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Accounts for Afghan Heroes for the period ending December 2011

Forward

The commentary to accompany the accounts submission for the financial year ending December 2011 will be centered around the index, however it's designed to provide true transparency of the Charities national operations to include fundraising, events, merchandise and the fulfillment of objectives against stated missions. It is important to articulate the trustees methods in adopting the decision making process and how we will be able to realize our ultimate objective in 2012 just 36 months after the charity was launched in September 2009, whilst still continuing to deliver on the box packing initiative which continues to be extremely popular with the boys and girls in theatre and well received by the ministry of defence

Whilst it is physically impossible to formally recognize the efforts and charitable donations of every individual we would wish to draw reference to the following, as quite simply without their tireless work and support we would not be in the position we are today.

- Our team of dedicated regional coordinators and their volunteers
- Our Patrons
- Hesco Bastion
- TRAD Scaffolding
- Phillip Schofield
- Haribo sweets and confectionary
- The biking community

Our overwhelming thanks goes to the generosity to the British public. Your support has been fantastic and it is heart warming to know that you feel as passionately as we do when it comes to supporting our boys and girls who are prepared to pay the ultimate sacrifice in order for us all to go about our lives peacefully and safely.

Afghan Heroes was launched as a charity for the people by the people and it continues to provide practical solutions to assist with the morale of all our service personnel in theatre, the families of the fallen and the returning wounded personnel who require our support and assistance especially when they become medically discharged Our goal is simple to give these personnel a future, a new career and the creation of a similar environment from which they have become so familiar with

With our thanks

The Trustees

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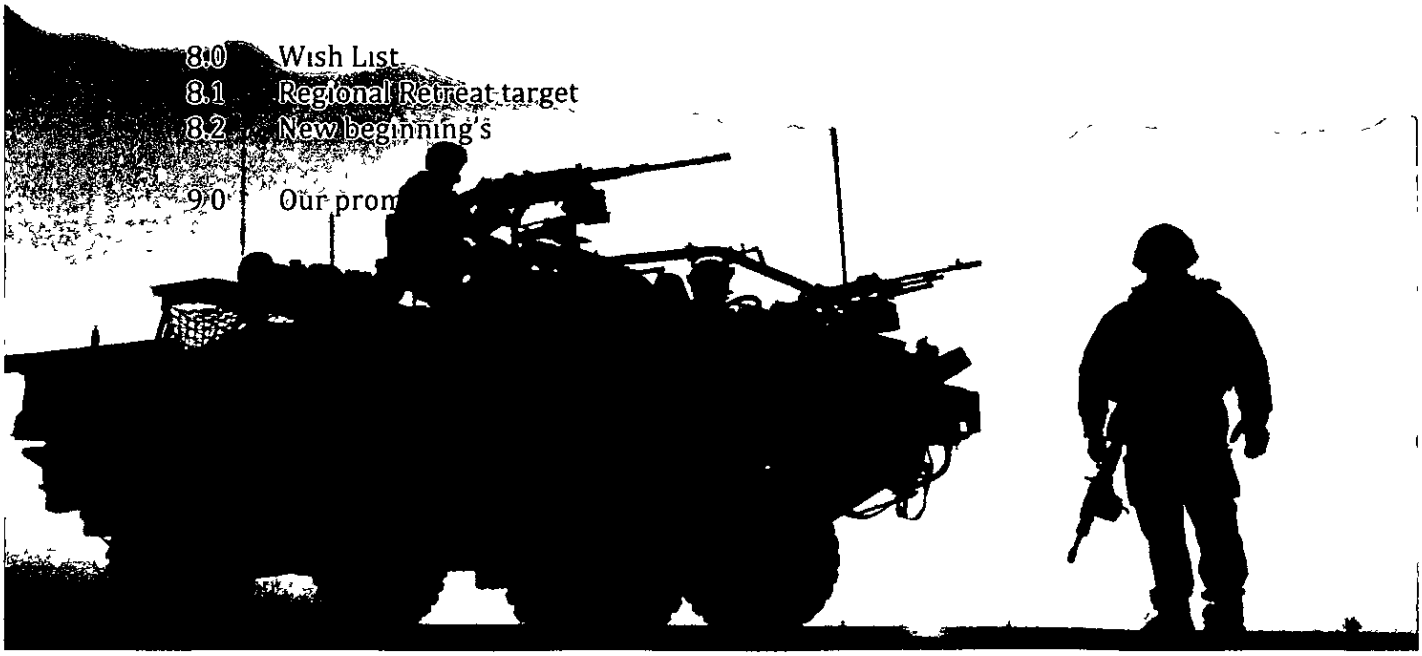


1.0 Why the Charity was formed

The conflict in Afghanistan has at the time of writing 18th September 2012 claimed the lives of 430 service personnel and directly affected the lives of thousands of other personnel and there families This conflict will continue to affect families as the atrocities associated with war present themselves over time and in many different and often harrowing ways For the founder of Afghan Heroes her journey commenced on the 10th July 2009

The telephone call that everyone fears and nobody expects became a reality Denise's son Lee was killed by an IED in Nad-e-Ali on Friday 10th July early in the morning For clarity this is not the time to articulate those early days, however people need to be aware that it is at moments like this when as human beings we have to call on every ounce of strength to counter an overwhelming feeling of loss and emptiness, whilst living through the mental torture of attempting to piece together the fragmented details surrounding the death of a child People who have never experienced such a loss can imagine however when the unthinkable happens and no matter how strong minded the individual, nothing in life has ever prepared us to deal with such devastating news A fallen hero deserves the maximum respect and this in itself brings massive pressure, the repatriation, the military funeral and the services of remembrance

In the weeks following Lee's death the grief was overwhelming, there had to be a way in which his life alongside all his fallen comrades, could be remembered through a lasting legacy that would make a difference to his colleagues and their families During those bleak weeks two lasting impressions became crystalised, firstly that although the MoD was and continues to be of fantastic support to the immediate family, there were definite shortcomings when it came to the siblings, grandparents and the extended families It is understood that the support from the MoD had to stop somewhere but who supports the families? Secondly an idea Denise had when she sent Lee a parcel of goodies, asking him to send his mates details who didn't receive parcels from home and she would send them from Lee

The charity was launched on the 15th September 2009, alongside six of the other mothers who were all united through grief at the loss of their son's during the worst twenty-four hours of hostilities in Afghanistan which saw eight of our boys repatriated together

1.1 The Mothers

Denise Harris, Carol Brackpool, Jane Whitehouse, Jill Murphy, Debbie Simpson

The mum's were quickly labeled with the tag, "The Band of Mother's" and have been humbled at the response, which the British public extended to them

The mothers met (for the first time) in the worst possible circumstances during their sons joint repatriation through Royal Wootton Bassett in July 2009 From complete strangers the mothers shared a unique and horrific bond, a bond which culminated in the launch of Afghan Heroes Recognising they were powerless to make a difference to their own sons they were united to make a difference to their colleagues still serving in the British Armed Forces

Through the completion of many of it's core missions from inception, the mothers ultimate goal is to provide facilities for the medically discharged from this conflict, this document details how they have been able to realize this in just three years

At the time of writing nearly three long years have passed and we are comforted by our achievements, which have made a lasting difference to our son's friends, colleagues and their families

1.2 The Untold Story

Since the start of operations in October 2001 more than 430 British forces personnel have lost their lives while serving in Afghanistan – over 3,000 have been injured Behind that bold statistic is the untold story of the grief suffered by families, the trauma suffered by colleagues and the lives that have been changed forever

Since 2009 there has been an overwhelming wave of support from groups and individuals raising money through a variety of initiatives for Afghan Heroes The need continues and the charity intends to continue to provide practical help and assistance for the families of the fallen and our brave service personnel both serving and medically discharged

1.3 A Lasting Legacy

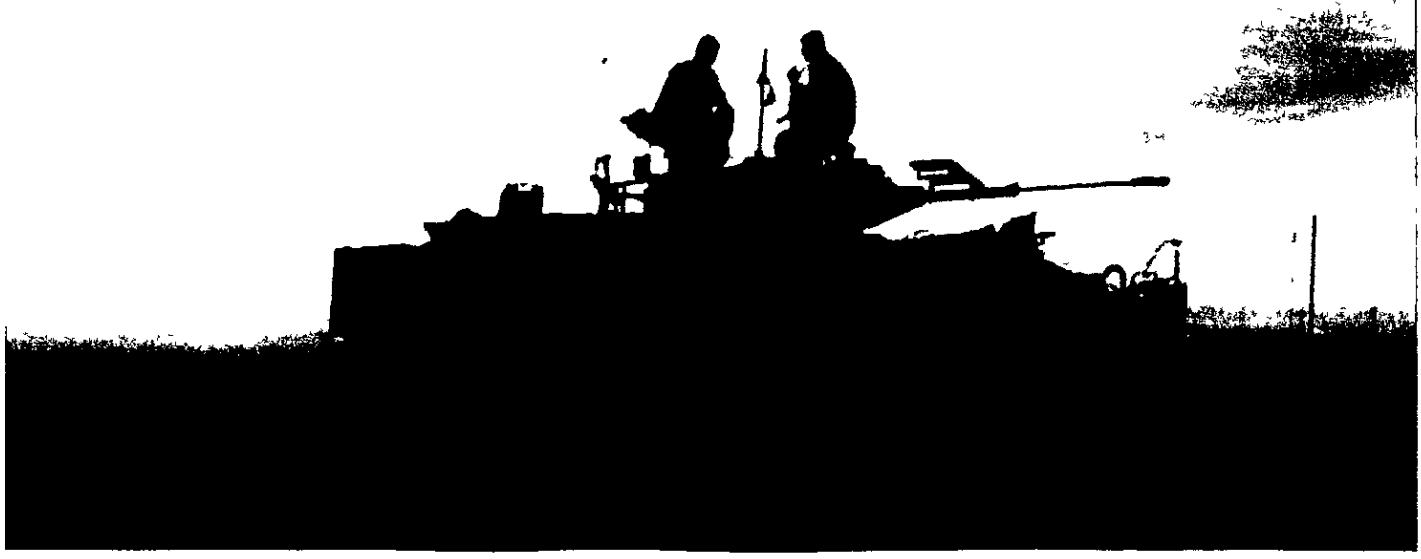
From inception we have always been aware that hopefully one day sooner rather than later British Forces would exit Afghanistan, following the recommendation from the MoD, Afghan Heroes has dual branded the organisation since April 2010, introducing the wording "True Heroes". With the exit strategy positioned for 2014 we will be rebranding the charity True Heroes during the last quarter of 2012 to coincide with the opening of the first Retreat, a post services facility which has always been the ultimate aim of the charity, and one which will prove to be a truly lasting legacy.

The trustees took criticism when publishing the first years accounts, we were perhaps naive in the way we presented them however we have taken those points on board and hope that we can address those issues within this detailed commentary of the 2011 numbers. It was always the charities intention to hold money in reserve to fulfill our future missions and objectives, clearly when you take into consideration item 6.0 this would not have been possible had we not taken those prudent measures.

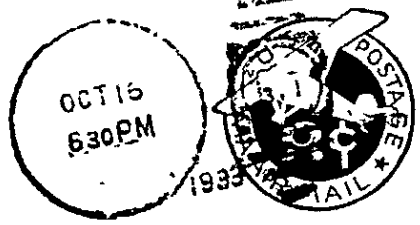
Our vision is to establish Retreat's throughout the UK, located where they are needed and the business model of the first to be located in Somerset will be rolled out as required

To fill the gap, positively impact upon re-training and building self-confidence, alongside the social integration is absolutely key to rebuilding lives, we intend to help as many medically discharged service personnel as we possibly can, therefore the model had to be sustainable and future-proofed for onward funding, we believe we have identified the way to approach the scheme and we are looking forward to working with you all in the future to turn this into reality

A vision, a legacy to all fallen personnel in Afghanistan, "lest we forget"



Section 2 – A Letter from the Founder



A Letter from The Founder

This is the hardest letter I will ever have to write

10th July 2009 was the worst day of my life I lost my beautiful baby boy, I remember that phone call Lee had been killed in an explosion while taking part in Operation Panthers Claw North of Nad- e Ali, Helmand Province, I felt like my heart had been ripped out, I felt sick no not my Lee, they had got it wrong it wasn't my Lee, I collapsed in a heap screaming, crying shouting I couldn't breathe I nearly passed out with the pain, it wasn t my Lee

The rest of the day was a blur, I needed to be there for the children, I needed to be there for Lee's brother and sisters We needed to be together, the following days I had this overwhelming feeling of loss and emptiness and the pain in my heart was unbearable, I shut myself away, I couldn't stop crying, I cried so much I didn't have any tears left, the pain
I will always remember the pain and it still hurts today as it did on that cold black day in July 2009, I didn't want to live anymore, I thought of ways to kill myself, I needed to be with him he was on his own, I remember when he was little and growing up he was so funny, kind, caring and yes he had this infectious smile, he got away with murder, wherever he went people loved Lee He was so happy go lucky and so full of life, I called him my little sunshine and he was, he brightened up everybody's day no matter where he went or what he did, he was my funny little Lee, Lee with the big smile

