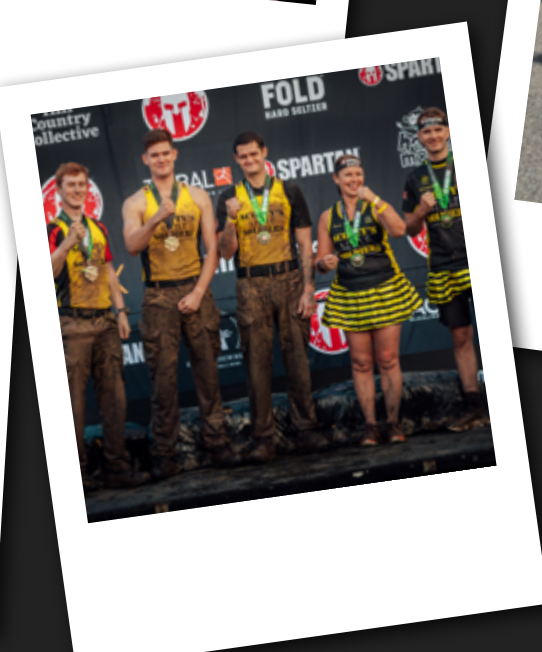




**ON
A
MISSION
SCOTTY'S**



SCOTTY'S LITTLE SOLDIERS
The year we got back to 'normal'!



OUR MISSION

To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.

A NOTE FROM NIKKI

2021 will always stand out as the year we reviewed our services and increased our bereavement support.

We started the year in lockdown, once again unable to leave our homes and away from extended family and friends. At Scotty's, our priority was making sure we had the framework in place to give our Members and Springboarders the support they needed, and we wanted to develop a small team of bereavement support specialists with the expertise to guide the children and young people through their bereavement journeys.

Thanks to our amazing supporters we were able to fund these roles and we welcomed Lorna to take responsibility for the development of Scotty's service delivery, followed by Mark to provide direct one-to-one support sessions to children and young people, and Charlie to offer guidance to the parents and carers of Scotty Members.

Although I have been through grief myself and seen the devastating impact on children, I felt it was time I became qualified in bereavement. In 2021 I began my Working In

Childhood Bereavement Certificate, alongside Mark. We now have a greater understanding of why some bereaved children need specialist support and how we can improve our services to make sure the charity is meeting the needs of children and young people who have experienced the death of a parent.

The withdrawal from Afghanistan triggered emotions for many military families. It was a very upsetting and challenging time. We created videos to help Scotty Members understand the situation, produced a letter for schools so that our Members' teachers had the relevant guidance to help, and we provided one-to-one support as it was needed.

"It feels incredible to know that we now have a strong team in place with the skills and knowledge to offer guidance and support to Members and Springboarders through the extra tough times, offering invaluable guidance and reassurance when it is needed most."

As lockdown restrictions eased, we were finally able to get together for in-person events. 45 of our Members and Springboarders took part in the Remembrance Sunday Cenotaph parade, honouring their parents who served our country. It meant so much to the children to be together as they marched with pride.

The year ended on a high with our annual Christmas party for our Members held at the Concorde Conference Centre. It was amazing looking around the room and seeing so many smiling faces as they took part in loads of fun activities. At the end of the party, 10-year-old Tori, whose mum died by suicide the previous year, said, "I loved the party and enjoyed making friends. It makes me feel more normal." She summed up perfectly the reason Scotty's is here.

Nikki Scott, BEM
Founder, Scotty's Little Soldiers



CONTENTS

- Our Core Values**
- Our Work**
- Case Studies**
- Fundraising**
- Future**
- Finances**
- Get Involved**



OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and well-being support



Outstanding development opportunities



The chance to smile again

OUR CORE VALUES



FAMILIES COME FIRST

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



EVERYONE A SUPPORTER, EVERY SUPPORTER A V.I.P

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



LOVE WHAT YOU DO

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



REMEMBER EVERY DAY

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

OUR

In early 2021 we undertook a complete Service Delivery Review to ensure that what we offer bereaved Service children & young people is still relevant to the challenges they are facing today.

To compliment the 3 key promises we have made to bereaved young people from the military community, we agreed 10 'Golden Goals' around which all of our Service Delivery flows.

Every activity we undertake at Scotty's must tick at least one of these Golden Goals.

Our Service Review concluded that the structure of our offering, via our four Family Programmes: SMILES, SUPPORT, STRIDES and SPRINGBOARD, was still relevant to our beneficiaries' needs today, but there were opportunities to further develop some of the activities within those programmes.

