directors of the company) present their report (which is combined with the directors' report for purposes of company law).

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102).

Background and Constitution

DMWS has a proud and long history of supporting those on the frontline. DMWS was formed from The Service Hospitals Welfare Department (SHWD) in 2001 and it has been providing a Hospital Welfare Service under contract to the Ministry of Defence (MoD) since this date. The SHWD was originally a joint creation of the Venerable Order of St John of Jerusalem and the British Red Cross Society. Initially, during World War I, the Joint Committee drawn from both charities was tasked to provide personnel to assist the medical officers in military hospitals worldwide, including on deployment in field units. At the outset of World War II, they were asked to raise an organisation, chaired by Edwina, the first Countess Mountbatten, wife of Lord Louis Mountbatten, this time to provide welfare support in Service Hospitals and medical facilities all over the world. The SHWD came into being in 1943 and adapted their role to complement and underpin the clinical work of their medical colleagues. Wherever the Military Medical Services were, our Welfare Officers would be found, working within both established and field medical units. This included deployments into Aden, Palestine, Egypt, Malaya, Iraq, and Afghanistan to name a few.

With over 8 decades of providing professional welfare support for frontline services, we give thanks to our fantastic supporters and partners who play a tremendous part in making this possible.

We are dedicated to continuing our mission to help service personnel, veterans, reservists, the military bereaved, police, and NHS colleagues on the frontline and their family and carers during their most critical time of need.

We strive to evolve with the emerging environment and through co-production to respond to an expanding range of beneficiaries and their issues and needs. We see increasing complexities of issues for some of our beneficiaries and have invested further in a trauma informed approach and clinical expertise. We are a professional and dedicated service and are immensely proud of our achievements and our teams who are our greatest assets. We embrace collaborative approaches that can increase reach, expertise, and value.

STRUCTURE AND GOVERNANCE

DMWS is directed by the Board, which is comprised of Trustees, the Chief Executive Officer ("CEO") and the organisation's Secretary.

Our aims and services are delivered via our Senior Management Team which consists of our CEO, Directors and Financial Controller, and our amazing staff which includes Head Officer members, Welfare Officers, Counsellors, Registered Nurses, and other members of staff who hold salaried positions.

All members of staff are appropriately qualified or undertake relevant professional developmental training to ensure that they meet industry requirements and the DMWS Code of Practice. Our training programme

encompasses a range of statutory and best practice requirements, including topics such as safeguarding, IT security, data protection, and inclusivity awareness. Training includes mandatory aspects, CPD and value-added subjects to further enhance excellent service delivery.

All DMWS Welfare Officers undertake the accredited Foundation Course for Welfare Professionals as part of their role, with clinical staff holding appropriate professional qualifications and all undertaking regular continuing professional development opportunities.

The processes, policies, and all activities are monitored through the continuing quality assurance programme that is audited internally and externally as part of our continued commitment to ISO 9001. Additionally, DMWS maintained high standards of information governance and cyber security through the application of robust policies and procedures and staff training. Cyber governance is externally accredited and verified by the award of Cyber Essentials Plus certification, the leading national standard for cyber security.

The trustees, who meet as a Board at least every three months, set the strategy and policy for the service. The strategy is reviewed regularly and a Strategic Plan out to 2029 has been developed, which aims for DMWS to be the service provider of choice in the welfare arena, and to raise the standard of welfare delivery across all sectors. The Chairman, on behalf of the Board, monitors implementation of that policy by regular contact with the CEO.

The Board of Trustees is also responsible for ensuring there are adequate and effective risk management processes and controls in place to manage risks faced by the Charity. Significant risks to which the Charity is exposed are formally reported to the Board, and a detailed review of the risk register is undertaken by the board on a quarterly basis. Our risk management framework ensures it fully supports informed decision-making by identifying risks that may affect the Charity and enabling appropriate mitigating actions.
The principal risks identified during the year include:

Regulation and quality compliance

Financial sustainability

Cyber security, data protection and information governance

Safeguarding and safe practice

Reputation

DMWS is registered with the Charity Commission for England and Wales (1087210) and the Office of the Scottish Charity Regulator (045460).

Trustees

The number of trustees shall be not less than two and is not subject to a maximum. Under the Articles of Association of the Company the Priory of England and the Islands of the Order of the Hospital of St John of Jerusalem ("the Priory") and the British Red Cross Society ("the Society") the Board of Trustees of DMWS shall include up to two trustees proposed by the Priory and up to two trustees proposed by the Society. An annual skills audit is conducted by Mike Griffiths who identifies the skills required in trustees and recruitment against that need is conducted based on the strategic requirement for expertise to be reflected appropriately among Board Members. Trustees may serve for terms of three, six or nine years.

Trustees' Remuneration and Expenses

None of the trustees has received any remuneration or similar benefits from DMWS. The charity purchased professional indemnity insurance on behalf of the trustees in the year. The premium on this insurance was £3,780 (2024/25 £3,780).

Trustees' Induction and Training

On appointment, trustees are provided with a comprehensive induction package which ensures they understand their legal and fiduciary responsibilities and trustee briefings are delivered on appointment and throughout the year including visits to DMWS staff in the field. The Trustees deploy a wide range of skills and experience essential to good governance. A register of Trustees' skills is held centrally and reviewed on an annual basis.

This year, trustees have held two 'away days' to do deep dive sessions on key aspects relating to the future development of the organisation.

Employees

DMWS is an equal opportunities employer and applies objective criteria to assess merit. Recruitment and selection for promotion are based on merit and aptitude for post. Briefing papers, policies and operating procedures are reviewed annually and are the principal mechanism for communicating changes in law, policy and process to the staff, and are made readily available to all staff members.

There is a comprehensive training system which has been implemented to ensure all employees are appropriately trained for their role, technically and in terms of leadership and management. This starts with induction, which is compulsory for all staff, including trustees, and is followed up by role-specific professional development and a package of personal development. Training for Welfare Officers includes attendance at the Foundation Course for Welfare Professionals, a course developed by DMWS to ensure the professionalism of Welfare is standardised.