The following weeks were devastating for all of us, we spent as much time together as we could trying to cope with our grief, trying to be there for each other crying together but not really knowing what to say to each other, we seemed to be in our own little worlds, I was trying so desperately hard to be strong for the children and grandchildren, then at the end of every day I just fell apart locked myself away, we had to cope with the repatriation the funeral and the media, my god, what the hell was going on

It was during those weeks, I woke up one night and it was like Lee was telling me that something had to be done, it was like he was telling me to get my backside out of my pit and do something about it, "if anybody can you can Mum" I could hear him say
I suddenly realized that there were hundreds of families going through what we were going through who was supporting them, what about Lee's colleagues on the front line, who was supporting them, something had to be done, I couldn't let Lee go we will always remember him, but I didn't want the world to forget him or any of our fallen soldiers I had to do something for all the other Mothers, Fathers and families going through this hell we were going through

Over that 24hrs we lost eight of our boys, I remember some of the other Mothers had given me their details when our son's were repatriated, I believed that as they had come home together they would always be together, I started contacting the other Mothers and told them what I was doing, As a legacy to our sons and in memory of all of our boys and all the other boys and girls we had lost and to give us a purpose to carry on

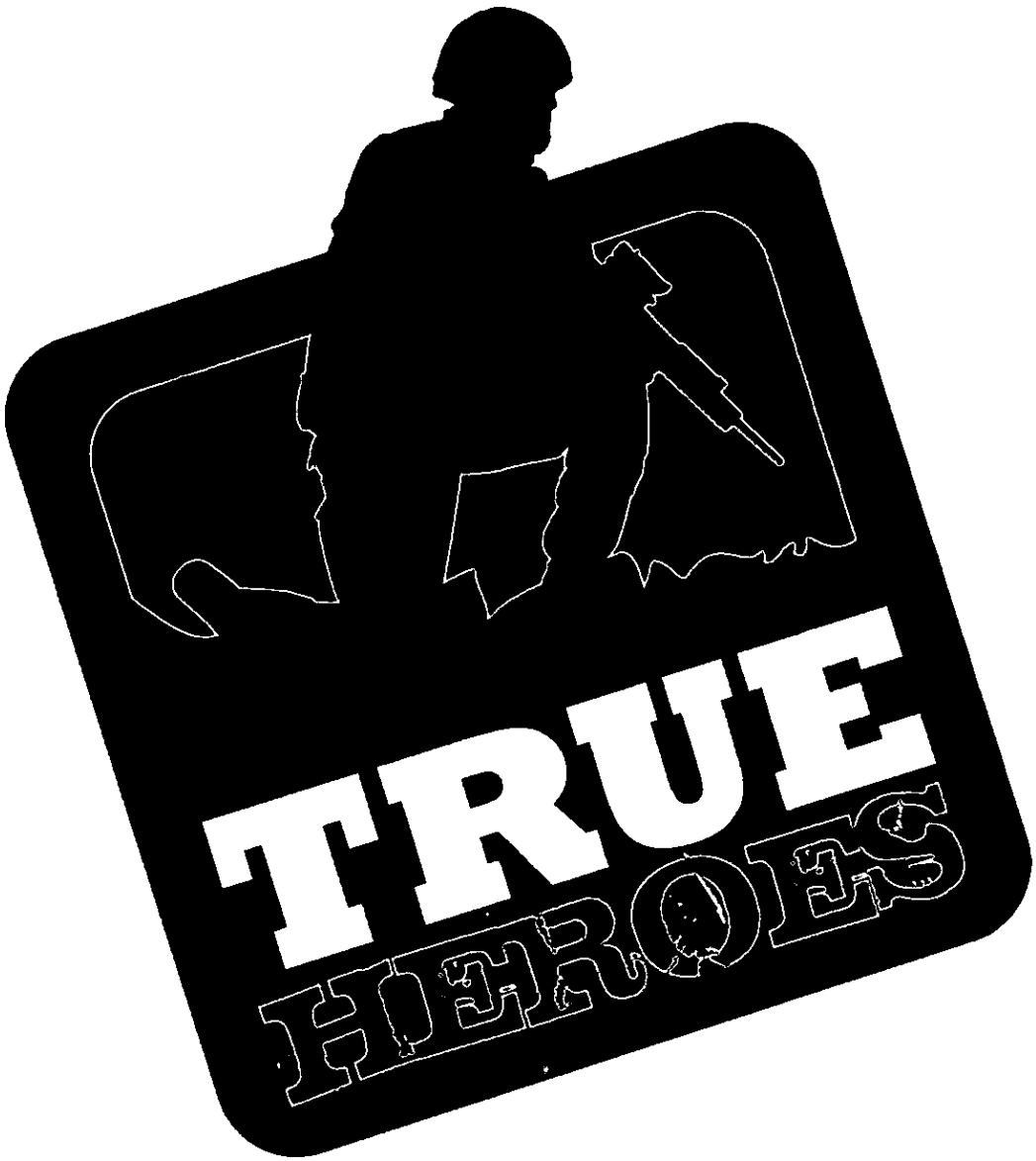
Afghan Heroes was launched

During the following few weeks we the Mothers had formed this incredible bond, we were dubbed the "Band of Mothers" We are there for each other, we support each other it is like a second sense when one of us are having a bad day the others are there, we text and speak all the time, but we also help and support so many other Mothers, Fathers and families we are like one big family, and always will be, they say it gets easier with time, well I won't lie to you it doesn't, the pain is as raw today as it was on the fatal day in July 2009, some days I had to believe that they got it wrong, that he was coming home it was the only way I could get through the day, I know now that he is not coming home

Lest We Forget

Denise Harris

Section 3 – True Heroes

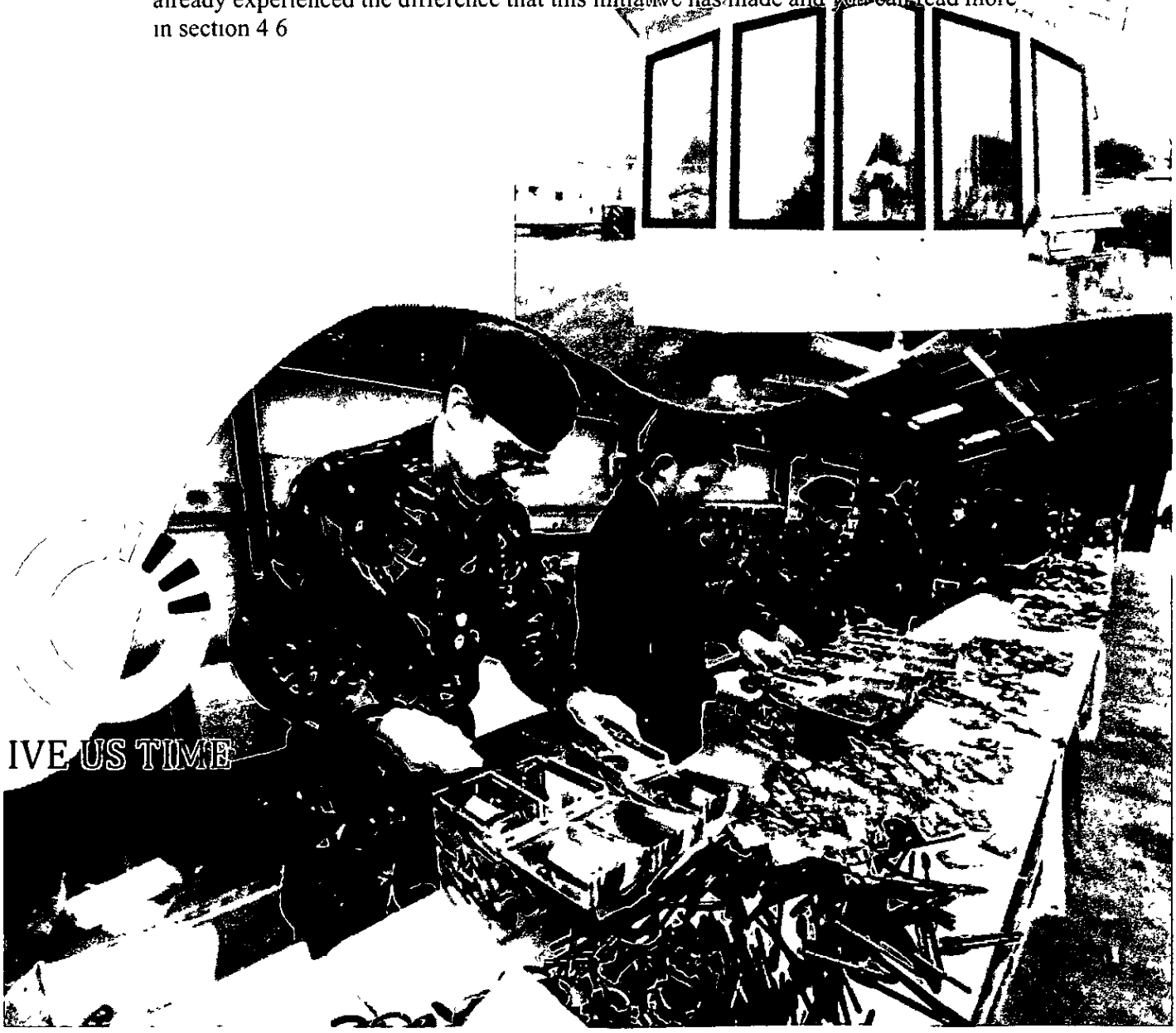


3.1 Continuing the Missions

We are already in detailed discussions with the relevant departments of the MoD for the provision of the 2013 box packing initiative In total over 24,500 parcels have been sent to Afghanistan through the charities "thank the troops" portal and continues to be extremely well received by the boys and girls We are working on the contents and anticipate that 2013 will see the charity dispatch a further 15,000 parcels, which will again be assembled at the Bath & West showground Nr Shepton Mallet in Somerset

You will see in section 6 that our focus is changing and we are committed to provide further "Retreats" throughout the UK during the forthcoming years

The first holiday home in Weymouth Bay continues to support the families of the fallen and our wounded personnel This initiative has been extended through "Give us Time" and at the time of writing we can confirm that a staggering **TEN** years worth of holidays for the boys and girls and their families have been secured through the kind generosity of the general public and travel operators Our first family has already experienced the difference that this initiative has made and you can read more in section 4 6



3.2 True Heroes Trading

Noting the current economic climate and taking into consideration the aspirations of the charity moving forward, the trustee's took the important and notable decision to split the charities activities moving into 2012 All events and donations were held 100% in an Afghan Heroes account, whereas the proceeds from the sale of merchandise would be held in a True Heroes account which would fund the entire operations of the charity to include staff, office, PR, website design / management and the acquisition of new merchandising units

True Heroes Trading intends to absorb all the charities operational costs whilst also making a donation directly into the activities of Afghan Heroes. This practice is common in charities and demonstrates are commitment, ensuring that 100% of the money raised through our vast range of events and individual donations is directed to the missions which are clearly set-out within the charities supporting information and through the website.