Our SUPPORT Programme in particular was highlighted as the area which could have the most significant impact on bereaved young people, and has been our centre of focus over the past 12 months. We recruited Lorna Vyse, an experienced and well respected young person bereavement specialist. A first for Scotty's, Mark Hawkins to provide direct one-to-one support for children and young people themselves, followed by Charlie Houlder-Moat to support the parent and carers of bereaved young people.

One of the positive outcomes following the COVID-19 pandemic has been the adoption of technology such as Zoom and Microsoft Teams. This has allowed us to create an efficient model of direct support for young people nationwide which would otherwise have been prohibitive.

In the latter part of 2022 and into 2023 we will turn our attention to the STRIDES and SPRINGBOARD Programmes, focusing on how we can improve our offering around educational support and for young adults aged 18-25.

WORK

01

TO PROVIDE AGE-APPROPRIATE INFORMATION, RESOURCES AND SUPPORT TO HELP MEMBERS AND SPRINGBOARDERS COPE WITH THE EFFECTS OF THEIR BEREAVEMENT.

02

TO HELP PROMOTE MEMBERS AND SPRINGBOARDERS' EMOTIONAL WELLBEING, BY ASSISTING THEM TO UNDERSTAND AND EXPRESS THEIR FEELINGS AND EMOTIONS.

03

TO FACILITATE OPPORTUNITIES FOR MEMBERS AND SPRINGBOARDERS TO MEET AND INTERACT WITH PEERS WHO HAVE HAD SIMILAR BEREAVEMENT EXPERIENCES.

04

TO OFFER MEMBERS AND SPRINGBOARDERS OPPORTUNITIES TO REMEMBER THEIR PARENT WHO HAS DIED.

05

TO ACKNOWLEDGE ANNIVERSARY AND KEY DATES FOR MEMBERS AND SPRINGBOARDERS TO HELP REDUCE ANY FEELINGS OF ISOLATION AND ENSURE THEY DO NOT FEEL ALONE IN THEIR GRIEF.

06

TO PROVIDE APPROPRIATE OPPORTUNITIES FOR MEMBERS AND SPRINGBOARDERS TO INCREASE AND/OR BOOST THEIR CONFIDENCE AND SELF-ESTEEM.

07

TO PROMOTE SELF-DEVELOPMENT AND LEARNING OPPORTUNITIES TO ENSURE THAT MEMBERS AND SPRINGBOARDERS ARE NOT DISADVANTAGED BECAUSE OF THEIR BEREAVEMENT.

08

TO ENCOURAGE MEMBERS AND SPRINGBOARDERS TO HAVE FUN AND SMILE AGAIN.

09

TO PROVIDE BEREAVEMENT RELATED INFORMATION, GUIDANCE AND SUPPORT TO PARENTS AND CARERS TO ASSIST THEM IN SUPPORTING THEIR CHILD(REN) FOLLOWING THE DEATH OF A PARENT.

10

TO PROVIDE A VOICE FOR BEREAVED FORCES CHILDREN, YOUNG PEOPLE AND YOUNG ADULTS.

GOLDEN GOALS

2021
AT A GLANCE



405 SCOTTY MEMBERS



99 SCOTTY SPRINGBOARDERS

+57
NEW MEMBERS



49 NEW MEMBER PACKS SENT

403



CHRISTMAS GIFTS SENT



HIGHER
15 EDUCATION AND TRAINING GRANTS ISSUED

40

SCOTTY MEMBERS ATTENDED FAB CAMP (FAMILY ACTIVITY BREAK)

112 MEMBERS ATTENDED OUR



CHILDREN & YOUNG PERSON BEREAVEMENT SUPPORT WORKER APPOINTED



FAMILIES TEAM PROJECTS WORKER APPOINTED



12 EASTER EGG COMPETITION ENTRANTS

17 NEW SCHOOL GRANTS



CHRISTMAS EVENT

460



REMEMBRANCE VOUCHERS SENT



10

MEMBERS ATTENDED REMEMBRANCE VIDEO SUPPORT CALLS

12 DRIVING LESSON GRANTS



52 EASTER EGG KITS SENT

478 BIRTHDAY GIFTS SENT



136

PARENTS AND CARERS COMPLETED OUR FAMILIES PROGRAMME DEVELOPMENT SURVEY

36

MEMBERS ATTENDED REMEMBRANCE PARADE



17

MEMBERS ATTENDED GOODWOOD FESTIVAL OF SPEED



32

YEAR SEVEN MEMBERS

TRANSITION PACKS SENT



112 SCOTTY ALLOWANCES ISSUED

3 SUPER GRANTS ISSUED



SUPPORT PROGRAMME: 137 NEW SUPPORT CASES OPEN



74

SUPPORT PROGRAMME: 1:1 ONLINE BEREAVEMENT SUPPORT SESSIONS HELD



11

MEMBERS ATTENDED YEAR GROUP VIDEO CALLS (APACHE & CHALLENGER)