All probationary staff are monitored and reviewed closely throughout probation by their line managers. All Welfare Officers have access to personal clinical supervision which is provided by DMWS as part of our duty of care in order to support them as part of their development and additional provision is made available in particularly challenging instances.



Figure 1 - DMWS Welfare Officer



Figure 2 - DMWS Welfare Officers

DMWS strives to have a culture of inclusivity, mutual respect and of valuing individuals and their differences. We recognise and value the benefits of employing individuals from varied backgrounds and are committed to cultivating a creative and inclusive workplace. DMWS as an employer and service provider takes all reasonable measures to ensure its practices are free from discrimination, are inclusive, and accessible to all. DMWS upholds the rights of service users, employees, workers and volunteers to be treated fairly and without discrimination on any grounds.

Salaries for all staff are reviewed within the annual budget, and any increases are subject to Board approval from recommendations made via the Remuneration Committee. This applies to the salaries of the Senior Management Team, which are also reviewed annually by the Remuneration Committee and are set in line with salaries of similar roles within the charity sector. The total remuneration (including pension contributions and employer's National Insurance contributions) paid in respect of key management personnel for the year was (6 FTE) £455,110 (2024/25 (6 FTE) £413,477).

OBJECTIVES AND ACTIVITIES

Principal Objects

The principal objects of DMWS are:

- The provision of high-quality, medical welfare services to all frontline workers, when they require support. These include serving military personnel, reservists, veterans, the military bereaved, police, NHS and emergency services staff, the Merchant Navy, and family members and carers.

- To carry on such other exclusively charitable activities as the Trustees shall think fit including work within defence rehabilitation and recovery.

DMWS retains the humanitarian ethos of our forebears in St John and Red Cross and 100% of our activity is in direct support of delivering public benefit to those who serve and those who have served in the past. This applies to the future strategic direction of the organisation in our intent to become the national provider of choice for welfare support in the clinical care pathway.

We are proud to provide person-centred and choice-based welfare support to our beneficiaries.

DMWS's highly trained Welfare Officers spend the time building positive relationships rooted in trust with the beneficiary. Our qualified teams take time to listen, identify, support, and address the social, environmental, and economic issues, known as wider determinants of health, which cause poor mental and physical health, delays to being discharge, an increased likelihood of readmission, and impede recovery.

The welfare teams work alongside a range of appropriately qualified and registered clinical staff providing specialist input around Clinical Psychology, mental health, physical health and counselling services.

We tackle the clinical and non-clinical determinants of health to ensure both short- and long- term sustainable solutions. This includes but is not limited to:

- General health and wellbeing
- Mental health issues
- Stress and anxiety
- Housing issues and homelessness
- Substance misuse and addiction
- Social isolation and loneliness
- Cost of Living and financial worries
- Family and relationship issues
- Unemployment
- Thoughts of taking one's life
- Bereavement

We are here to help people during their most critical time of need. We are passionately committed, in heart and mind, to the people we support and deliver our service to. We are known for our compassion, professionalism, and seeing support through.

Our Footprint and Growth

DMWS is an independent charity with extensive expertise in the military, police and NHS settings and have a presence and reach into the healthcare pathways, operational settings, into the community and into the home across the UK and Cyprus.

We are committed to supporting the Armed Forces Community including serving, veterans, reservist, military bereaved and their family members and cares. DMWS deliver Armed Forces focused physical and mental wellbeing services in multiple NHS hospitals across the UK and Cyprus. We also have a clinical, physical, and mental support service for veterans in Northern Ireland.
Our growth also focuses on delivering services tailored to policing environments, blue light services and other specialist frontline operational environments. Providing tailored clinical and non-clinical support in empathetic and sensitive ways.

Services range from routine day-to-day assessments and providing simple care and attention at times that can be lonely and distressing, through to highly complex clinical concerns and scenarios offering focused professional support.

Our service is supported by, and has additional reach through, our National Response Service (NRS) providing support those who are not close to one of our physical locations. It also acts as a triage mechanism for our programmes that have multiple locations or remote support.

We are also the dedicated Ministry of Defence Hospital Welfare Service provider in Northern Ireland, Cyprus and RCDM Birmingham.

We are proud to be expanding our clinical provision for those in high trauma roles; this includes Psychological Support Services to Northamptonshire Police, counselling and wellbeing support for third sector colleagues and Scottish Police Authority Forensic Scene Examiners.

We continue to develop our strategic intent around increased clinical services and our work with frontline services evidences our capability to provide complex psychological support in high trauma environments.

Grants and Fundraising:

As an independent charity DMWS is reliant on donations to sustain and grow the life changing support we offer across our programmes. We also secure contracted work to support those in need and enhance the sustainability of our delivery model to ensure the continuation of service delivery to stakeholders and service users.

We have been very grateful to have secured many funding opportunities throughout this financial year. This has allowed the continuation of key services as well as exciting growth into both new geographical areas. Some highlights are shared in the achievement section below.

As in previous years, we would maintain that the fundraising climate continues to be very challenging and we are increasing our activities to support sustaining and increasing our reach.

DMWS does not engage in public fundraising and does not use professional fundraisers or commercial participators. DMWS nevertheless observes and complies with the relevant fundraising regulations codes. During the year, there was no non-compliance of these regulations and codes and DMWS received no complaints relating to its fundraising practice.