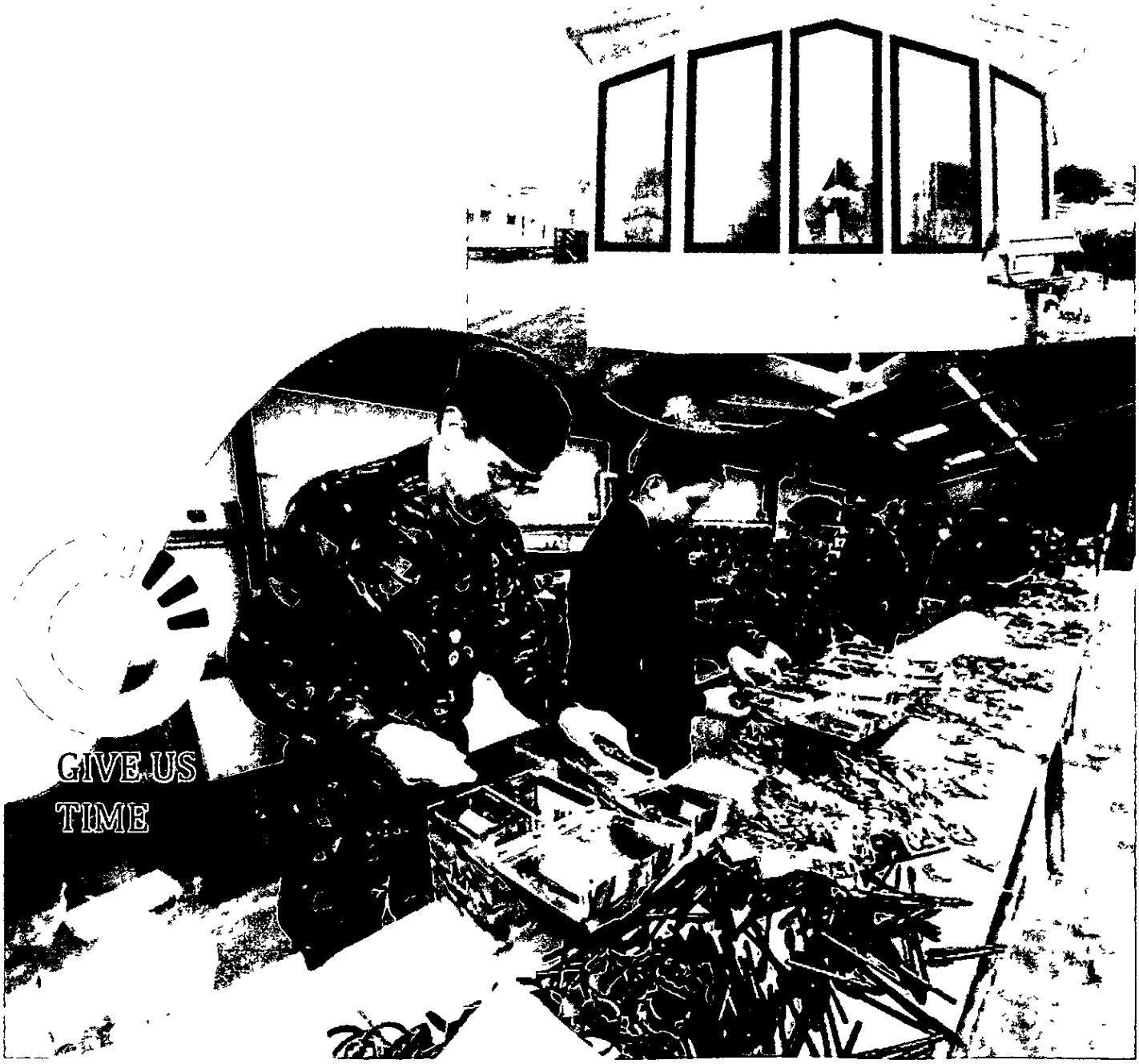
The growth of the charity is reflected in the accounts and whilst every effort is made to ensure that costs are kept to a minimum the simple fact is that we need staff to operate the charity and ensure that we have the right exposure throughout the UK. The small team that makes up the face of the charity is dedicated, loyal and hardworking and we continue to see additional unpaid commitments for weekends and evening attendances at events throughout the country. We need more staff, however this would impact on the money being donated and we simply will not compromise, it is important to us to ensure that all public donations are utilized where they are needed to be and that these monies are maximised Your support of our clothing and merchandise brands enables us to deliver the 15,000 parcels, provide the first Retreat and minimize travel expenses for those service personnel who will be benefiting from the "Give us Time" initiative

Section 4 – Trustee's Report

4.1 Achievements

2011 saw another massively productive year for the charity, and the following sections detail how exactly we provide practical solutions to assist with the everyday lives of our military personnel. However we can do more, we are not complacent and understand that more needs to be achieved, this will require more funding and more hard work and section 6 sets out how we have achieved our ultimate objective in just three years whilst still delivering our core pledges Time moves quickly and we mustn't forget that the future needs of the boys and girls evolve, there is no exact science, therefore we must remain agile and able to react to differing situations, which fall within our remit.

Thank you for your continued and most valued support, without which we simply could not provide the solutions that we do.



4.2 Box-Packing 2011

When the charity was first founded, it's first core mission was to thank the troops. This was fulfilled through the procurement, packing and subsequent distribution of over 10,500 baby ammo cans packed with basic essentials, goodies, quality memory sticks, DVD's and CD's. 10,500 represented the serving numbers in Afghanistan on the 26th June (Armed Forces Day) Every single person, irrespective of rank or service received a parcel, it showed the boys and girls that the people back home cared, they genuinely wanted to show their appreciation for the sacrifices that they were making thousands of miles away in Afghanistan

This was highlighted further when you consider that Haribo donated the bags of sweets and Somersets the shaving oil, unfortunately the charity had to fund the remaining items including the specially selected tin to house the products The messages we received back were fantastic and only surpassed by the pride of being part of the team of over 150 members of the public who all gave their time over a very cold weekend in March.

2011 saw the number rise, the MoD were equally delighted with the response and we were asked to encompass Iraq A total of 14,500 parcels were dispatched in time for Armed Forces Day 2011. The initiative was growing this time we had 250 members of the public plus cadets, they were all wanting to give back to the boys and girls, a truly inspiration weekend which we now know boosts morale and it can often be the small things that make such a difference. We are already planning 2013, and in conjunction with the MoD this is potentially the biggest pack we have ever achieved, here we grow again!!

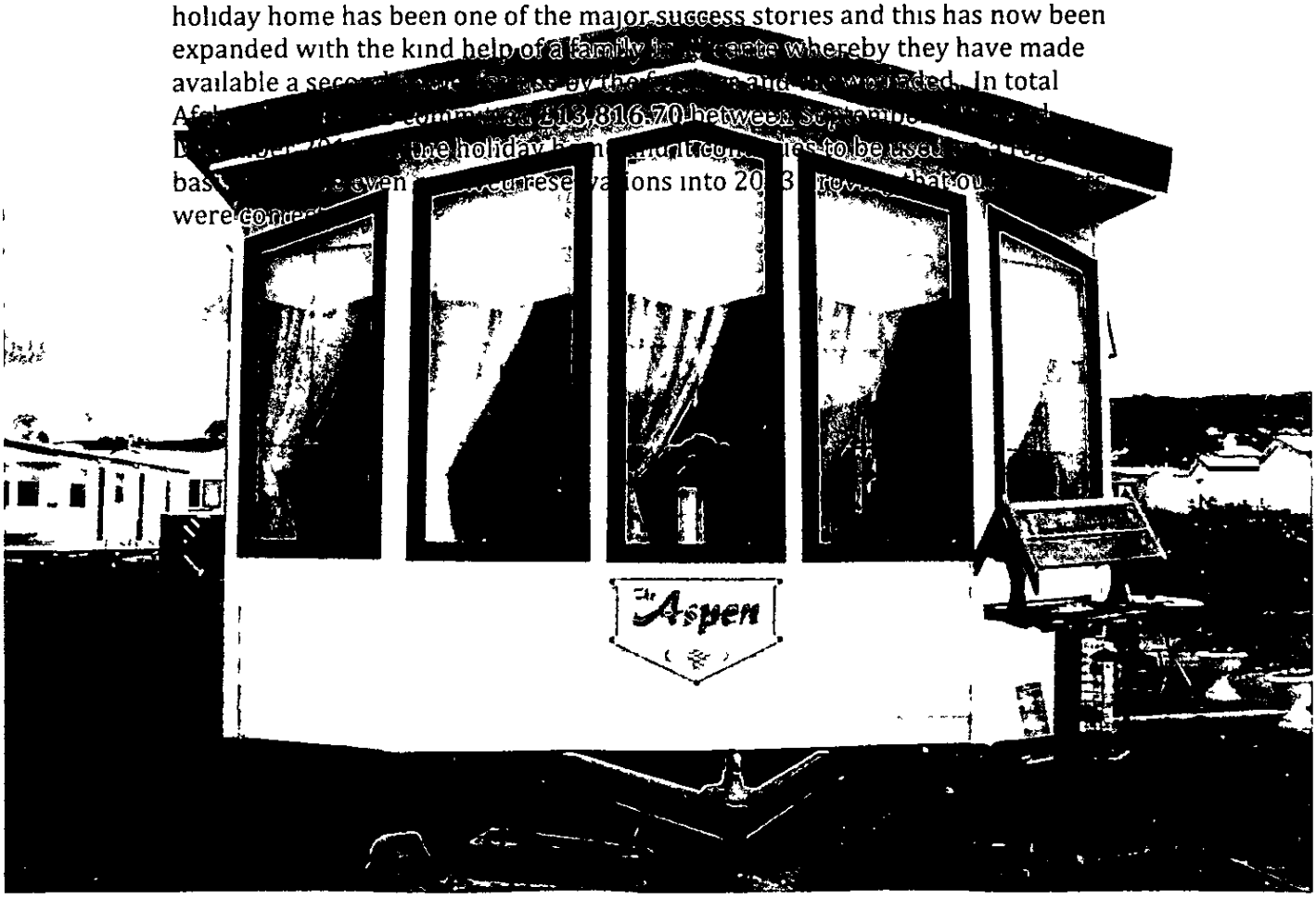
4.3 Weymouth Bay - Holiday Home

From inception we recognised the importance of the family dynamic and how this applied equally to the families of the fallen as well as our wounded personnel in rehabilitation. The fulfillment was in two distinct areas, which had to be carefully positioned

It is clear that following bereavement the family underwent inconsolable grief, and because of the nature of the death a forced and in most cases unwanted introduction to the media. We received calls from welfare officers, asking if we help families, taking them away from home and allowing them privacy and time together where they try and adjust and grieve away from familiar surroundings. In addition and in a lot of cases there are other siblings, how can they adjust? In a lot of cases the siblings are younger and unable to comprehend the loss, and yet they still wanted their parents attention and to be able to do the things they were previously used to.

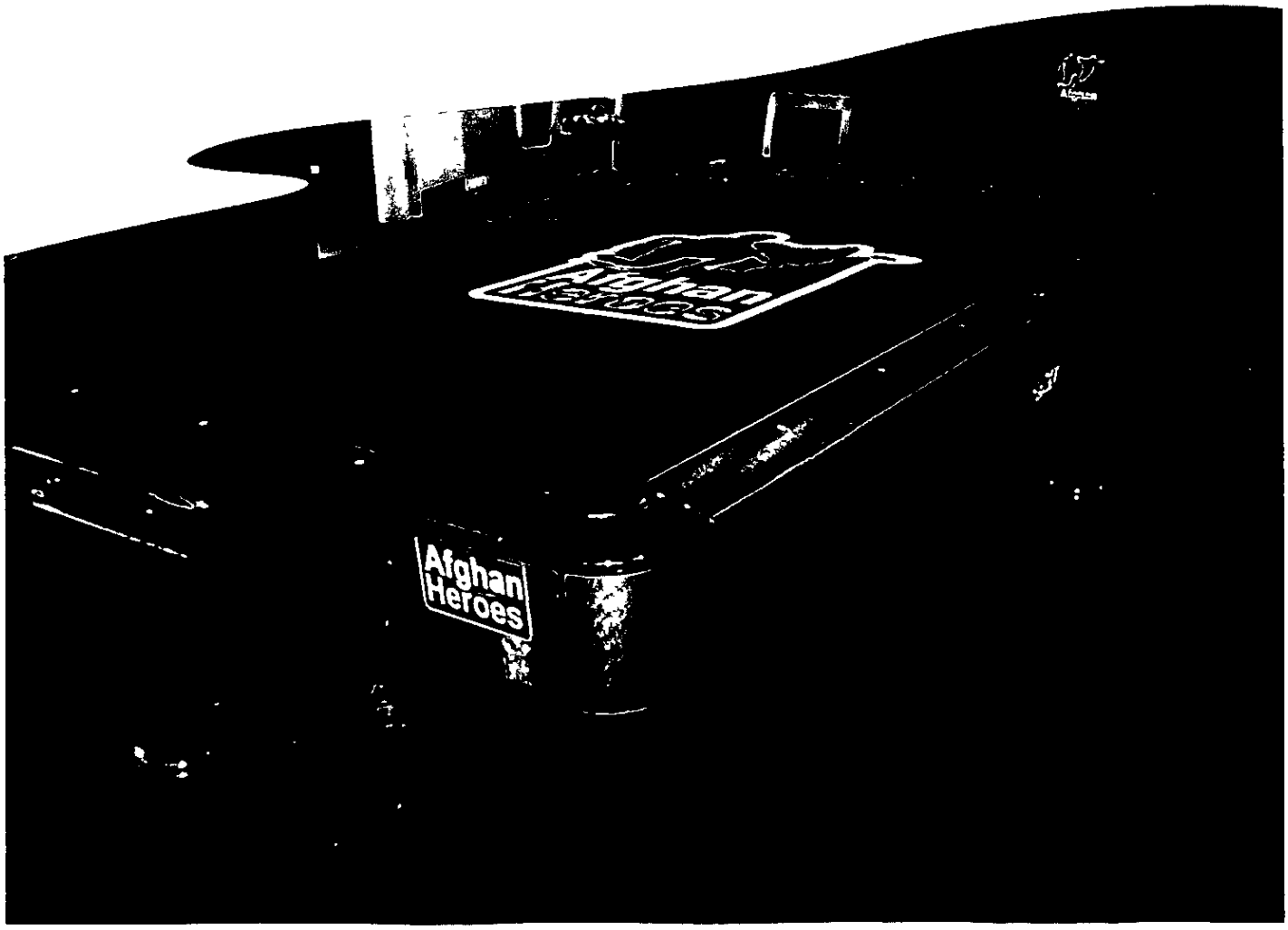
From a wounded personnel's perspective the requirements were different, they wanted to spend time with their loved ones, during the periods that they weren't receiving medical assistance from a rehabilitation unit They needed a relaxed and fun environment, one, which promoted core family, values in a relaxed and normal manner.