FAMILY SUPPORT WORKER APPOINTED

473



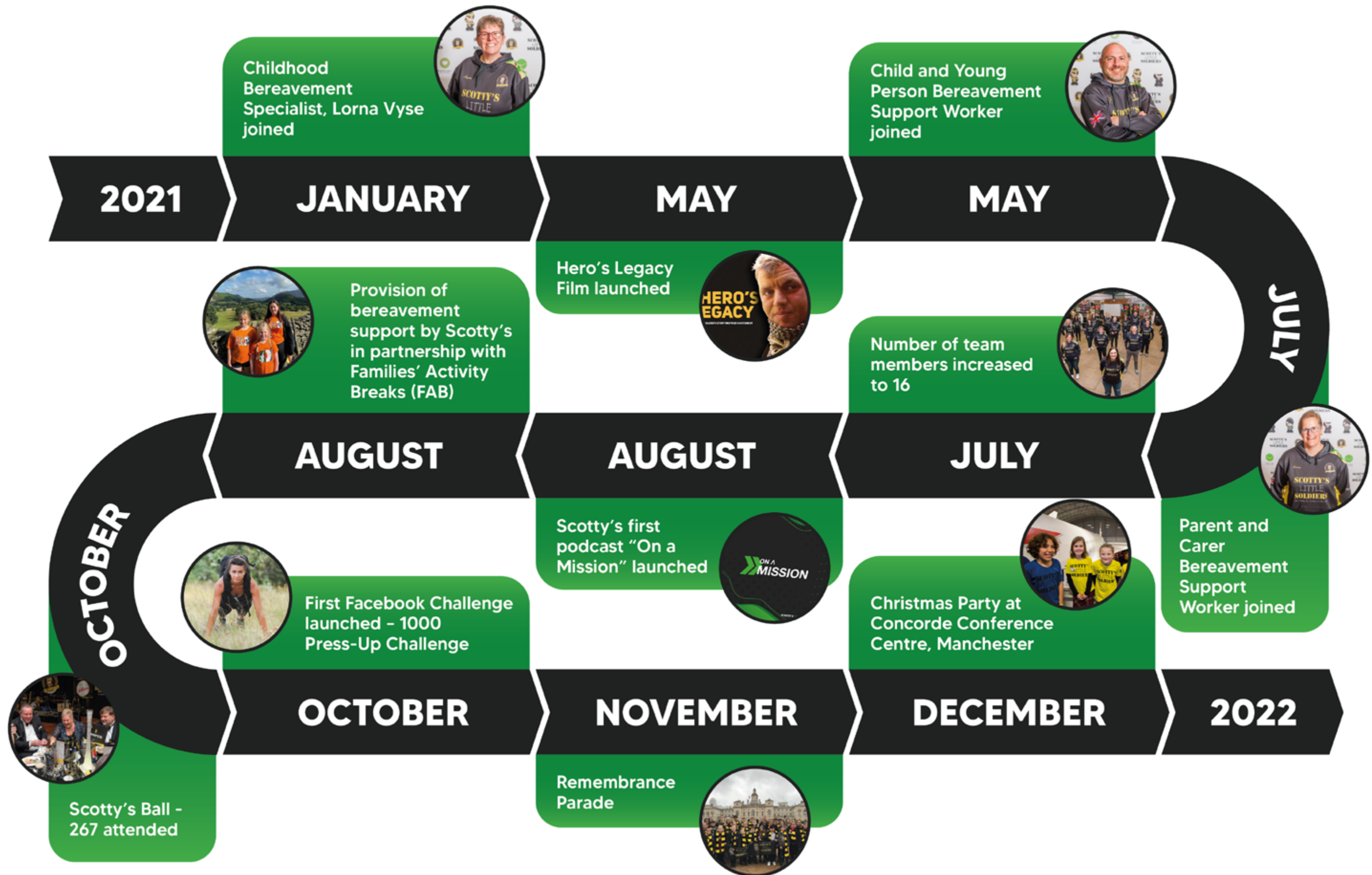
ANNIVERSARY VOUCHERS SENT

SPRINGBOARD PROGRAMME: 57 NEW CASES OPEN

STRIDES PROGRAMME: 60 NEW CASES OPEN

178 MEMBERS WENT ON RESPITE BREAKS

2021 AT SCOTTY'S



OUR IMPACT



SMILES

FUN & ENGAGEMENT

“

It gave us the chance to remember him and talk about him.

97% of families stated their Scotty respite break offered them an opportunity to remember the parent who had died.