We are extremely grateful for funding received from the following organisations:

Army Benevolent Fund
Army Central Fund
Armed Forces Covenant Fund Trust
E F Bulmer Trust
Queen Mary's Roehampton Trust
Royal Air Force Benevolent Fund
The Alan Boswell Group Charitable Trust
The Eveson Trust
The City of London Solicitor's Company
The MacRobert Trust
The National Lottery Community Fund
The Royal Navy and Royal Marines Charity
The Valentine Charitable Trust
The Worshipful Company of Environmental Cleaners
The Worshipful Company of Tylers and Bricklayers
Veterans' Foundation

We are also proud and grateful for the services we can provide through working with our partners:

Adferiad
Alabaré
Blesma, Military Charity for Limbless Veterans
Bridge 4 Heroes
Buckinghamshire Healthcare NHS Trust
Cardiff and Vale University Health Board
Chavasse Clinic University Hospitals Sussex Foundation
Greater Glasgow and Clyde Healthcare Charity
Great Western Hospitals NHS Foundation Trust
Hereford County Hospital, Wye Valley Trust
Imperial College Healthcare NHS Trust
NHS Devon ICB
NHS Fife Health & Social Care Partnership
Somerset NHS Foundation Trust – Yeovil District Hospital and Musgrove Park Hospital
NHS Staffordshire and Stoke-on-Trent ICB via University Hospital North Midlands
NHS England
Northamptonshire Police
Mid & South Essex NHS Foundations Trust
Ministry of Defence
Office for Veterans' Affairs
Robert Jones Agnes Hunt Orthopaedic Hospital (Veterans Orthopaedic Service)
Royal British Legion - RBL Recovery Centres
Royal United Hospitals Bath NHS Foundation Trust
Salisbury NHS Foundation Trust
Scottish Wellbeing Alliance
Scottish Government
Scottish Police Authority
The Cabinet Office
The Poppy Factory
The Rotherham NHS Foundation Trust
Torbay and South Devon NHS Foundation Trust
Veterans Outreach Support
Veterans Housing Scotland
Westmorland and Furness Council
Worcestershire Acute Hospitals Charity
Unforgotten Forces
University Hospitals of Morecambe Bay – Furness General Hospital

Public Benefit

The trustees confirm that DMWS is compliant with the rules for public benefit. The ultimate beneficiaries are the members of Armed Forces Community including serving, reservists, veterans and their families and carers. Additional project grants and contract funding have enabled DMWS to continue to diversify into other frontline arenas such as the Police and NHS workers, developing a training capability and partnership working with charities, the NHS, and local authorities and has extended the support it provides to its beneficiaries in line with the organisation's intent to serve a broader population.

Those we support

DMWS is committed to supporting those who are serving or have served on the frontline in the Armed Forces Community, Police and NHS. Their needs and concerns are diverse and are always approached and supported with compassion, professionalism and dedication to ensure physical and mental wellbeing and welfare are improved as far as possible.

As an organisation we have driven hard to increase our funding and opportunities to increase our reach to those on the frontline, this has included new innovative projects as well as geographical expansion and we are incredibly proud that this is reflected in the number of beneficiaries we have been able to support.

- **5,538 Direct Beneficiaries**
- **4,538 Family member and carers with lighter touch welfare support**
- **5,994 Staff supported**
- This is a **total of 16,070 beneficiaries** who have been supported with professional welfare support to ensure they didn't face their time of crisis alone and were supported and empowered to improve their wellbeing.



Figure 3 - DMWS Cyprus Welfare Officers

ACHIEVEMENTS AND PERFORMANCE

DMWS continues to provide outstanding service delivery to all our stakeholders, beneficiaries and service users, and recognition for employees has been outstanding throughout 2025/26, with the following awards and accreditations:

- Defence Employers Recognition Award - Gold
- Cobseo - The Confederation of Service Charities Executive Member
- Veterans Mental Health Support Accreditation
- ISO 9001
- Cyber Essential Plus
- Fighting with Pride – Pride in Veterans Standards
- Disability Confidence Scheme Leader

We are also incredibly proud of all our projects and programme of work delivered by our professional, committed and compassionate staff. While there are far too many to feature in full, we have selected a few projects and activities from an exceptionally busy year.

Highlighted successes

We have been very proud to secure numerous funding opportunities to sustain excellent programmes and increase innovation. A few examples include Armed Forces Covenant Fund Trust programmes Apart Not Alone, Family Focus, Reducing Veterans Homelessness, and Empowering Bereaved Military Families which is a consortium Programme that we are proud to lead.

DMWS were awarded a significant donation by the Armed Forces Covenant Fund Trust to lead a three-year programme in partnership with Cruse Bereavement Support, Cruse Scotland, Scotty's, and The Poppy Factory. Together we will deliver coordinated specialist support to Armed Forces family members bereaved through service or service-related circumstances. This programme will include holistic support, including physical and mental health, wellbeing and military informed grief support, including peer grief support

At the end of this financial year, we were very excited to have been included in, to date, five of the Office for Veteran Affairs and Armed Forces Covenant Fund Trust VALOUR programmes.

The VALOUR programme is part of a UK-wide initiative, funded by the Office for Veterans' Affairs and delivered in part through the Armed Forces Covenant Fund Trust, to improve how veterans access support.

VALOUR aims to make services easier to navigate by creating a more joined-up system across local, regional, and national levels. A key element is the development of VALOUR Recognised Centres—welcoming physical hubs where veterans can access support for issues such as housing, health, employment, and wellbeing.

DMWS have also been very proud to have been awarded funding from the Armed Forces Covenant Fund Trust to deliver the Service Women Seen and Heard Programme. This project is focused on providing dedicated, confidential, and independent wellbeing support for serving and reservist women through online counselling and wellbeing support.

DMWS are proud that our service has supported **68** women and provided them with a safe space, without embarrassment or fear, to talk about the challenges they are facing. Those we have come across are often trying to uphold and maintain both personal and service lives, and engagement with our support is helping them to address their concerns and acknowledging they need time for themselves.

Lacie Helm, Lead Counsellor says "*The women I work with remind me every day of the remarkable capacity women have to survive, adapt and grow, even when they don't feel that way. I am often in awe of their strength and resilience, and I feel very privileged to be a part of their journey".*

DMWS Seen and Heard Beneficiary Quote:
"My dedicated therapist Lacie was hugely supportive and provided me with an expansive range of tools and techniques to deal with my PTSD and day-to-day life which have proved invaluable. It was always a judgement-free zone and Lacie helped me to feel completely comfortable and open to sharing everything that I was dealing with in all the sessions. It helped me tremendously and has helped me deal with and navigate through life over the last few months at a time that I really needed the help and support. I was at a very low point and struggling considerably to deal with PTSD and could see no way out with the stresses of life, very bad sleep and very low energy levels and without this support from DMWS I would still be stuck in that same low and destructive cycle. This is a fantastic service, and I would recommend to anyone needing therapy as it offers the required help and support quickly and to those that engage with it fully, it helps exponentially".