The solution was a holiday home, the first being located at Weymouth Bay and operated by Haven. The facility is centrally heated double glazed and sleeps eight We have had numerous families falling into both categories, in a lot of cases they have returned several times, to coin a phrase it is "their haven" The holiday home has been one of the major success stories and this has now been expanded with the kind help of a family [illegible] whereby they have made available a sec[illegible] and [illegible] wounded. In total A[illegible] 813,816.70 between Sep[illegible] [illegible] the holiday [illegible] to be used [illegible] bas[illegible] even [illegible] rese[illegible] ions into 20[illegible] [illegible] that ou[illegible] were co[illegible]

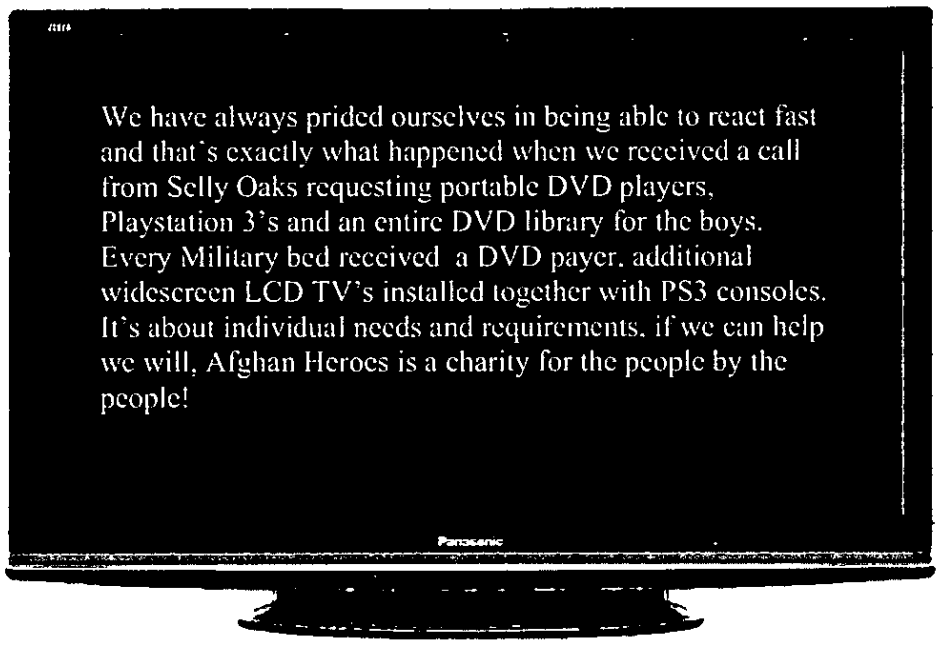


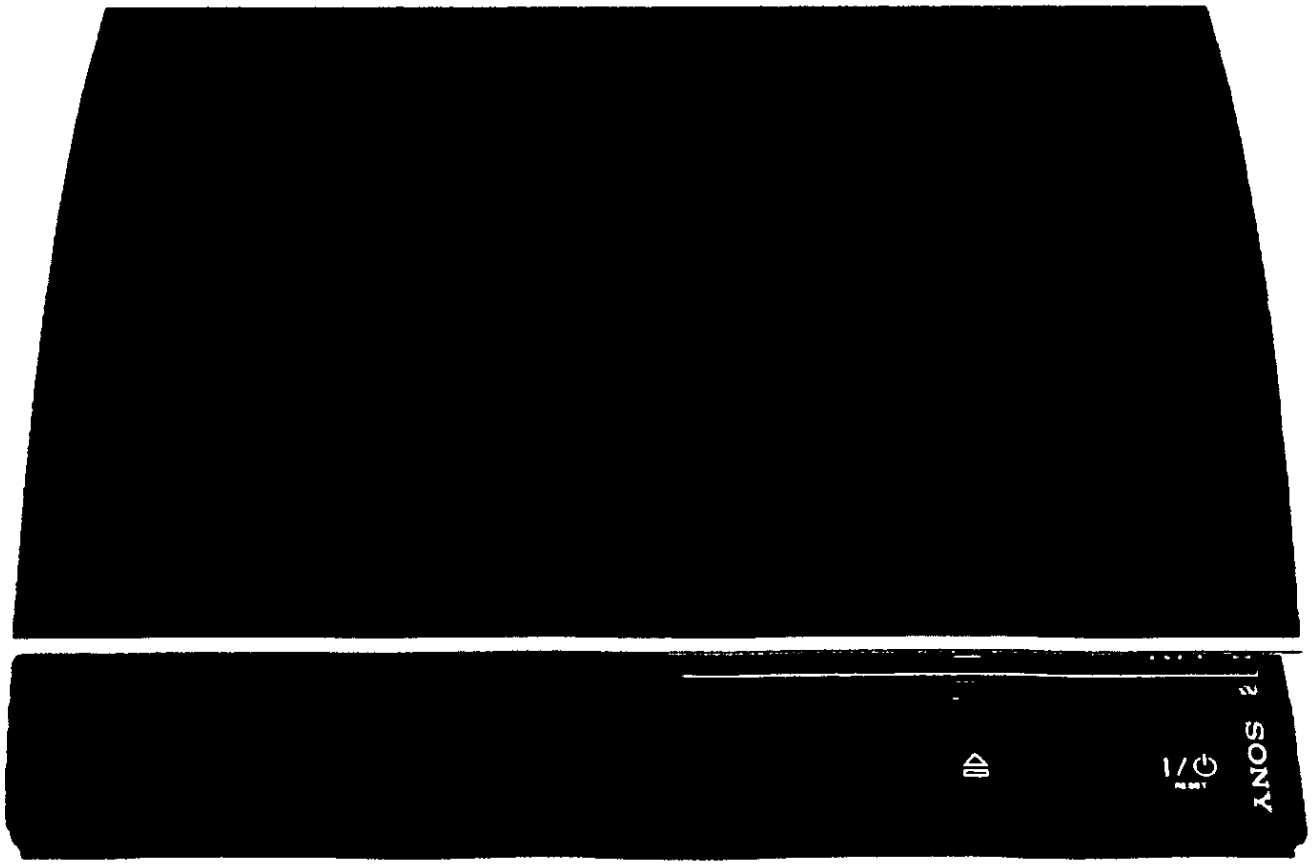
4.4 Pool Table (Headley Court)

Afghan Heroes has often been quoted as a charity for the people by the people, so often in life it's the small things that count for more The pool table is a prime example of this, we were approached by the boys who simply wanted a useable pool table, to use while being in residence for their rehabilitation The story is not one of massive expenditure, just about making a difference and listening The existing pool table was a Standard English table with solid sides, all that was required was a specially adapted American table with open sides affording wheelchair users access to play and participate We were only to pleased to fulfill this request and presented it during an evening arranged by a good friend of the charity John McDonald (master of ceremonies for Sky Sports) Using John's contacts we jointly laid on an evening hosted by John with two players the world number one (pool) player Raj Hundal and a snooker legend Tony Drago Snooker premier league official's refereed the evening The boys thought it was going to be an evening of exhibition pool, it wasn't, the professional's played with the lads making it a truly memorable evening, as we left there wasn't a dry eye, sometimes its those little things that really make a difference In 2012 we were pleased to recover the table as it has seen so much use



4.5 Multi Media – Queen Elizabeth Hospital, Camp Bastion





4.6 Give Us Time

GIVE US TIME

Give Us Time provides holidays to help families adjust to life after combat This is possible thanks to generously donated week-long holidays in second homes, holiday homes and timeshares across the UK and beyond

Visit www giveustime org

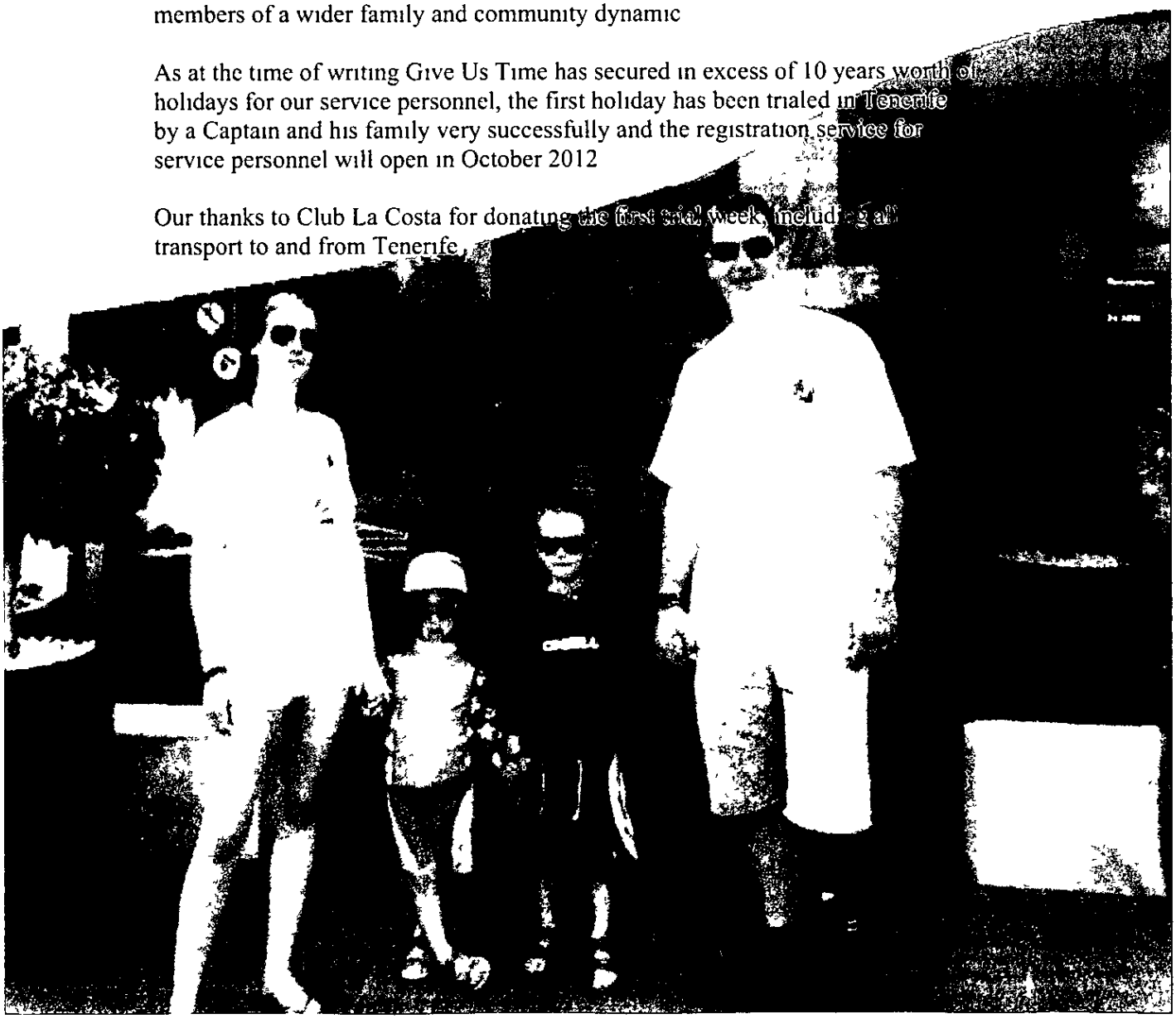
A message from Liam Fox

During my time as Secretary of State for Defence I was extremely heartened to see how we improved the treatment of those who had been physically injured in combat Medical improvements in prosthetics, better physiotherapy and improved social attitudes all contributed to a better chance of rehabilitation In terms of psychological trauma, the invisible scars of war, we are making progress though perhaps at a slower rate

One of the areas where I think there remains room for improvement is the integration of service families into this equation As a doctor working with the Armed Forces I learned the importance of seeing our personnel not as isolated individuals but as members of a wider family and community dynamic

As at the time of writing Give Us Time has secured in excess of 10 years worth of holidays for our service personnel, the first holiday has been trialed in Tenerife by a Captain and his family very successfully and the registration service for service personnel will open in October 2012

Our thanks to Club La Costa for donating the first trial week, including all transport to and from Tenerife



Section 5 – Fundraising

5.1 National Coordinator Network / Fundraising

We can't raise the profile, awareness and money needed to fulfill our missions without the help of some very special people. Our coordinators give their time placing collection tubs throughout their area, organizing events and creating other amazing ways of raising money, for this we will always be in their debt. Their commitment is steadfast their loyalty a real testament of their tireless work Fundraising can be fun as well as hard work, we are continually looking to expand our network throughout the UK, it's a way of meeting new people and sharing a like-minded goal of supporting our service personnel and their families

Our gratitude is extended further to a company based in the northwest that operate raffles, sold through promoters in shopping malls at events and other locations throughout the UK Bobby Ball has backed the campaigns and has drawn the winning numbers on two previous occasions, it is with their help alongside our events and coordinators that has enabled us to plan the opening of our first post services facility in the last quarter of this year

Thank you

PRIZE P

5.2 Events

The charity has been involved in some massive events to assist with the fundraising, we are appreciative of all companies, groups and individuals for their continued support and we feel a dedicated mention to some of these is both deserved and our way of showing our massive appreciation.