98% of Members attending the Christmas Party rated it as



“

The gifts he receives from Scotty's make him happy and reassure him that people are thinking about him.

1841 gifts and vouchers were sent to Members and Springboarders at the extra tough times of the year to remind them that they are not alone.



STRIDES

EDUCATION & DEVELOPMENT

“

The grant allowed me to equip my accommodation and purchase stationary and textbooks for my course.

Delivered 159 grants to support Members and Springboarders with their education and development.



Supported our Members and Springboarders to enhance and develop their skills.

“

What a great pack full of fabulous information and affirmations. Thank you.

Launched Challenger Year Group and sent out 32 Transition packs to help with Members' move from primary to secondary school.



SUPPORT

EMOTIONAL HEALTH & WELLBEING



Recruited our first Child and Young Person Support Worker.

“

The help she received was 2nd to none. Tailored specifically to her needs throughout that crucial time.

Provided individual tailored support and guidance to 43 parents & carers and, as a result, 21 Members were referred for 1:1 bereavement support.

“

I feel like I can now recognise and deal with my emotions whereas before I used to make myself frustrated because I couldn't understand the feelings that I was going through.

Provided 74 1:1 online bereavement support sessions.



SPRINGBOARD

18-25 YEAR OLDS



Introduced a new financial grant for Springboarders to support their education and development. The Springboard Allowance.

“

When I saw in the email there was an opening to host the podcast, it felt like a chance to give something back.

Launched regular communications to Springboarders to promote our services, which resulted in 59% of Springboarders opening our monthly emails.

“

Thank you so much for your support yesterday. The materials you suggested sound amazing.

We held 57 1:1 sessions for our Springboarders and provided targeted information and guidance on a wide range of life issues.



PHOEBE

When she was 10 years old, Phoebe's dad, Navy Operator Mechanic (OM1) James Thompson died shortly after being diagnosed with melanoma. Everything she experienced as a child, and the support she's received from Scotty's Little Soldiers, has inspired her to pursue a career in child psychology.

"Scotty's has helped me in so many ways," said Phoebe, now 18. "There were times after my dad died that I felt so low, but Scotty's were always there and helped pick me back up again. Going back to school after dad died was particularly difficult, as a lot of my friends didn't understand what I was going through, which was really hard. It got a lot easier when I joined Scotty's as I felt supported. I was able to talk to other children who were just like me and were going

through exactly what I was going through."

"There were times after my dad died that I felt so low, but Scotty's were always there and helped pick me back up again."

With the aid of Scotty's SPRINGBOARD Programme, which supports members aged 18 to 25, Phoebe will continue to receive support through to the end of her education and beginning of her career, assisting with opportunities to develop her education and life skills.

"Scotty's has inspired me to do what I want to do," said Phoebe. "Having gone through all that I went through as a child, I know I want to follow a pathway that means I can help other children, which is why I want to look at a career in child psychology. Having Scotty's support over the years has hugely influenced my decision on what to study as I've seen personally over the years how important it is. Although I'm older, there are still times when I feel emotional about what happened to dad, that won't ever go away. Knowing that there is always someone there to talk to when I need them is greatly reassuring."

ERIN

15-year-old Erin's dad, Lance Corporal Ross Nicholls was killed in Afghanistan just a few months after she was born. Over the years, Erin has struggled with not being able to remember her dad and found talking about him incredibly hard to do, until she joined Scotty's.

"Scotty's is my military connection" she said. "It reminds me of my dad. Everyone at Scotty's has gone through the same thing and understands what you're going through. When you're with other people from Scotty's you don't need to pretend or worry about talking about your parent. Everyone just gets it."

One of the events Erin took part in that made her feel more connected to her dad was the national

Remembrance Day parade in London. Erin marched alongside 45 other Members and Springboarders of Scotty's Little Soldiers wearing her Scotty's scarf with pride.

"When you're with other people from Scotty's you don't need to pretend or worry about talking about your parent. Everyone just gets it."

She said: "It made me feel so proud of my dad and walking next to other Scotty Members

made the day a lot more special."

Another event Erin finds beneficial is the annual Scotty's Christmas party, which gives Members the opportunity to come together and have fun knowing they are with other children and young people who understand what they're going through.

"What's great about the Scotty's Christmas party and other events is that it's all families like ours who are missing someone. I used to think that when you go to events like that, it would be wrong to laugh and be happy, but I know now that it's not. It's better to be happy and laugh. It's good to laugh and remember things and talk about it."



JAMIE

Jamie Small was just eight when his dad, Corporal Christopher Small, died by suicide after struggling to adapt to life after the British Army. Jamie is a huge football fan and Liverpool supporter – something he shared with his dad.