Events

House of Commons
We were extremely proud to hold a parliamentary event at the House of Commons to showcase our work alongside various funders, partners, stakeholders and guests. Our event was kindly hosted by hosted by Rt Hon Caroline Nokes MP.



Figure 4 - DMWS House of Commons Event

Edinburgh Castle Reception
We were immensely privileged and honoured to be joined by our Patron, Her Royal Highness, The Duchess of Edinburgh at the beautiful Edinburgh Castle. We are grateful for her time and continued commitment, and to our funders, supporters, partners, staff and beneficiaries who joined us to celebrate all that we have achieved in the past and what we aspire to do in the future.



Figure 5 - The Lowland and Highland Band of the Royal Regiment of Scotland and 154 (Scottish) Regiment, The Royal Logistics Corps Pipes & Drums



Figure 6 - DMWS Edinburgh Event

Equity, Diversity and Inclusion Transformational Grant Programme funded by the Armed Forces Covenant Fund Trust (AFCFT)

With thanks to 3-year funding from AFCFT, DMWS has embedded Equity, Diversity and Inclusion (EDI) as a core organisational priority, driving a shift in how services are designed, delivered, and experienced across the Armed Forces Community. We have been hugely encouraged by the success and development of this programme due to the enthusiasm of our staff and partnership working with many different organisations. Having the dialogue and learning with others has driven change across many levels influencing organisational strategy, communications, and service design.

DMWS has strengthened its approach to co-production, ensuring services are shaped by lived experience and better aligned to the needs of diverse Armed Forces communities. This has led to more culturally competent and accessible support, improving trust and engagement among seldom-heard groups.

Staff confidence has been increased through targeted training, resources, and internal networks. This includes delivery of EDI and neurodiversity training, national workshops and coaching, and the development of an internal EDI resource hub providing ongoing access to guidance and best practice.

EDI has also been embedded into organisational systems and processes, strengthening the organisation's ability to understand inequalities, measure impact, and drive continuous improvement. This includes enhanced demographic data collection with "self-describe" options and improved monitoring of engagement across diverse communities. Accessibility has also been improved through external audit, WCAG 2.2 action planning, and website enhancements such as improved navigation.

DMWS's commitment to EDI has strengthened organisational credibility, sustainability, and cross-sector partnerships. The organisation is increasingly recognised as a leader in inclusive practice, influencing wider system change across Armed Forces welfare services. This is demonstrated through achieving Disability Confident Leader status and securing Digital Inclusion funding from the Department for Science, Innovation and Technology. EDI continues to drive organisational growth and position DMWS as a credible voice in shaping more inclusive sector-wide approaches.

FINANCIAL REVIEW

Financial report for the year
Total income resources for the year ended 31 March 2026 amounted to £4,764,065 (2024/25 £4,174,606), an increase on last year and an excellent achievement in today's financial climate. This is due to an increase in donations, grants and welfare services. The cost of DMWS's on-going activities during the year amounted to £4,424,488 (2024/25 £3,784,721) giving a surplus of £341,599 (2024/25 £389,885).

The deferred income for 2025/26 is £787,161 (2024/25 £435,519). The balance sheet shows an increase in total funds to £1,413,243 (2024/25 £1071,644).

RESERVES POLICY

The trustees approved a policy on financial reserves in February 2025 and agreed that at the beginning of each financial year a full review of the company's commitments and costs should form the basis of the financial reserves policy. The trustees have examined the requirement for minimum reserves; being unrestricted funds which are not represented by tangible fixed assets, and which are not designated for specific purposes or otherwise committed. Direct project costs are independent of core costs and are covered by their respective restricted funds.

The trustees have re-affirmed that, having regard to the nature of the activities of DMWS, the level of minimum reserves should cover three to six months' ordinary recurrent expenditure (£450,000 to £650,000). This minimum reserve level has been set at £550,000 for the forthcoming year. On 31 March 2026, the reserves amounted to £1,413,243 (2024/25 £1,029,126). This is in line with DMWS planned increase in working capital to invest in further development and growth. To fulfil these plans for future periods the trustees have reinstated and designated additional funds totalling £220,000 from the general unrestricted fund to the funds as detailed below.

Property Improvements fund
The fund has been established to enable DMWS to adapt and upgrade the facilities at HQ premises to accommodate developing needs and ensure regulatory compliance. Funds totalling £50,000 have now been designated from DMWS' general unrestricted fund to ring-fence monies to apply for this purpose.

Rebrand and Marketing fund
The fund has been established to enable DMWS to update and relaunch its branding, digital presence, and communications materials. Funds totalling £120,000 has now been designated from DMWS' general unrestricted fund to ring-fence monies to apply for this purpose.

Urgent response fund
The fund has been established to ensure that DMWS can support emerging and urgent issues should they arise. Ongoing global uncertainties have highlighted the need for us to design, resource and implement a programme of continuous training and development in readiness to respond. Funds totalling £100,000 have been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

IT development fund
The fund has been established to enable DMWS to undertake major planned development of its IT infrastructure. Funds totalling £150,000 has been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

Fundraising development fund
The fund has been established to ensure DMWS' sustainability by continuing to develop the fundraising and marketing department and expand its market reach. Funds totalling £100,000 has been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

INVESTMENT POLICY

The trustees re-affirmed their policy on the management of the charity's investments in February 2025, confirming that these should be undertaken through the Common Investment Funds for Charities (COIF). During the year, the trustees agreed to make regular periodic investments with CCLA, acquired by Jupiter Fund Management PLC on 2nd February 2026, through its Investment Accumulation Fund Units, which has a strong Environmental, Social and Governance ethos.