We have to start with the bikers A total of £235,000 was raised through the mothers day rides through Royal Wootton Bassett between 2010 – 11 The work involved to pull off such a massive event is mind blowing and we owe a special note of appreciation to the organizing team for what has been a real testament to the biking community

Biking continued with the Ebbsfleet – Manston ride, again the bikers got behind the charity to raise much needed funds.

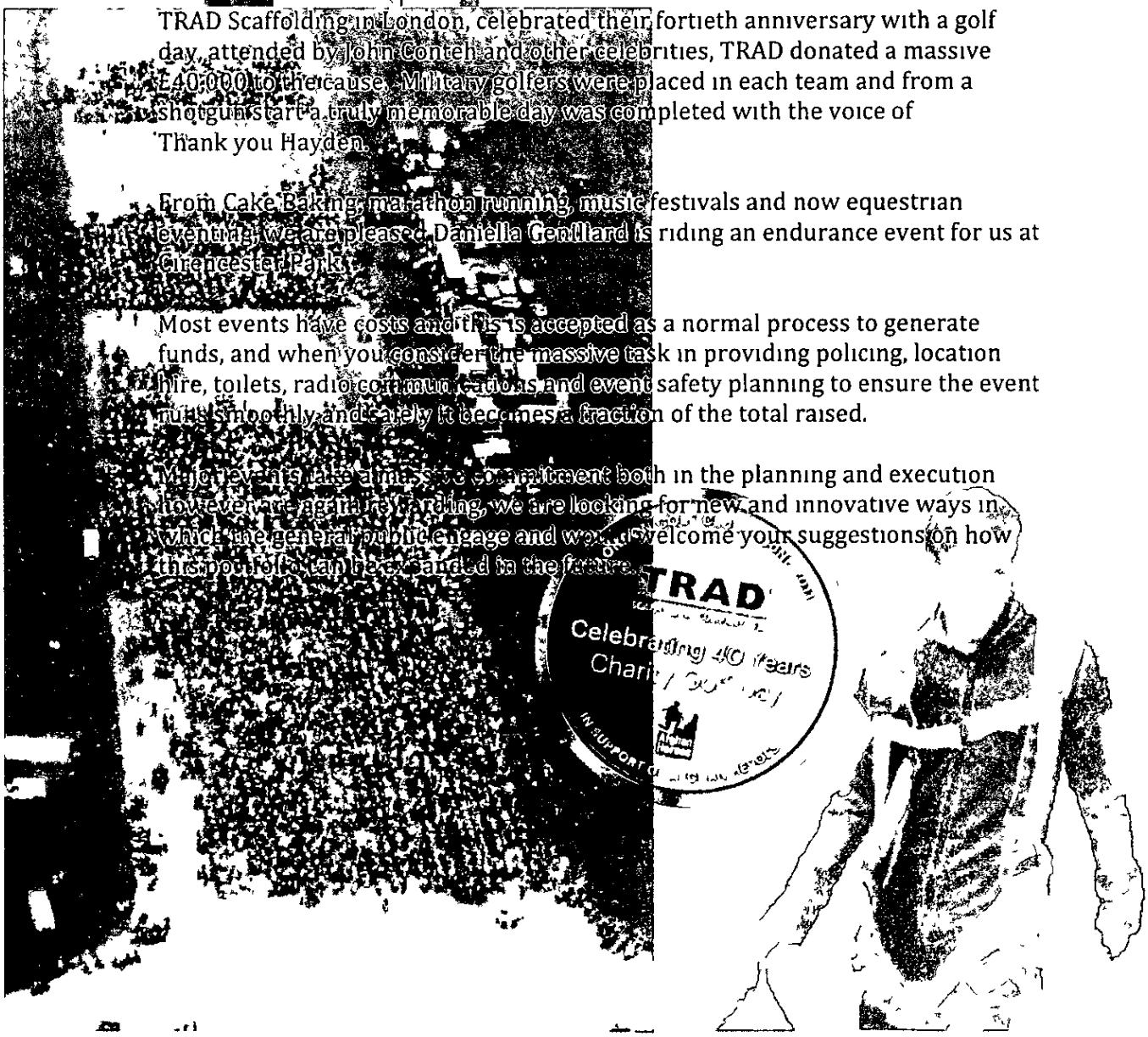
Our coordinators and supporters have completed life changing challenges, mass sky diving held in June 2011 at Dunkerswell saw in excess of 60 jumpers, completing life long ambitions as well as petrifying feats from 15,000 feet

TRAD Scaffolding in London, celebrated their fortieth anniversary with a golf day, attended by John Conteh and other celebrities, TRAD donated a massive £40,000 to the cause. Military golfers were placed in each team and from a shotgun start a truly memorable day was completed with the voice of 'Thank you Hayden'.

From Cake Baking, marathon running, music festivals and now equestrian eventing, we are pleased Daniella Gentlard is riding an endurance event for us at Cirencester Park.

Most events have costs and this is accepted as a normal process to generate funds, and when you consider the massive task in providing policing, location hire, toilets, radio communications and event safety planning to ensure the event runs smoothly and safely it becomes a fraction of the total raised.

Major events take a massive commitment both in the planning and execution however are again rewarding, we are looking for new and innovative ways in which the general public engage and would welcome your suggestions on how this potpourri can be expanded in the future.



5.3 Merchandising Assets and Online Store

The financial climate and short-mid term outlook doesn't allow for much growth within the economy, the trustees therefore took the decision to strengthen the charities merchandising fleet, enabling us to exhibit at even more events, thus affording the opportunity of both promoting the charity and increasing the sale of branded merchandise In essence the trustees wanted to demonstrate that airing on the side of caution and delivering solutions that would increase charity funds through positive outcomes and not relying solely on public donations In addition we knew that we had to invest in merchandising units to reflect the growing support of the charity, simply one merchandising unit was not enough.

The trustees set aside £30,000 to fulfill the order of two merchandising trailers and one support vehicle, the process to select the trailer supplier was put out to quotation against a given specification The subsequent trailer introduction was completed and delivered on time and budget and have proved successful albeit some of the events have been challenging owing to the adverse weather conditions experienced

The merchandising trailers have been allover the UK and attended countless air-shows, county shows, motorsport and military events. The merchandising assets are now complete and apart from servicing and maintenance they will not be increased at this time.

From their introduction we can report a positive sales impact of the charity branded merchandise and a clear increase revenue in over the previous year's initial trading.

In addition and to fulfill the requirements of indoor show operators (NEC) and (EXEL) the charity introduced a Nimlock internal stand, which facilitated a space of 6M x 4M. Nimlock was selected after a quotation process, they are the UK's largest supplier and were able to provide an outstanding second-hand solution, the cost for which was a fraction of a new unit. Including all the graphics, lighting gantry, walls and cases the indoor show stand was delivered for £4,800.00. The stand made five appearances between November 2011-March 2012 and its costs were recouped after just one show. It may not have been new however it illustrated again that prudence prevailed and for all future shows the equipment already exists

In addition to trailers and indoor shows the coordinators were fulfilling far more events throughout their regions. It was agreed to introduce sturdy branded gazebos to assist with their fundraising. In total four were purchased and distributed throughout the UK, again these units have proved very successful and necessary to support their time and efforts. A total of £5,000 was allocated for their procurement.

5.3 Continued

During the first year we invested heavily in our website portal We would like to set-out formally the rational behind this and how it continues to develop into a powerful tool from which we can update our missions, events and news.

From the outset we wanted to honour the fallen with a dedicated page provided for each and every fallen member of the armed forces At the time of writing this section, the number stands at 430. Each soldier can be cross-referenced by name and regiment and this will remain a key feature of our information portal.

From a website construction perspective the site had to be able to grow, behind each tab, there is the capacity to add any numbers of pages.

Our webstore continues to grow, new products, competitively priced and order fulfillment usually dispatched within 5 days of receipt We achieve this through a fully automated portal which seamlessly removes from stock, generates delivery notes, prints shipping labels and updates the manifest for the delivery driver Our software talks directly to Business Post and we can further track the process to check specific updates online.

We have processed tens of thousands of online orders worldwide and without the investment in leading software solutions would require any additional 2-3 members of staff

We are always looking for new products and welcome your suggestions

5.4 Donations

We would like to take this opportunity to thank the generosity of the general public who continue to support our work Donations have been collected from varying sources including -Bike Rides, pubs, trailers, shops and events all over the country You will have seen throughout this document the projects that we have completed and the realistic goal for localized post services facilities throughout the UK, we will role out a bi-monthly newsletter shortly which will keep everybody informed with our progress and achievements Quite simply we couldn't complete our missions without your support

Thank you

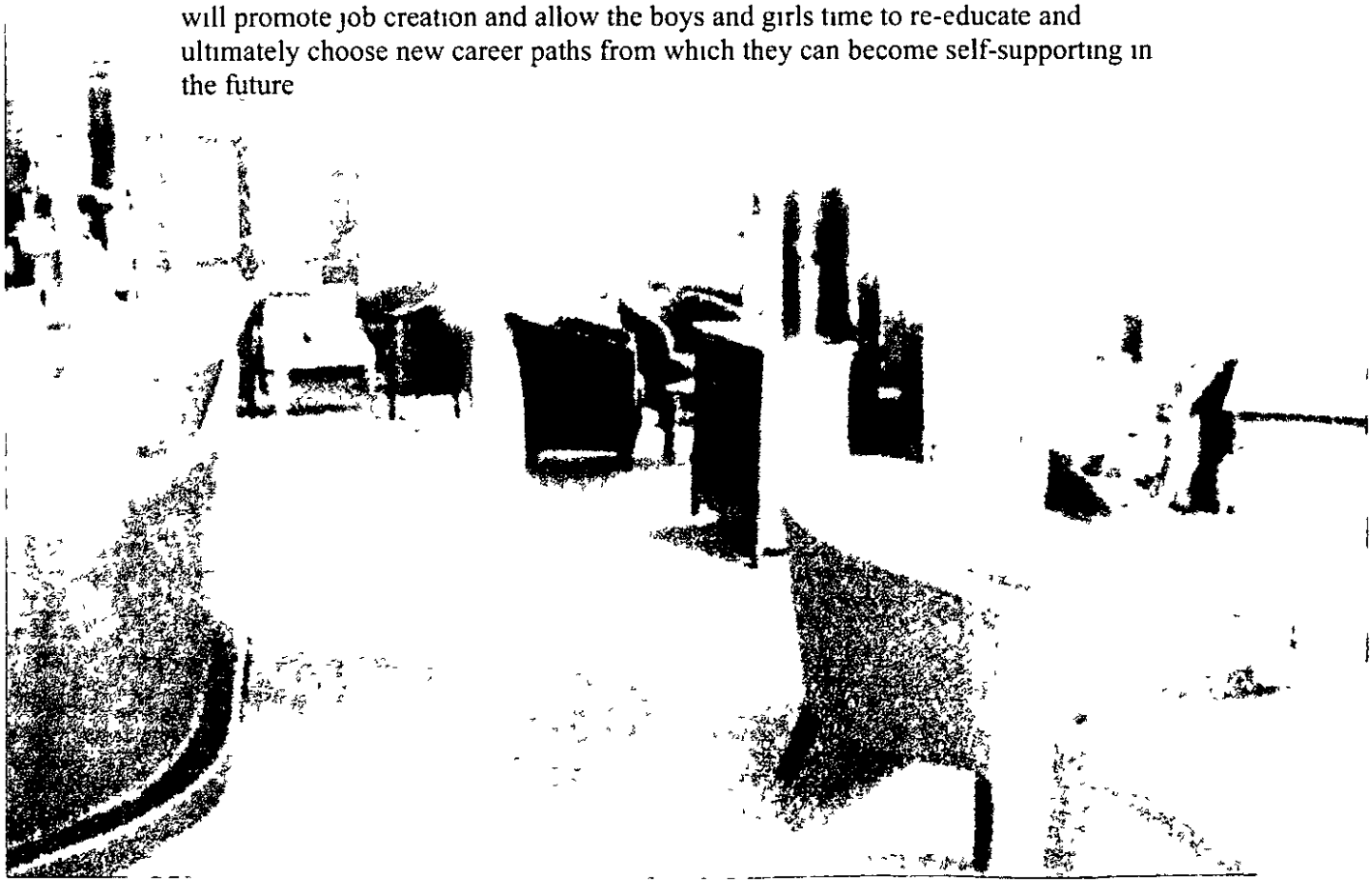
Section 6 – The Retreat

6.0 The Retreat

Understanding that the MoD has stated that there will be a British Forces withdrawal from Afghanistan by the end of 2014 We are also acutely reminded of the number of wounded personnel who are being medically discharged from the service once they have received their surgery and gone through the rehabilitation process
When considering the ultimate objective of the charity "a post services facility or facilities" we must also consider geographical locations alongside the weighty cost of purchase and refurbishment