“Football helps me feel connected to my dad and reminds me of the time we spent together,” said Jamie, now 14. “We always used to play together and watch Liverpool on the TV, screaming whenever someone scored.”

But football isn't the only thing Jamie holds close to his heart. For the past three years, he has been supported by Scotty's Little Soldiers and benefitted from services including respite breaks, gifts and 'Thinking of You'

vouchers on the anniversary of his dad's death, and our Scotty's events and Christmas parties, where he's been able to make friends with other children who have also experienced the death of a military parent.

“There are people who say ‘I know what you're going through’ when they don't, but people from Scotty's really do.”

Jamie explains: “Scotty's is a place where I don't have to hide my feelings – I can completely be myself because I know if I want to

talk about my dad everyone there will get it. Going to those Christmas parties and other Scotty events, meeting people who have experienced similar things to me... it's all really helpful. Being able to have those conversations with people who understand you, even it's just a quick 5-minute chat, can really boost someone's spirit. There are people who say 'I know what you're going through' when they don't, but people from Scotty's really do.”

ANGEL

Angel's mum was 20 weeks pregnant with her when her dad, Major Matthew Titchener, was killed in Iraq. Being part of Scotty's Little Soldiers has been hugely beneficial to Angel, who has struggled with never being able to know her dad.

Angel is now 18, and over the years the charity has helped reassure Angel that she's not alone in her grief. Through Scotty's, Angel has met many children and young people in the same position, who have no memories of their dad, and many who, like her, were not even born before their dad died.

“Scotty's helps me feel like I'm not alone,” said Angel. “I've made so many good friends who have experienced something similar, and just being able to talk to them,

knowing they understand exactly what I'm going through, is so comforting.”

“Scotty's helps me feel like I'm not alone.”

As part of Scotty's STRIDES Programme, Angel has also received grants that have allowed her to go on educational trips with her school and, more recently, assisted with university fees.

Angel said: “It's hard to put into words what Scotty's means to me. It's so special to

have them in my life. Without them I'd feel very alone. The Christmas parties every year are one of the best things about the charity, as I really enjoy getting together with other members, and just knowing that I'm amongst people who understand.”

WANT TO READ MORE CASE STUDIES?

You can read more case studies like these, by visiting our website or clicking [here](#).



“ No matter how much pain I suffer through the races, I know that it will be nothing compared to the suffering of our Armed Forces children. Anything we can do to make their lives better and spirits higher is incredibly worthwhile. ”

FUNDRAISING

2021 saw us continuing to ride the wave of the Covid pandemic but as with 2020, we perhaps bucked the trend of what many charities were experiencing.

With us looking to move our support forward every year, it's not surprising that the income required also increases. Thanks to grant funders, corporate supporters, individuals, and community groups we were able to achieve a significant fundraising milestone and reach £1 million for the first time.

We have very clear strategic plans for the charity and consistently, our supporters provide us with confidence that our plans are realistic and achievable. Here's a little insight into what some of that support looked like in 2021.

Individual fundraising and donations

Following on from the trend of virtual fundraising challenges which really took hold during the national lockdowns, we held our annual Tour de Scotty and May Marathon challenges and also introduced a 1,000 Press Up Challenge during October. We were delighted to see more than 300 people taking part in these virtual challenges which raised over £36,000! It was also great to see individuals supporting the charity in different ways including Matthew Bamber who hiked 50km with a fridge on his back and Rachel Murphy who is mum to two of our members who dedicated her wedding day to raising funds for Scotty's.

Corporate Partners

We are grateful that Annington Homes have committed to continue supporting Scotty's. They have been funding our SUPPORT Programme for two years and agreed to support the costs of a new holiday lodge. The new accommodation will be located at Devon Cliffs and means we will be able to accommodate even more Scotty families on our respite breaks in 2023. Last year also saw Incentive FM reach a milestone in their fundraising for us and reach over £100,000 raised. Employees have walked hundreds of miles, pushed out 1,000 press ups and turned into elves as part of a festive fundraiser. We love the creativity of our supporters! We are also incredibly grateful to Network Rail who provided free rail travel for some of our Members and their living

parent to attend the march at the Cenotaph in November.

Grants and Trusts

Our relationships with grant funders remain integral to our growth, their support forms a significant part of our income for 2021. The Veteran's Foundation, Forces Support, Armed Forces Covenant Fund Trust, ABF The Soldiers Charity, RAF Benevolent Fund, Lest We Forget and RNRMC have provided funding for a range of projects including covering the salaries of some of our Families Team, respite breaks, Member birthday gifts and vouchers that are sent on the anniversary of their parent's death. To support this vital income stream, we appointed a full-time member of staff in early 2021 to help us grow and develop this funding source.