As at 31st March 2026, £60,000 had been invested in the fund, with an anticipated target growth rate above inflation. However, the fund has underperformed to date and ended the year with market valuation of £55,535, resulting in an unrealised investment loss of £4465.

The performance of the charity's investments is regularly monitored and acted upon by the Finance Committee.

PLANS FOR FUTURE PERIODS

The successful implementation of the strategic plan to increase income sources and to diversify the cohorts supported by our service has provided stability through challenging times. In the past DMWS was primarily dependent upon delivery of the hospital welfare service which has now been broadened to include more support within the community and in the support of sector workers such as the police service. The Board is continuing to diversify the organisation's activities to achieve a robust business model that continues to be sustainable. It has agreed the following plans for the coming year:

- Continue to add additional capabilities around clinical support and counselling services.
- Broaden services to provide a wider geographical reach across all parts of the UK.
- Identify further opportunities for new work in delivering support to those that work on frontline services.
- Secure further commissioning of our service within the NHS.
- Increase grant funding to further allow DMWS to become financially independent with a variety of income streams.

In the year 2026/27, the trustees expect the charity to operate within the projected budget agreed at the February 2026 board meeting.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of the St. John and Red Cross Defence Medical Welfare Service for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

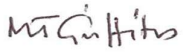
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Approved by the Board of Trustees

Mike Griffiths



Date: 21st July 2026

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE

Opinion
We have audited the financial statements of The St. John and Red Cross Defence Medical Welfare Service (the 'charitable company') for the year ended 31 March 2026 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and related 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 charitable company's affairs as at 31 March 2026, and of its incoming resources and application of resources, including its income and expenditure, 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 trustees' 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 charitable company'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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken during the audit:

- the information given in the trustees' report, which includes the [strategic report and the][5] directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the [strategic report or the][5] directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit**;** or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 charitable company'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 liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.
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.
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.][7] The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Key audit matters: Our assessment of risks of material misstatement
Key audit matters are those matters that in our professional judgement were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on the allocation of resources in the audit, and directing the efforts of the engagement team. There are no key areas identified as the audit is low risk with normal audit procedures adequate in all audit areas. We agreed to report to the board of trustees any corrected or uncorrected identified misstatements.
To identify risks of material misstatement due to fraud we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of the Chief Executive and the Trustees and inspection of key papers provided to those charged with governance as to high level policies and procedures to prevent and detect fraud.
- Reviewing the minutes of Trustees' meetings.
- We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.
- As required by auditing standards and taking into account possible pressures to meet targets and our overall knowledge of the control environment, we performed procedures to assess the risks of management override of controls. To address the pervasive risk as it related to management override of controls, we reviewed material journal entries and agreed these to supporting documentation where appropriate.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the Chief Executive and Trustees. Our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. The potential effect of these laws and regulations on the financial statements varies considerably:

- Firstly, the charity is subject to laws and regulations that directly affect the financial statements including financial reporting regulation (including related companies regulation), taxation legislation (payroll taxes) and pension legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures in the audit areas relevant to these items.
- Secondly, the charity is subject to many other laws and regulations where the consequence of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such as effect:

- Health and safety laws.
- Laws relating to working with, and the safeguarding of vulnerable adults.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of management and trustees and inspection of regulatory and legal correspondence, if any. Therefore, if any breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Limitations to the ability of the audit to detect fraud or breaches of laws and regulation
Owing to the inherent limitation 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 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.
In addition, as with any audit, there remained a higher risk of non-detection of fraud, as this may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement, and therefore we are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.
A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and 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 charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicolas Michael FCA (Senior Statutory Auditor)

For and on behalf of
Charlton Baker (Bristol) Ltd
Eden Business Park
61 Macrae Road
Ham Green
Bristol
BS20 0DD_____21st July 2026

THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE (LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure) FOR YEAR ENDED 31 MARCH 2026

	Notes	Unrestricted funds (inc designated) £	Restricted funds £	2026 Total funds £	2025 Total funds £
Income from:					
Donations, grants and legacies	3	48,895	2,593,219	2,642,114	2,428,472
Charitable activities:					
Welfare services	4	1,217,355	864,499	2,081,854	1,707,578
Interest receivable		40,097	-	40,097	38,556
Total income		1,306,347	3,457,718	4,764,065	4,174,606
Expenditure:					
Charitable activities:					
Welfare services		917,765	3,500,236	4,418,001	3,784,721
Total expenditure	5	917,765	3,500,236	4,418,001	3,784,721
Net income/(expenditure)		388,582	(42,518)	346,064	389,885
Investment Revaluation Deficit	13	(4,465)	-	(4,465)	-
		384,117	(42,518)	341,599	389,885
Fund balances brought forward at 1 April		1,029,126	42,518	1,071,644	681,759
Fund balances carried forward at 31 March	19	1,413,243	-	1,413,243	1,071,644

Unrestricted funds include designated funds of £520,000 (2025: £300,000).

Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The notes on pages 27 to 39 form part of these financial statements.

THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE (LIMITED BY GUARANTEE)

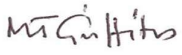
BALANCE SHEET
AS AT 31 MARCH 2026

	Notes	£	2026 £	£	2025 £
Fixed Assets					
Investments	**12,13**		**55,435**		
Current assets					
Debtors	**14**	**854,187**		*506,403*	
Short term deposits, cash at bank and in hand		**1,715,280**		*1270,452*	
		2,569,467		*1,726,855*	
Creditors: amounts falling due within one year	**15**	**(1,211,659)**		*(705,211)*	
Net current assets			**1,357,818**		*1071,644*
Total net assets			**1,413,243**		*1071,644*
Funds and reserves					
Income funds					
Restricted funds	**17**		-		*42,518*
Designated funds			**520,000**		*300,000*
Unrestricted funds			**893,243**		*729,126*
Total funds	**18**		**1,413,243**		*1071,644*

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The notes on pages 27 to 39 form part of these financial statements.