The concept of "The Retreat" is to provide smaller units, whereby the charity could purchase a twelve-fifteen year lease from a landlord, outright and create a completely sustainable environment through its core trading activity The Retreat would be able to accept five - ten (residential) ex-service personnel and one manager again ex-forces The format for the retreat would be similar to that of a "Hive", essentially a communication hub for regimental families a function that all military personnel are used too It would become a portal for ex-service personnel The creation of dual role areas would see a classroom during the day, not just for the residents but also as part of a military drop-in centre Courses to include hostelry management, accountancy, vehicle maintenance, website design / content management, garden landscaping and cookery will all be held onsite, through open university learning channels these courses would also be rewarded with the appropriate qualifications or NVQ's Additional courses and sporting opportunities would be separately negotiated, locally through the neighboring cities college and communal recreational facilities, to include Gym's and Swimming Pools

The Retreat is designed to be a safe environment for medically discharged and serving personnel, a place where they can escape and begin to rebuild their lives with comrades who have all had similar and traumatic experiences The concept will build a positive yet supportive environment enabling them to move forward The Retreat will promote job creation and allow the boys and girls time to re-educate and ultimately choose new career paths from which they can become self-supporting in the future

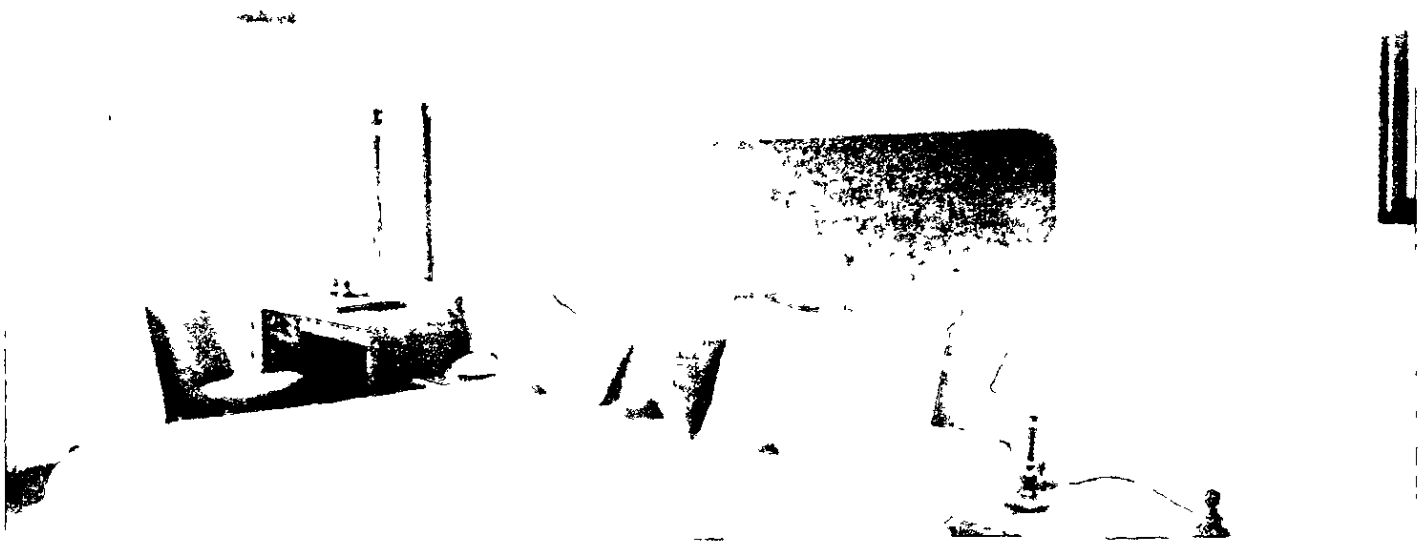


The Retreat will be different in as much as it will be sited away from military garrisons, yet close enough to draw support as required It will also promote interaction with the community, ensuring that the boys and girls have a balance between civilian and military life Once wounded and ultimately medically discharged we see only to often the fear of the unknown, having to adjust to civilian life, securing work and rebuilding a normal life, the Retreat will enable them to do this within their own timescale and then act as a crutch moving forward, people will always be on hand to provide support even when they have left, it will become a new family outside the military

Whilst the above is required to enable the boys to move on there is also the priceless asset of camaraderie, a bringing back together of the military family they once enjoyed and felt comfortable with, a place where they relax in each others company and with a positive approach move forward, noting that all residential places would be taken by ex-deployed personnel

The objective is to get the residents to identify their preferred new profession, a discussion document would be implemented to enable the manager to work with the resident to ensure that any potential career path is fully discussed and engaged Any new career will require training, through courses operated through the Retreat and an appropriate mix of external and professional influences (colleges, universities etc) we are confident that given this our residents will emerge stronger in character, self confident and trained to a recognised level to ensure they secure a new career of their choice

The retreat would be open to the public to use as well as those ex service personnel, thus the facility becomes independently sustainable (future proofed) A portable stage, facilitating live music would further attract new clientele which would ultimately result in an increase in turnover, therefore the retreat will also be responsible for funding future new retreats in other parts of the country



A Michelin two star chef will create and set the menu for each retreat Using only the best quality ingredients and produce the offer will be top-end, at a price which is regionally affordable

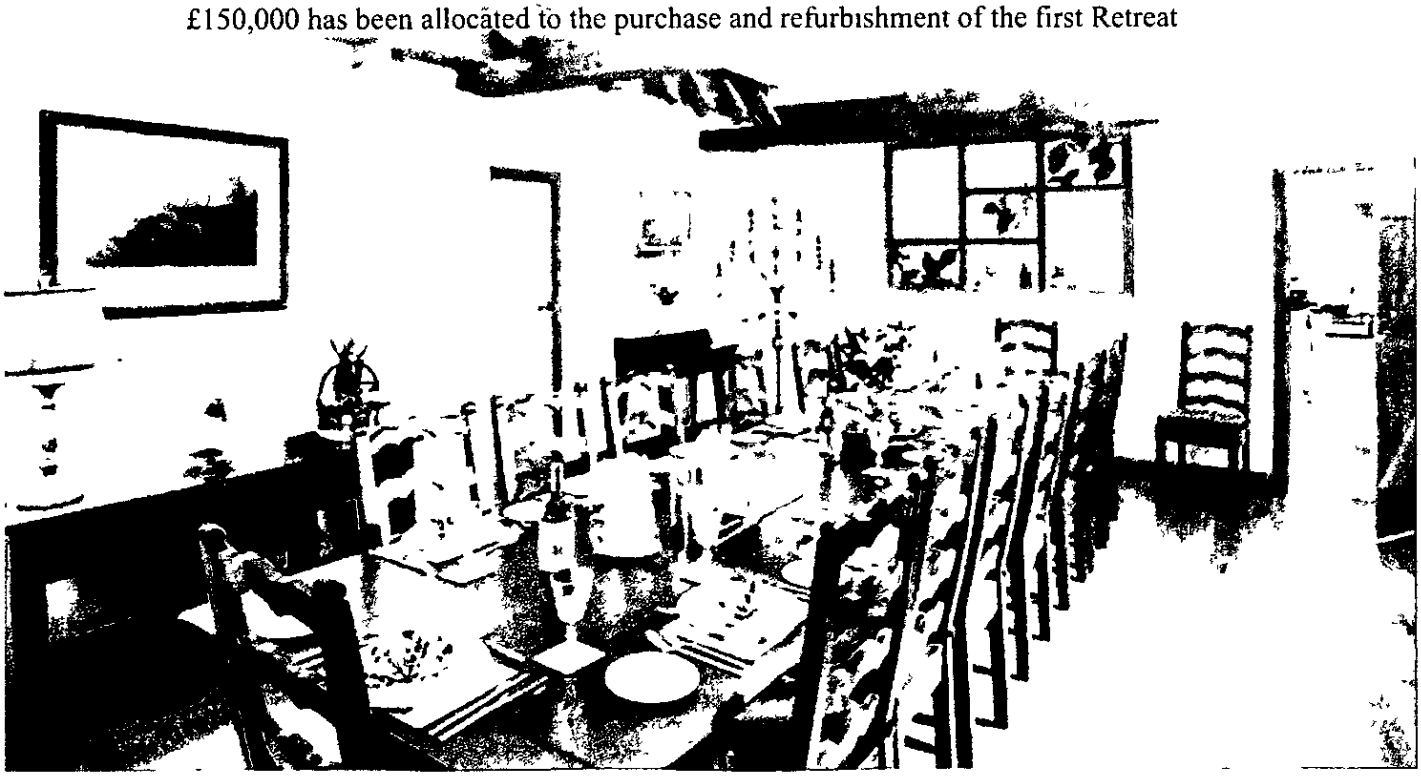
The boys and girls using the facility will be encouraged to participate The purpose is to invoke a real sense of belonging and moving forward to cultivate a work ethic Shifts within the facility, maintenance, gardening, painting and decorating will be ongoing opportunities for restoring teamwork We receive numerous messages from the boys and girls wanting an opportunity to move on, however they cannot adjust to civilian life or potential employers are not willing to take chances even though they are eminently more employable than a lot of people

Supported by the office the retreat would require the skills of the Trustee's from the outset to deliver outcomes The Trustee's would oversee and mentor the manager and also ensure that the correct working practices are adopted thus maximising fundraising opportunities

The retreat is required NOW This new approach will promote independence and renew enthusiasm with a fresh approach to life outside the military, however inside a new family A nationwide roll-out would follow the successful adoption of the retreat, with the ultimate aim of being able to realise several facilities throughout the UK and each one would make a positive impact on the funding of the next, a reusable model based upon the working practices of the first and located where they are most urgently required

We understand that it will take time to develop the model, however we are working on the second and third Retreats located in the North-East and West and are committed to their opening in 2013
Once the planned roll-out is complete the charity wishes to address the requirements of 60 residents plus a further 120 day cases These plans are ambitious and stretches further the resources, however making them self-financing is the key A sustainable future and a new beginning

£150,000 has been allocated to the purchase and refurbishment of the first Retreat



Section 7 – Financial Report

REGISTERED COMPANY NUMBER 07032339 (England and Wales)
REGISTERED CHARITY NUMBER: 1132340

Report of the Trustees and Financial Statements For The Period 1 September 2010 to 31 December 2011 for Afghan Heroes

A Company limited by guarantee

Houghton Stone
The Conifers
Filton Road
Hambrook
Bristol
BS16 1QG

Afghan Heroes

Contents of the Financial Statements
for the Period 1 September 2010 to 31 December 2011

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Report of the Independent Auditors	7 to 8
Statement of Financial Activities	9
Balance Sheet	10 to 11
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Detailed Statement of Financial Activities	20 to 21

Afghan Heroes

Report of the Trustees
for the Period 1 September 2010 to 31 December 2011

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the period 1 September 2010 to 31 December 2011 The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005

The trustees would like to draw to the attention to the readers of the audited financial statements that the period is an extended sixteen month period and as such the figures may look distorted when comparing to the previous eleven month accounting period

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07032339 (England and Wales)

Registered Charity number
1132340

Registered office
4 Northside
Wells Road
Chilcompton
Radstock
BA3 4ET

Trustees

Mrs D Harris	Chief Executive	
A Harris		
S P Miles		
Mrs D Simpson		- resigned 31 7 11
G R Wilson		- resigned 6 4 12
S Buckley		- appointed 10 2 11
		- resigned 31 7 11
D Catton		- appointed 1 8 11
P Ferguson		- appointed 1 8 11

Company Secretary
Mrs D Harris

Auditors
Houghton Stone
The Conifers
Filton Road
Hambrook
Bristol
BS16 1QG

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document a deed of trust, and is a registered charitable company limited by guarantee, set up by a memorandum of association on 28th September 2009

At the inaugural meeting on the 28th August 2009, it was agreed to essentially split the two functions of Governance and Operation of the charity It was agreed that in order to operate effectively and to react in a professional and timely manner, the trustees would set the aims and objectives of the organisation which would be managed on a day to day basis through its appointed management team It was further noted that to reduce the number of direct employees in the charities infancy that the charity would invest heavily in the development of bespoke software both for its website exposure and for its back-office functions, these include full dynamic reporting and order fulfilment practices and policies

Essentially the management team report to the trustees covering all aspects concerning the donations, promotion, merchandising and event management which all equate to the income generated into the charity for dispersal in accordance with the trustees stated objectives

Appointment and training of new trustees

The trustee body shall comprise of a mix of skills and experience

The board of trustees constantly reviews the number of trustees and recruits as and when required New trustees have their responsibilities explained by the existing trustees and their professional advisors as appropriate

Risk management

The trustees have identified and reviewed the risks to which the charity are exposed and ensured that appropriate controls are in place to provide reasonable assurance against fraud and error

OBJECTIVES AND ACTIVITIES

Objectives and aims

For reference the charities key missions / objectives are -

1 To support British Forces serving in the theatre of war

2 To support the families of fallen soldiers

3 To support our returning soldiers

4 To support wounded soldiers

5 To establish a post services facility for our medically discharged service personnel whereby they will have a base to rebuild their lives and career

The charity will achieve its missions through global fundraising activities whilst acknowledging and thanking its many Regional Co-ordinators who have provided sterling support Fundraising activities can be broken into several key areas, and where the Management team have not had the relevant experience or knowledge specialists have been sought to fulfil the requirements of regulatory bodies, namely police, fire, ambulance services and Health and Safety The key fundraising categories are itemised below, however are not exhaustive -