Regular Giving

During 2021, we continued focus on growing our regular giving initiatives. Our Overwatch programme, which was launched in 2020, guarantees that 100% of a supporter's contribution goes straight to our Family Programmes. Regular behind the scenes video content is made exclusively available to our Overwatch subscribers via a secure portal helping them see exactly how we are spending their contributions. We also operate a 'no frills' regular giving scheme where a supporter can give with confidence knowing that their donation will be spent where it is needed most. As we look to develop and grow sustainable income streams for the charity, regular giving will be a key area of focus for us in 2022.

Fear Naught

Scotty's Little Soldiers is powered by Fear Naught, our clothing brand where 100% of profits are donated to the charity. Fear Naught is the motto of the RTR (Royal Tank Regiment) in which Cpl. Lee Scott served. Lee embodied the spirit of Fear Naught - be afraid of nothing. He paid the ultimate sacrifice but through this, hundreds of bereaved British Forces children and young people are benefitting from his legacy. We know that Fear Naught can deliver much more value than just clothing and so we are looking forward to developing this initiative more during 2022. Keep your eyes peeled for further news about that!

THE FUTURE: 2022 AND BEYOND

OUR BIG HAIRY AUDACIOUS GOAL

TO BE SUPPORTING 1,000+ YOUNG PEOPLE ANNUALLY BY 2030

504

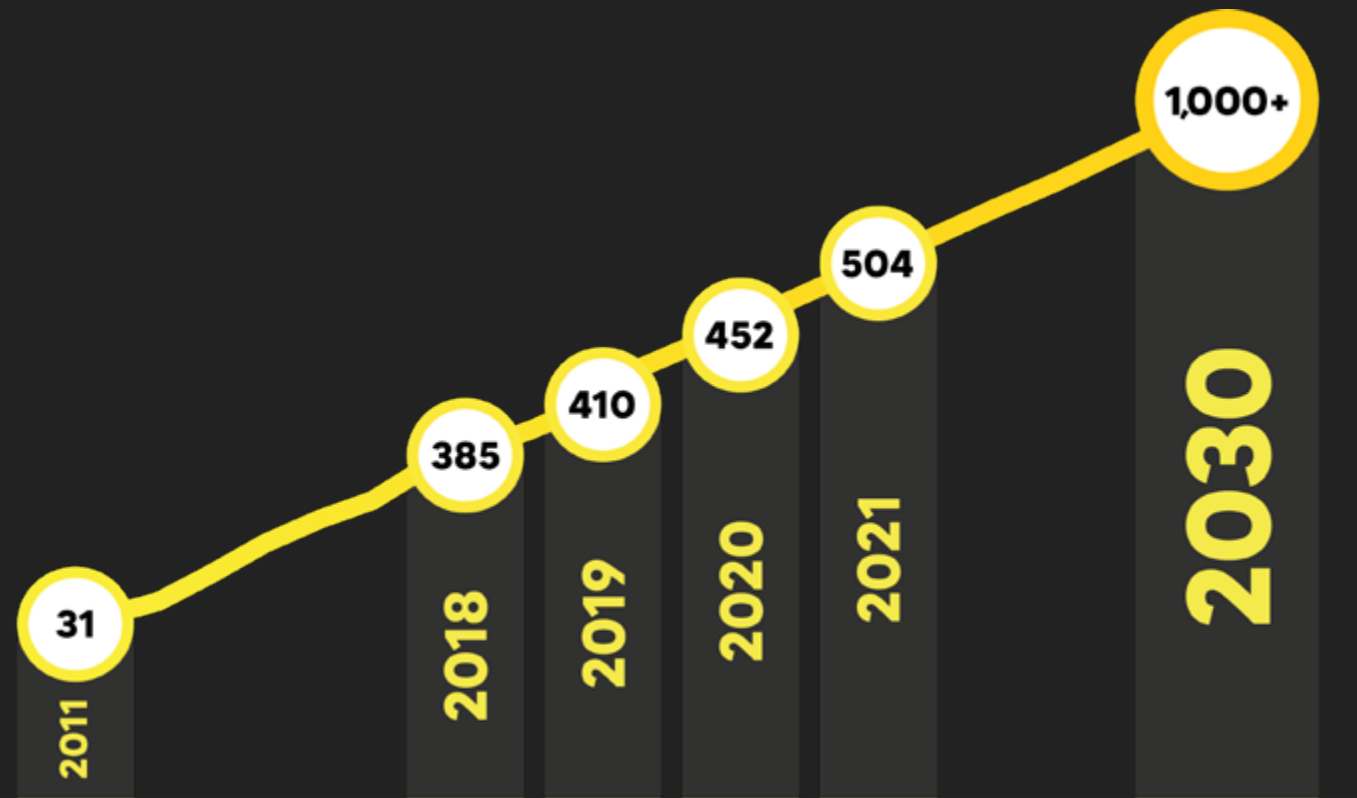
1000

We supported 504 children & young people during 2021...