The financial statements were approved by the Board on 21st July 2026 by:



Mike Griffiths- Trustee

Company Registration No. 04185635

THE ST JOHN AND RED CROSS DEFENCE MEDICAL WELFARE SERVICE (LIMITED BY GUARANTEE)

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2026

		2026		2025
	£	**£**	£	£
Net cash provided by operating activities				
Net income	**341,599**		*389,885*	
Increase/(Decrease) in creditors	**506,448**		*12,998*	
(Increase) in debtors	**(347,784)**		*(126,639)*	
Depreciation of fixed assets	**-**		-	
Investment revaluation deficit	**4,565**		-	
Investment income	**(40,097)**		*(38,556)*	
Net cash from operating activities		**464,731**		*237,688*
Cash flows from investing activities	**(60,000)**			
Investment income	**40,097**		*38,556*	
Cash provided by investing activities		**(19903)**		*38,556*
Increase/(decrease) in cash		**444,828**		*278,244*
Cash and cash equivalents at the beginning of the year		**1,270,452**		*994,208*
Cash and cash equivalents at the end of the year		**1,715,280**		*1270,452*

Reconciliation of cash flows and net debt	**At 1 April 2025 £**	**Cash flows £**	**Non-cash changes £**	**At 31 March 2026 £**
Cash at bank and in hand	1,270,452	444,828	-	**1,715,280**

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the Charity and the cash and cash equivalents.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

1 Statutory Information

The charitable company is a company limited by guarantee, with no share capital, registered in England and Wales as a company and as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

2 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

2.1 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. There are no material uncertainties about The St John and Red Cross Defence Medical Welfare Service's ability to continue as a going concern.

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

The St John and Red Cross Defence Medical Welfare Service meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

2.2 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

2.3 Expenditure and apportionment of costs

Expenditure is included in the Statement of Financial Activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises entirely the costs of undertaking charitable activities as follows:

a. Direct costs of undertaking DMWS' charitable activities.

b. An allocation of central support costs. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. The allocation of support costs to charitable activities is based on direct expenditure incurred by each activity.

2.4 Foreign currency

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of transaction. All foreign currency balances have been translated at the balance sheet date. Gains and losses on translation are included in the Statement of Financial Activities.

2.5 Fixed assets

It is the policy of the charity to capitalise items exceeding £5,000 in cost. Expenditure below this level is taken to the Statement of Financial Activities as incurred.

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:

Computer equipment	3 years straight line basis

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

2.6 Investments

Investments are stated at fair value (bid price). Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising from the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar accounts.

2.9 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2.10 Fund accounting

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to conditions imposed by the donors.

The designated funds are monies ring-fenced from the general unrestricted fund for, and their use designated for, a specific purpose as determined by the Trustees.

The general unrestricted fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

2.11 Pension contributions
DMWS contributes to employees' personal pension plans up to 6% of salary on a matching basis. The pension costs included in the Statement of Financial Activities represent the amount of contributions payable in respect of the accounting period.

2.12 Leased assets
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight-line basis over the lease term.

2.13 Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.14 Critical accounting estimates and judgements
The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the charity's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual result ultimately differ from those estimates.

The items in the financial statements where judgements and estimates have been made include:

- estimating the liability for multi-year project grant commitments, including how much income to defer or accrue and how much income to recognise from the project grant to cover overhead costs:
- estimating the useful economic life of tangible fixed assets; and
- determining the most appropriate basis for allocating support costs.

3. Donations and legacies

	Un-restricted £	**Restricted £**	**Total funds 2026 £**	*Un-restricted £*	*Restricted £*	*Total funds 2025 £*
National Framework	**-**	**567,450**	**570,450**	-	480,709	480,709
Office for Veterans Affairs	**-**	**-**		-	453,837	453,837
Veterans NHS	**-**	**299,188**	**299,188**	-	218,351	218,351
Thrive/VPPP	**-**	**157,400**	**157,400**	-	133,120	133,120
Other Grants & Funding	**48,895**	**1,168,286**	**1,217,181**	47,841	535,781	583,622
Scotland	**-**	**400,895**	**400,895**	-	558,833	558,833
	48,895	**2,593,219**	**2,642,114**	47,841	2,380,631	2,428,472

4. Income from charitable activities

	Un-restricted £	**Restricted £**	**Total funds 2026 £**	*Un-restricted £*	*Restricted £*	*Total funds 2025 £*
Welfare services						
Police	**570,580**	**-**	**570,580**	443,763	-	443,763
SAAS	**40,360**	**-**	**40,360**	41,640	-	41,640
Serving	**552,779**	**-**	**552,779**	554,193	-	554,193
Veterans NHS	**50,175**	**-**	**50,175**	104,415	-	104,415
Thrive Together /VPPP	**-**	**864,499**	**864,499**	-	562,367	562,367
Other Grants & Funding	**3,061**	**-**	**3,061**	1,200	-	1,200
	1,217,355	**864,499**	**2,081,854**	1,145,211	562,367	1,707,578

5. Total expenditure

	Staff costs £	**Other costs** £	**Total 2026** £	*Staff costs* £	*Other costs* £	*Total 2025* £
Welfare services						
Activities undertaken directly	**2,083,163**	**1,194,658**	**3,277,821**	2,111,412	725,601	2,837,013
Support costs (note 6)	**669,166**	**471,014**	**1,140,180**	592,041	355,667	947,708
	2,752,329	**1,665,672**	**4,418,001**	2,703,453	1,081,268	3,784,721

6. Analysis of governance and support costs

	Welfare services £	**Total 2026** £	*Welfare services* £	*Total 2025* £
Staff costs	**669,166**	**669,166**	592,041	592,041
Office costs	**9,651**	**9,651**	42,959	42,959
Other administrative costs	**323,302**	**323,302**	210,276	210,276
Insurance	**26,641**	**26,641**	26,450	26,450
Travel & subsistence	**23,036**	**23,036**	22,867	22,867
Governance costs (note 7)	**88,384**	**88,384**	53,115	53,115
	1,140,180	**1,140,180**	947,708	947,708

Support costs are allocated to charitable activities based on direct expenditure incurred by each activity.