1 Sale and promotion of charity merchandise through its on-line shop

2 Sale and promotion of charity merchandise from the two merchandising trailers and one bike trailer at trade shows throughout the UK, which also serves as a vehicle to increase the awareness of the cause and enforce its core mission statement

3 Events, taking ideas from the public who seek to raise money for the charity and developing the concept into a manageable event, maximising fund generation A notable example of this would be the Mothers Day Ride, which called upon complete coordination between the Charity, Organisers, Police, Ambulance, County Council, Town Council and the general public Smaller events run on a day to day basis and include Hero nights, Marathon running, Quiz's, Fetes, Coffee mornings and UK wide cycle rides

4 Donations, the charity through its extensive launch and its on-going media relations have secured many generous donations from the general public, companies and other trusts

Public benefit

We have referred to the guidance contained in the charity commission's general guidance on public benefit when reviewing our aims and objectives All of these aims are undertaken so as to further our objectives for the public benefit

ACHIEVEMENT AND PERFORMANCE

Charitable activities

1 With reference to objective 1 above the charity seeks to establish, deliver and fulfil the thank the soldier initiative which in March 2010 saw the procurement (including packaging and contents), logistical management and the shipment of 10,500 parcels to the forward operating bases in Afghanistan This initiative whilst fund draining was our stated first and primary mission which was received with such success that the MoD (Ministry of Defence) asked for it to be extended to cover all deployed areas for 2011
Following the successful packing in 2010 and at the request of the MoD this initiative was extended to cover other deployed areas totalling 14,500 boxes at a cost to the charity of circa £135,000

2 The charity has its first holiday home, located in Weymouth Bay, where families of the fallen can spend quality time together within an informal environment Noting the site fee increase for the period ended 31 December 2012 the trustees are looking at relocating the unit to an alternative seaside location and are taking prudent steps of ensuring that it continues to be used throughout the year at the most cost effective location

3 The charity has provided a specially adapted pool table for the lads at Headly Court, this was commissioned as an American nine ball pool table, enabling wheelchair access, the handover was married with an evening of exhibition pool whereby two of the world's best known players interacted with the boys to provide a truly memorable evening The charity has provided every military bed at Selly Oaks Hospital with a portable DVD player and a comprehensive DVD library, this has also been extended to encompass the field hospital at Camp Bastion In addition to the above the charity was requested to address the needs of the families awaiting news of their loved ones, in providing multi-media equipment including TV's, Play Stations and their associated games and equipment, this was achieved in both waiting areas and wards

4 The charity has been generously given the support from trained counsellors, healers and life coaches with the objective of addressing the needs of the families of the fallen and our returning soldiers who have witnessed horrific scenes, sites and losses of fellow comrades, in many cases returning with PTSD (Post Traumatic Stress Disorder)

5 "Give us Time" The charity is in discussion with relevant partners (travel and time share operators) to make a bigger difference by capitalising on the success of the holiday home initiative by extending this to facilitate a much greater number of holidays to become available for forces' families, worldwide

FINANCIAL REVIEW

During the period under review, the charity earned income of £740,911 (2010 £616,896), made grants of £148,652 (2010 £93,798) and incurred costs, other than grants of £567,731 (2010 £331,514)

As at the 31st December 2011, with a recorded surplus of £24,528 (2010 £191,584), the charity was pleased to announce cash reserves of £113,119 (2010 £163,412) which in its first period, has made significant inroads to ensuring the longevity of the Charity and as such, its ability to meet its future aims and objectives The retained reserves position of the charity as at 31st December 2011 of £216,112 (2010 £191,584) will ensure that the charity is able to make significant steps towards meeting its objective of a post services facility, referred to as "The Retreat" elsewhere in this document

Income

Voluntary income contributed to £595,070 (2010 £521,829) of the total £740,911 (2010 £616,896) The key constituents of voluntary income were donations of £560,121 (2010 £495,117) and gift aid of £34,949 (2010 £26,712)

The balance of income totalling £145,841 (2010 £95,067) was derived from trading income of £144,568 (2010 £94,696) and investment income of £1,273 (2010 £371)

Costs of generating funds

Total costs for the period were £716,383 (2010 £425,312) The constituent parts of this were £345,979 (2010 £194,976) from generating voluntary income and £193,111 (2010 £129,192) of trading costs

Allocated support costs have been kept to a minimum so far as possible so as to maximise the ratio of funds available as grants It is hoped that in the coming financial year, the trading activities of the charity will continue to grow, so much so that going forward, the support costs will be funded directly from trading profits

Reserves policy
The trustees policy is to hold sufficient reserves as cash to enable the charity to meet its annual expenditure on charitable activities

Afghan Heroes has a retained balance of £216,112 of which £150,000 has been allocated to fulfil the requirements of the first post services facility At the time of writing we are in deep negotiation and are looking to exchange contracts by the end of September, thus allowing the fulfilment of the first of our major objectives

Financial outlook
The current economic climate is a concern for the charity however it will strive to encourage the growth of its trading activities in the hope of maintaining donations at their current level

With regards to donations, it is difficult to assume growth given that all donations rely solely on the generosity of the public and we appreciate at this time and in this climate, it is very difficult to put your hands deep into your pockets

FINANCIAL REVIEW
The charity, together with its staff, co-ordinators and many supporters will therefore seek new and innovative ways to generate funds so as to ensure firstly the longevity of the charity, and secondly in ensuring that the all import aims and objectives are successfully achieved

FUTURE DEVELOPMENTS
As previously stated the charity has been requested to provide comfort boxes to a total of 14,500 serving personnel (Afghanistan and Iraq), this will need to be procured in line with objectives 1,2, & 3 and packed during March 2013

The support group network will be extended to encompass as many geographical areas as possible to ensure that a more local response can be provided wherever possible

The ultimate goal is the provision of the post services facility, not just the building however its whole of life operating cost including specially trained staff, food and the upkeep (maintenance) of the structure The charity has identified a suitable premise and is averting its attention to securing this milestone in the shortest time possible, to ensure that those affected now have a real assistance in rebuilding their lives

STATEMENT OF TRUSTEES RESPONSIBILITIES
The trustees (who are also the directors of Afghan Heroes for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charity SORP,
- 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 charitable company 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 charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006 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 auditors are 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 auditors are aware of that information

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable 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 them aware of any audit information and to establish that the charitable company s auditors are aware of that information

AUDITORS

The auditors, Houghton Stone, will be proposed for re-appointment at the forthcoming Annual General Meeting

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006

ON BEHALF OF THE BOARD

Mrs D Harris - Trustee

Date 27/9/12

Report of the Independent Auditors to the Members of
Afghan Heroes

We have audited the financial statements of Afghan Heroes for the period ended 31 December 2011 on pages nine to nineteen The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities)

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 Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed

Respective responsibilities of trustees and auditors
As explained more fully in the Statement of Trustees' Responsibilities, 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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors

Scope of the audit of the financial statements
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the financial statements In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report

Opinion on financial statements
In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2011 and of its incoming resources and application of resources, including its income and expenditure, for the period 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

Opinion on other matter prescribed by the Companies Act 2006
In our opinion the information given in the report of the trustees for the financial year for which the financial statements are prepared is consistence with the financial statements

Opinion on other matter
The financial statements of Afghan Heroes for the period ended 31 August 2010 were audited by another auditor The audit report dated 27 May 2011 of these financial statements expressed an unqualified opinion

Report of the Independent Auditors to the Members of
Afghan Heroes

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion

- adequate 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 in preparing the Report of the Trustees

Mr Richard Houghton (Senior Statutory Auditor)
for and on behalf of Houghton Stone
The Conifers
Filton Road
Hambrook
Bristol
BS16 1QG

Date 28/9/12

Afghan Heroes

Statement of Financial Activities
for the Period 1 September 2010 to 31 December 2011

	Notes	Period 1 9 10 to 31 12 11 Unrestricted funds £	Period 28 9 09 to 31 8 10 Total funds £
INCOMING RESOURCES			
Incoming resources from generated funds			
Voluntary income	2	595,070	521,829
Activities for generating funds	3	144 568	94,696
Investment income	4	1,273	371
Total incoming resources		740,911	616,896
RESOURCES EXPENDED			
Costs of generating funds			
Costs of generating voluntary income	5	345,979	194,976
Fundraising trading cost of goods sold and other costs	6	193,111	129,192
Charitable activities	7		
Gifts to individuals and organisations		148,652	93,798
Governance costs	10	28 641	7,346
Total resources expended		716,383	425,312
NET INCOMING RESOURCES		24 528	191,584
RECONCILIATION OF FUNDS			
Total funds brought forward		191,584	-
TOTAL FUNDS CARRIED FORWARD		216,112	191 584

The notes form part of these financial statements

Afghan Heroes

Balance Sheet
At 31 December 2011

	Notes	2011 Unrestricted funds £	2010 Total funds £
FIXED ASSETS			
Tangible assets	14	59,648	11,609
Investments	15	1	-
		59,649	11,609
CURRENT ASSETS			
Stocks	16	26,873	20,992
Debtors	17	64,210	26,712
Cash at bank and in hand		113,119	163,412
		204,202	211,116
CREDITORS			
Amounts falling due within one year	18	(34,786)	(31,141)
NET CURRENT ASSETS		169,416	179,975
TOTAL ASSETS LESS CURRENT LIABILITIES		229,065	191,584
CREDITORS			
Amounts falling due after more than one year	19	(12,953)	-
NET ASSETS		216,112	191,584
FUNDS	21		
Unrestricted funds		216,112	191,584
TOTAL FUNDS		216,112	191,584

The notes form part of these financial statements

continued

Afghan Heroes

Balance Sheet - continued
At 31 December 2011

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008)

The financial statements were approved by the Board of Trustees on 27/9/12 and were signed on its behalf by

Mrs D Harris -Trustee

D Catton -Trustee

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy

Resources expended
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter

Short leasehold	- 20% on cost
Plant and machinery	- 25% on reducing balance and 20% on reducing balance
Fixtures and fittings	- 20% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 25% on cost

Expenditure over £100 and of a capital nature is included within fixed assets and depreciated over its useful economic life

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

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

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

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

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

Hire purchase and leasing commitments
Assets obtained under hire purchase contracts are capitalised as tangible assets and depreciated over their useful lives Obligations under such agreements are included in creditors net of the finance charge allocated to future periods The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period

Rentals payable under operating leases are charged against income on a straight line basis over the lease term

2. VOLUNTARY INCOME

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Donations	560,121	495,117
Gift aid	34,949	26,712
	595,070	521,829

3. ACTIVITIES FOR GENERATING FUNDS

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Shop income	144,568	94,696

4. INVESTMENT INCOME

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Deposit account interest	1 273	371

5. COSTS OF GENERATING VOLUNTARY INCOME

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Event costs	94,888	79,801
Advertising and PR	55,528	30,646
Website	14,087	27,743
Support costs	181,476	56 786
	345,979	194,976

6. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Opening stock	20,992	-
Purchases	89,525	103,831
Closing stock	(26,873)	(20,992)
Support costs	109,467	46,353
	193,111	129,192

7. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Grant funding of activities (See note 8) £	Totals £
Gifts to individuals and organisations	141,021	7,631	148,652

8. GRANTS PAYABLE

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Gifts to individuals and organisations	7,631	20,143

9. SUPPORT COSTS

	Management £	Finance £	Other £	Totals £
Costs of generating voluntary income	167,599	4,935	8,942	181,476
Fundraising trading cost of goods sold and other costs	97 040	1,195	11,232	109,467
	264 639	6 130	20,174	290,943

10. GOVERNANCE COSTS

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Book keeping	6,513	2,456
Accountancy	1,855	1,390
Legal fees	16,773	-
Auditors' remuneration	3,500	3,500
	28,641	7,346

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting)

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Auditors' remuneration	3,500	3,500
Depreciation - owned assets	13,879	3,858
Depreciation - assets on hire purchase contracts and finance leases	6,298	-

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the period ended 31 December 2011 nor for the period ended 31 August 2010

Trustees' Expenses

During the year trustee expenses were incurred by Mr A and Mrs D Harris totalling £13,230 00 (2010 £357 37)

As at the balance sheet date, these expenses had been repaid in full

13. STAFF COSTS

	Period 1 9 10 to 31 12 11 £	Period 28 9 09 to 31 8 10 £
Wages and salaries	46,854	986
Social security costs	3,930	65
	50,784	1,051

During the period under review there were five full time members of staff and one part time member of staff

No employee received remuneration in excess of £60,000

14 TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2010	-	2,997	162
Additions	12,259	30,023	1,208
At 31 December 2011	12,259	33,020	1,370
DEPRECIATION			
At 1 September 2010	-	749	32
Charge for year	3 269	8,067	268
At 31 December 2011	3,269	8,816	300
NET BOOK VALUE			
At 31 December 2011	8,990	24,204	1,070
At 31 August 2010	-	2,248	130