In 2019 we set ourselves what we call the BHAG (Big Hairy Audacious Goal) of supporting 1,000+ bereaved children and young people annually by 2030. This is the number which continually drives us forward.

We know that there are sadly hundreds of young people who have experienced the death of a parent who served in the British Armed Forces already out there, and unfortunately, we know that this number will continue to

grow. It's our job to create a sustainable charity that will be there to support these young people and others like them for many years to come.



In order to provide the right type and level of support to this number of brave young people we created a vision of what the charity will need to look like in 5 years' time, if we are to be in a position to achieve this long-term goal. Then we broke this vision down into smaller, more manageable chunks to focus on going forward, to help us create a charity which reflects that vision. We call this plan the One Page Strategy Plan or OPSP for short.

Our OPSP, as the name suggests, fits on a single page of A3 and contains a wide range of key drivers, financial targets, goals and priorities. For us to ensure we move towards realising our longer term goals, we created five key thrusts for the next 5-years.

Our Key 5-Year Priorities to help us achieve our goals.

1. Establish a Schools and Education Providers Offer.

Other than experiencing the death of a parent who served in our Armed Forces, education in one form or another is the one thing which all our Scotty Members and

Springboarders will go through. Our four Family Programmes are well established but we already know that longer term we will need a dedicated offer for the education sector.

2. Outreach & Accessibility.

Whilst there will be tweaks and improvements to our Family Programmes the core service offer has proven to be highly impactful. What we do need to focus on more going forward, is ensuring that the maximum number of young people have access to that support.

3. Develop 4-5 sustainable income streams including non-public funding to cover 50% of running costs.

We have amazing supporters who have been incredibly proactive in supporting the charity but in the coming years we will need to develop a more diverse split of income and to take more control over those channels. Running costs are essential to keep the charity going but we appreciate that much of the public prefer their donations or fundraising to be spent directly on

our Family Programmes. We aim to create a way to cover our running costs through specific channels, thus allowing 100% of public donations to be spent directly on our Family Programmes.

4. Increase Scotty's Little Soldiers Profile & rank number 1 for our key words.

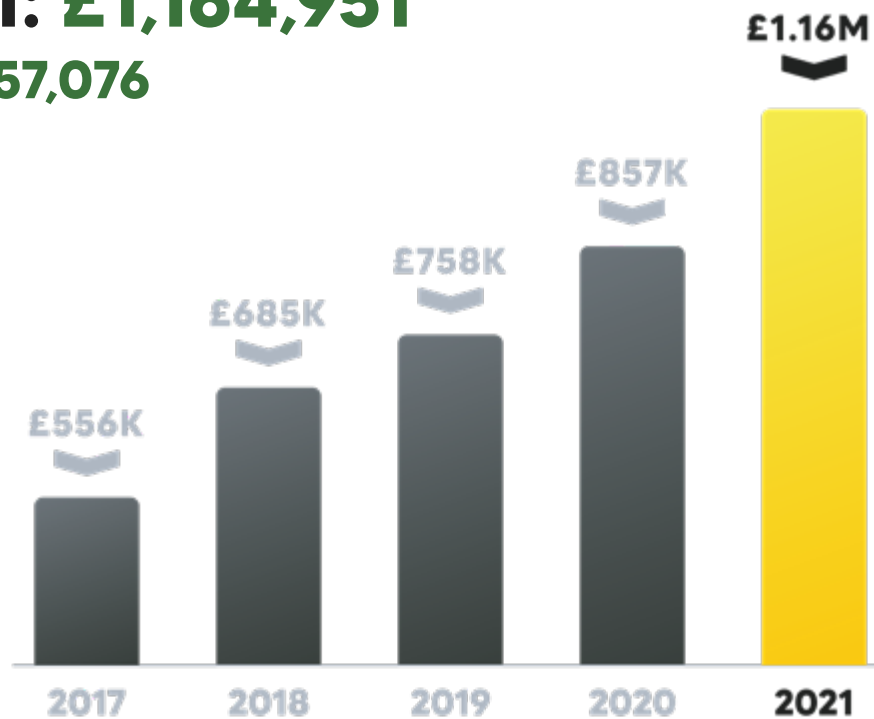
We don't want to be famous for the sake of being famous but we do realise that in order to achieve our 5 year goals the profile of the charity will need to increase. That means if there is a conversation which involves children, the military and bereavement - we need to be involved in it within 5 years at any level.