7. Governance costs

	Total 2026 £	*Total 2025* £
Audit fees – current year	**12,000**	12,000
Audit fees – prior year under-provision	**(1,440)**	(3,760)
Legal and professional fees	**77,404**	44,212
Trustees' expenses	**420**	663
	88,384	53,115

8. Comparative funds – Statement of Financial Activities for the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £
Income:				
Donations, grants, and legacies	**3**	**47,841**	**2,380,631**	2,428,472
Charitable activities:				
Welfare services	**4**	**1145,211**	**562,367**	1,707,578
Interest receivable		**38,556**	**-**	38,556
Total income		**1,231,608**	**2,942,998**	4,174,606
Expenditure:				
Charitable activities:				
Welfare services		**878,887**	**2,905,834**	3,784,721
Total expenditure	**5**	**878,887**	**2,905,834**	3,784,721
Net income/(expenditure)		**352,721**	**37,164**	389,885
Fund balances brought forward at 1 April 2024		**676,405**	**5,354**	681,759
Fund balances carried forward at 31 March 2025	**19**	**1029,126**	**42,518**	1071,644

9. Net income/(expenditure)

This is stated after charging:

	2026 £	*2025 £*
Auditor's remuneration - Statutory audit fees	**10,560**	8,240
Operating lease payments	**42,927**	42,625

10. Staff costs

	2026	*2025*
	£	*£*
Wages and salaries	**2,247,709**	2,269,829
Redundancy	**-**	1,519
Social security costs	**273,593**	210,566
Pension contributions	**231,027**	221,539
	2,752,329	2,703,453

Pension contributions solely relate to a defined contribution scheme. £25,876 of pension contributions were outstanding at the year-end (2024/25: £24,836).

The number of employees who earned over £60,000 per annum (including taxable benefits but excluding employer pension contributions and employers' national insurance) or more during the year was as follows**:**

	2026	***2025***
	No.	***No.***
£80,001 - £90,000	**-**	*-*
£90,001 - £100,000	**1**	*1*

The average number of employees during the year, analysed by function, was as follows:

	2026	*2025*
	No.	*No.*
Charitable activities		
- Welfare services	**71**	71
- Support	**6**	8
	77	79

During the year, none of the trustees received any remuneration in respect of their services as trustees for 2025/2026 (2024/2025: £0). Out of pocket travel and subsistence expenses amounting to £524 (2024/25: £552) were reimbursed to 3 trustees during the year ended 31 March 2026 (2024/25: 3).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and Senior Leadership Team. The total remuneration (including pension contributions and employer's National Insurance contributions) paid in respect of key management personnel for the year was (6 FTE) £455,110 (2024/25: (6 FTE) £413,477).

11. Taxation

The Company is a Registered Charity (number: 1087210). All activities are undertaken to fulfil the primary objectives of the charity and are therefore exempt under Part 11 of the Corporation Tax Act 2010.

12. Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2025	**49,114**
Additions	**-**
Disposals	**(49,114)**
At 31 March 2026	**-**
Depreciation	
At 1 April 2025	**49,114**
Charge for the year	**-**
Disposals	**(49,114)**
At 31 March 2026	**-**
Net book value	
At 31 March 2026	**-**
At 31 March 2025	

13. Intangible fixed assets

	Computer software £
Cost	
At 1 April 2025	**53,337**
Additions	**-**
Disposals	**(53,337)**
At 31 March 2026	**-**
Depreciation	
At 1 April 2025	**53,337**
Charge for the year	**-**
Disposals	**(53.337)**
At 31 March 2026	**-**
Net book value	
At 31 March 2026	**-**
At 31 March 2025	
	-

13. contd..

	Investments
	£
Additions at cost	60,000
Net investment (loss)	(4,565)
Market value at 31 March 2026	**55,435**
Analysis of Investments held at end of the year	55,435
CCLA Investment Fund Accumulation Units- 233.68 units	-
Historical cost of listed investments at 31 March 2026	60,000
Unrealised investment loss	**(4,565)**

14. Debtors

	2026	*2025*
	£	*£*
Amount due from the Ministry of Defence	**94,887**	59,658
Trade debtors	**196,399**	196,536
Prepayments and accrued income	**562,901**	250,209
	854,187	506,403

15. Creditors: amounts falling due within one year

	2026	*2025*
	£	*£*
Trade creditors	**41,012**	27,326
Other creditors	**-**	-
Taxation and social security costs	**81,507**	76,223
Accruals	**301,979**	166,143
Deferred income	**787,161**	435,519
	1,211,659	705,211

	2026	*2025*
Deferred income:	**£**	*£*
At 1 April 2025	**435,519**	523,291
Released in year	**(2,520,770)**	(2,275,528)
Deferred in year	**2,872,412**	2,187,756
At 31 March 2026	**787,161**	435,519

16. Leasing commitments

At 31 March, DMWS had total commitments under operating leases payable as follows:

	Land and buildings		**Other**	
	2026	*2025*	**2026**	*2025*
	£	*£*	**£**	*£*
Within one year	**38,551**	38,429	**2,554**	2,275
Within two to five years	**-**	36,000	**4,550**	4,550
	38,551	74,429	**7,104**	6,825

17. Restricted funds

	At 1 April 2025 £	Income £	Expenditure £	**At 31 March 2026 £**
National Framework	-	567,450	(567,450)	**-**
Veterans NHS	-	299,188	(299,188)	**-**
Thrive/VPPP	42,518	1,021,889	(1,064,407)	**-**
Other Grants & Funding	-	1,168,286	(1,168,286)	**-**
Scotland	-	400,895	(400,895)	**-**
	42,518	3,457,708	3,500,226	**-**

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to conditions imposed by the donors as follows:

National Framework Fund

Funding received to increase our Welfare Provision geographically across the UK, to support Army beneficiaries and their families.