	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2010	11,000	1,308	15,467
Additions	22,580	2,146	68,216
At 31 December 2011	33,580	3,454	83,683
DEPRECIATION			
At 1 September 2010	2,750	327	3,858
Charge for year	7,707	866	20,177
At 31 December 2011	10 457	1,193	24,035
NET BOOK VALUE			
At 31 December 2011	23,123	2,261	59,648
At 31 August 2010	8,250	981	11,609

14. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows

	Plant and machinery £
COST	
At 1 September 2010	25,193
DEPRECIATION	
At 1 September 2010	6,298
NET BOOK VALUE	
At 31 December 2011	18,895
At 31 August 2010	-

15. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
COST	
Additions	1
NET BOOK VALUE	
At 31 December 2011	1
At 31 August 2010	-

The charitable company owns 100% of the issued share capital of True Heroes Limited, a company registered in England The subsidiary has been a dormant company since incorporation and as such there is no activity in this subsidiary

16. STOCKS

	2011 £	2010 £
Stocks	26 873	20,992

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2011 £	2010 £
Other debtors	64,210	26,712

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2011	2010
	£	£
Hire purchase	3,749	-
Trade creditors	23,328	25,894
Taxation and social security	2,559	-
Other creditors	5,150	5 247
	34,786	31,141

19. CREDITORS. AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2011	2010
	£	£
Hire purchase	12,953	-

The hire purchase creditor is secured on the asset to which it relates

20. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid within one year

	2011	2010
	£	£
Expiring		
Within one year	7,600	11 400

21. MOVEMENT IN FUNDS

	At 1 9 10	Net movement in funds	At 31 12 11
	£	£	£
Unrestricted funds			
General fund	191,584	24 528	216,112
TOTAL FUNDS	191 584	24 528	216,112

Net movement in funds included in the above are as follows

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	740,911	(716 383)	24,528
TOTAL FUNDS	740,911	(716,383)	24,528

22. RELATED PARTY DISCLOSURES

During the period under review the charity was subject to a recharge of services for administration and general office running costs such as rent rates light and heat printing, stationery and postage, from Aquarius Systems Limited A company formerly owned and controlled by two of the trustees The total purchases made on behalf of the charity by Aquarius Systems Limited during the period were £50,393 00 (2010 £50,795 52)

No amounts were owing to Aquarius Systems Limited as at 31 December 2011

During the period under review, the charity purchased consultancy and administration services from ADA Consultancy in the sum of £41,776 00 (2010 £nil) of whom the directors are also trustees of the charity

No amounts were owing to ADA Consultancy as at 31 December 2011

During the period under review, the charity purchased book keeping and accountancy services from Accounting Solutions in the sum of £4,583 00 (2010 £3,846 25) of whom the director is also a trustee of the charity There was also an amount of £3,500 00 (2010 nil) paid in respect of an asset purchased by the charity

There was an amount owing to Accounting Solutions as at 31 December 2011 of £411 (2010 nil) which is included within trade creditors

During the period under review, the charity purchased goods for resale from Event Merchandise Supplies in the sum of £27 253 00 (2010 nil) of whom the proprietor is a trustee of the charity

No amounts were owing to Event Merchandise Supplies as at 31 December 2011

23. ULTIMATE CONTROLLING PARTY

The charity has no ultimate controlling party throughout the period under review

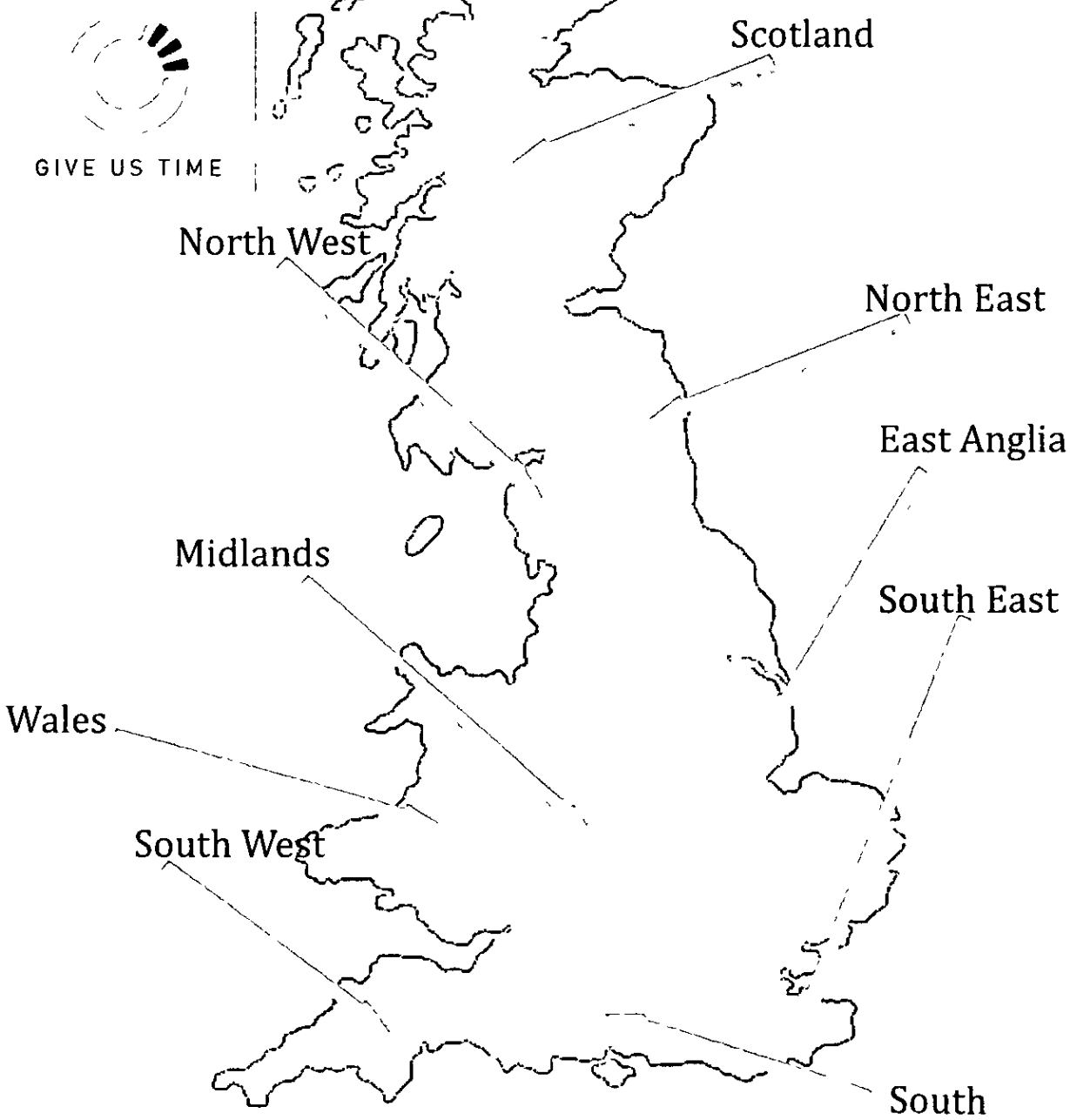
Section 8 – Wish List

8.1 Regional Retreat Target

As previously detailed the charities objective is to operate eight Retreats throughout the UK The roll out will be based upon the model which will open in Somerset in November 2012 The desired number of residents per facility is between 5-10 and our objective is to provide between 60-80 bed spaces and a further 120 places during the day Our roll out is ambitious, however achievable, currently in planning there are two more for 2013 and four in 2014, we will complete the integration in 2015 This will make a positive impact and directly impact on the lives of medically discharged personnel a year

8.2 New Beginnings

With the planned withdrawal of British Forces from Afghanistan in 2014, we will re-focus on Give Us Time and the Retreats The need for supportive care and directions will continue to grow Our fundraising will be channeled into the two core missions and to continue to support the families of the fallen



8.3 Financial Requirement

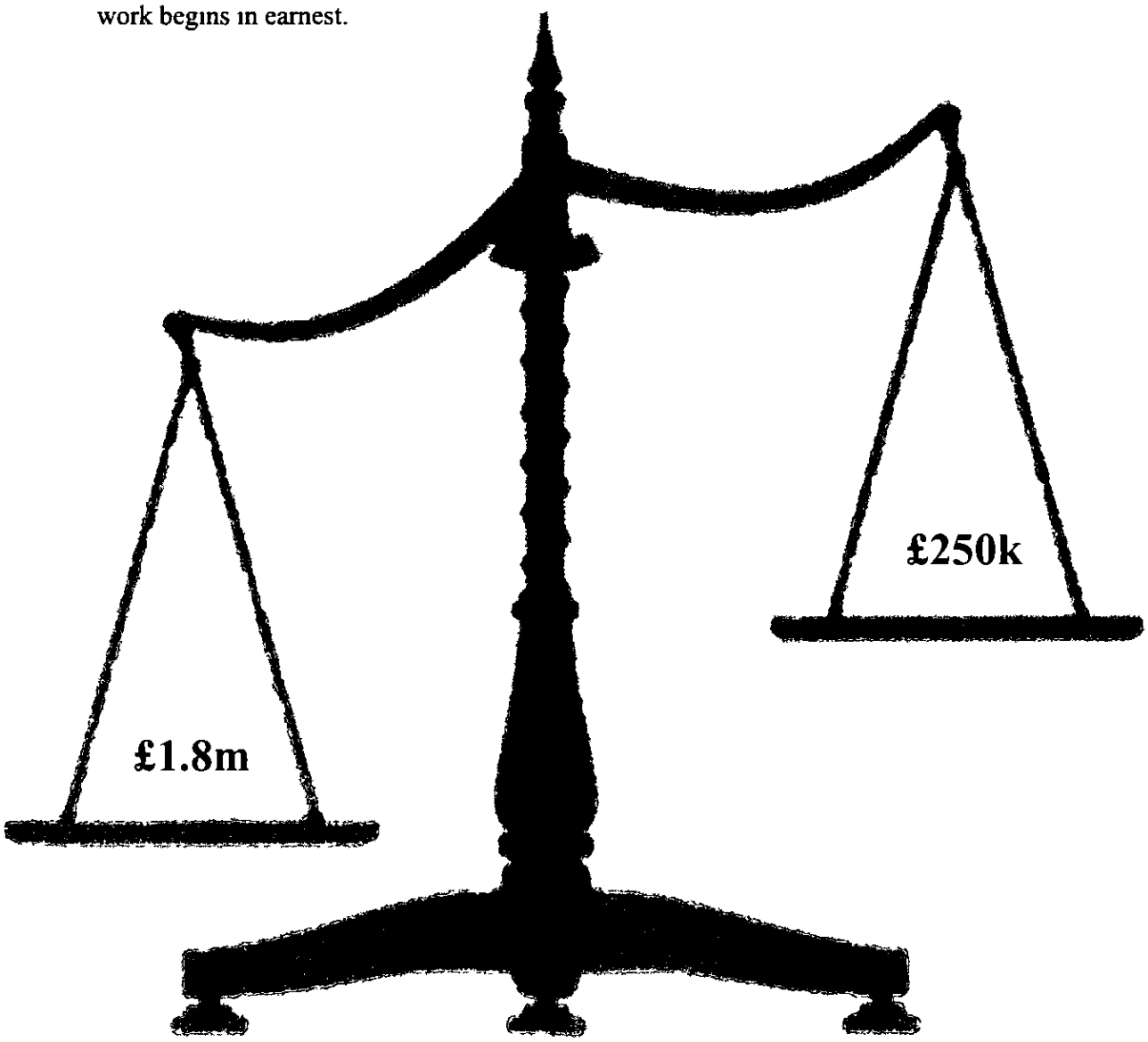
To fulfill the missions of the charity, Afghan Heroes has for the first time created a financial wish list

- To provide box packing during 2013/14 £300,000
- To develop and fulfill the Retreat concept 2013-15 £1050,000
- Provision of family holiday travel (Give Us Time) to enable all families to benefit from an entirely FREE holiday experience £500,000

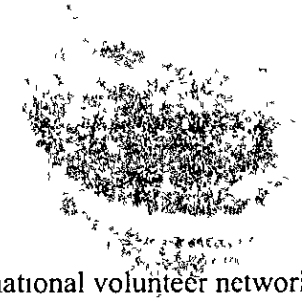
We are appealing to all retailers for your help to secure the products needed for the 2013 Box Packing

We are also appealing to the media for a partner

We can summarise that the charity is looking to raise £1 8m in the next two/three years to fulfill these missions, now the organisation has established itself the hard work begins in earnest.



9.0 Our Pledge



Through our small team of staff and through our national volunteer network we pledge to -

1. Maximize revenue and minimize costs to direct as much money as we possibly can to benefit our service personnel
2. Delivery of missions to create a lasting legacy to all our fallen heroes from Afghanistan
3. Now we have established the charity to keep capital expenditure to an absolute minimum
4. To continue to help and support our wounded and their families
5. To continue our support of the families of the fallen as they struggle to come to terms with their loss and in their quest to rebuild their lives

These are our pledges which we have all signed up to as Trustee's of the registered Charity

Denise Harris Dave Catton Paul Ferguson

Andy Harris Shaun Miles