This funding is used to develop our projects in areas where demand is unmet and regional NHS Trusts have in turn pledged a financial contribution to help fund their work with us.

Veterans NHS Fund

To fund collaborative projects providing medical welfare support to the wider Armed Forces Community, within geographical NHS settings**.**

Thrive/VPPP Fund

To build sustainable and resilient networks to ensure veterans, and, their families, (via Thrive), receive prompt effective and tailored support.

Other Grants and Funding

Miscellaneous, region-specific funding to assist us in to supporting Army beneficiaries across nominated areas within in the UK with non-clinical issues, which adversely affect their health and wellbeing.

Scotland

Funding received specifically for projects based in Scotland.

18.Total funds

	At 1 April 2025 £	Income £	Expenditure £	Transfer £	**At 31 March 2026 £**
Restricted funds (as above)	**42,518**	**3,457,718**	**(3,500,236)**	**-**	**-**
Designated funds					
Property Improvements Fund	**-**	**-**	**-**	50,000	**50,000**
Rebrand and Marketing Fund	**-**	**-**	**-**	120,000	**120,000**
Urgent response fund	100,000	-	-	-	**100,000**
IT development fund	*150,000*	-	-	-	**150,000**
Fundraising development fund	*50,000*	-	-	50,000	**100,000**
Total Designated funds	300,000	**-**	**-**	**220,000**	**520,000**
Unrestricted funds (excl designated)	**729,126**	**1,306,347**	**(922,230)**	**(220,000)**	**893,243**
Total funds	**1,071,644**	**4,764,065**	**4,422,466**	**-**	**1,413,243**

The trustees have reinstate/designated additional funds totalling £220,000 from the general unrestricted fund to the funds as detailed below.

Property Improvements fund
The fund is to be established to enable DMWS to adapt and upgrade the facilities at HQ premises to accommodate developing needs and ensure regulatory compliance. Funds totalling £50,000 have now been designated from DMWS' general unrestricted fund to ring-fence monies to apply for this purpose

Rebrand and Marketing fund
The fund is to be established to enable DMWS to update and relaunch its branding, digital presence, and communications materials. Funds totalling £120,000 have now been designated from DMWS' general unrestricted fund to ring-fence monies to apply for this purpose

Urgent response fund
The fund has been established to ensure that DMWS can support emerging and urgent issues should they arise. Ongoing global uncertainties have highlighted the need for us to design, resource and implement a programme of continuous training and development in readiness to respond. Funds totalling £100,000 have been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

IT development fund
The fund has been established to enable DMWS to undertake major planned development of its IT infrastructure. Funds totalling £150,000 have been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

Fundraising development fund
The fund has been established to ensure DMWS' sustainability by continuing to develop the fundraising and marketing department and expand its market reach. Funds totalling £100,000 have been maintained/reinstated as designated from DMWS' general unrestricted fund for this purpose.

19.Analysis of net assets between funds

	Unrestricted funds (inc designated) £	**Restricted funds £**	**Total £**
Fund balances at **31 March 2026** are represented by:			
Fixed Assets	**55,435**	**-**	**55,435**
Current assets	**2,569,467**	**-**	**2,569,467**
Creditors: Amounts falling due within one year	**(1,211,659)**	**-**	**(1,211,659)**
Total 2026	**1,413,243**	**-**	**1,413,243**

Unrestricted funds include designated funds of £520,000

.

	Unrestricted funds £	*Restricted funds £*	*Total £*
*Fund balances at **31 March 2025** are represented by:*			
Current assets	1,734,338	42,518	1,776,856
Creditors: Amounts falling due within one year	(705,211)	-	(705,211)
Total 2025	1,029,126	42,518	1,071,644

Unrestricted funds include designated funds of £300,000.

20. Connected charities

DMWS was established by the trustees of the Joint Committee of the Order of the Hospital of St. John of Jerusalem and the British Red Cross Society (the "Joint Committee") to take over its Service Hospitals Welfare Department. The Joint Committee is a charity, registered on the Central Register of Charities under number 225753.

The membership rights in DMWS were originally held by the Chairman and Vice-Chairman of the Joint Committee, and the Joint Committee had the power of appointing Trustees. The Joint Committee transferred the assets and the undertaking of its Service Hospitals Welfare Department to DMWS at the close of business on 31 March 2001. In view of the decision of the trustees to wind up the Joint Committee, the trustees considered the implications of this for the constitution of DMWS. Accordingly, on 5 December 2005 an amended Memorandum and new Articles of Association were passed by Special Resolution of the trustees. The revised Memorandum and Articles of Association came into effect on 1 January 2006 and these, together with an associated Tripartite Memorandum of Agreement, resulted in transfer of the membership rights in DMWS to the Prior of the Priory of England and the Islands of the Order of the Hospital of St John of Jerusalem (the Prior) and the Chairman of the British Red Cross Society (the Chairman). From that same date the appointment of Trustees of DMWS became a matter for the Board, which is informed by the recommendations of its Nominations Committee.

Further revisions were made to the Memorandum and Articles of Association, with effect from 25 November 2014, whereby the Prior and the Chairman were designated Founder Members. The new Articles stipulate that the objects of DMWS cannot be amended except with the prior written consent of the Founder Members. The new Articles further stipulate that on dissolution of DMWS, its assets shall be distributed equally between the Priory of England and the Islands of the Order of the Hospital of St John of Jerusalem and the British Red Cross Society. This provision likewise cannot be amended except with written consent of the Founder Members. The Articles have been further amended in July 2018, amendments were made to Article 5.4, regarding the term served by trustees, deletion of Article 5.5 regarding retirement of trustees as it conflicts with the amendment to 5.4 and amending Article 6.5 regarding the selection of the Chair and Deputy Chair.

21. Related party transactions

During the year the charity received an unrestricted donation from the Queen Mary's Roehampton Trust totalling £35,000 (2024/25 £35,000) of which James Macnamara is a trustee and an unrestricted donation of £- (2024/25 £-) from The Orders of St John Care Trust of which James Macnamara is also a trustee.