5. A great place to work.

The final 5-year thrust recognises that we can't do any of the above, or achieve any of our goals without a great team, and the best way to develop a great team is to create a great place to work. We'd love to be ranked in The Times top 25 charities to work for in 5 years time.

FINANCES

INCOME 2021: £1,164,951
INCOME 2020: £857,076



In many ways the year following the outbreak of the global pandemic was more difficult than 2020 itself. The availability of emergency grants began to slow whilst, due to continued restrictions, we still didn't see a full return to 'in-person' fundraising events.

Despite these challenges the charity needs to continue to grow. Our work over the past couple of years has highlighted significant gaps in the support available to bereaved military children & young people, on top of the fact that we already know that there are hundreds more Armed Forces families out there who could benefit from the charity's help. This means

our service not only has to grow in terms of its offering to those families, but we also need to make it available to significantly more families.

This support will need to be fuelled by our ability to fundraise, which creates a sizeable challenge for the charity on the back of the global pandemic and uncertain economic outlook. We need to double our income in the next 5 years to meet this need, during a time when fundraising will be at its most difficult.

Despite these challenges we have continued our momentum and managed to stay ahead of

our increasing costs. I must pay tribute to the team at Scotty's for this achievement and to our committed supporters, without whom there genuinely would be no charity.

Throughout 2021 our focus was on developing our Support Programme and ensuring that we effectively communicated our plans and our impact to Supporters. This meant that we experienced a noteworthy increase in our cost of Charitable Activities year on year, but our cost of Fundraising only increased slightly versus 2020. We anticipate a greater increase in Fundraising costs during 2022 as we attempt to adapt to the ever-changing

EXPENDITURE 2021: £1,028,428
EXPENDITURE 2020: £759,604



CHARITABLE ACTIVITIES **COST OF RAISING FUNDS** **CASH AT YEAR END****

**These are the funds we had available to use at the end of the year and equates to approximately 6 months of operation expenditure.

landscape and the need to be more proactive with our income generation.

2022 will also see the final full year of our original Trust charity status as we continue the transition to the more modern CIO structure. This has unfortunately meant the creating of a whole new charity entity and we are in the process moving our operations from one to the other.

As always, we publish this supporter focused Annual Review on our website and our fully audited financial report on the Charity Commission website.



Stuart

Chief Executive Officer
 Scotty's Little Soldiers

“
Our work over the past couple of years has highlighted significant gaps in the support available to bereaved military children & young people.
 ”

GET INVOLVED

2021: The year we went digital

During 2021, we adopted a fully digital approach to supporting Scotty's and even withdrew all collection pots and buckets, instead making use of QR codes and online donation platforms. Experts suggest that cash payments are likely to fall to as little as 10 per cent of all UK transactions within the next 15 years. At Scotty's we've certainly seen a greater number of people using digital donation methods to support our charity. The steps we've taken are helping to future proof the charity and enables us to remain committed to staying focused on our goal and using our modest level of resource as efficiently and effectively as possible.

With our goal being to support 1000+ children and young people annually by 2030 we must ensure that the organisation has capacity to grow and develop and let's not beat around the bush, in order to do that we need to significantly increase awareness of Scotty's and our income.



What action could you take?

DONATE MONTHLY

Help ensure long term support remains available for bereaved British Forces children and young people. The impact of a parental death is huge and the loss of connection to the military community further compounds that feeling. Together, we can lessen the impact.

How much could you donate each month? Start your commitment [here](#).



JOIN THE FEAR NAUGHT COMMUNITY

Fear Naught are the words chosen for the brave men and women of the Royal Tank Regiment in which our hero Cpl. Lee Scott served. Become part of our Fear Naught community by shopping our clothing range, signing up to a true FN challenge or signing up to Overwatch. Visit the FN website [here](#) to find out more.

FEAR NAUGHT

CAN YOU SHARE A POST ON SOCIAL MEDIA?

It's not all about the money, awareness is just as important. Follow us on social media and if you feel you get value from any of our posts why not share them with your friends and network. Just search for 'Scotty's Little Soldiers' on your social media channels or click to follow us.

2021 SUPPORTERS

THANK YOU

We would like to say thank you to all who committed to ensuring bereaved British Forces children have access to long term support by making a donation to us in 2021. All donations, no matter what size, make a huge difference, and we'd like to give a special mention to the trusts and companies that supported us with particularly generous contributions during 2021.

ABF The Soldiers Charity

Annington Management Limited

Armed Forces Covenant Fund Trust

Foces Support

Gamesys Foundation

Incentive FM

Norfolk Community Foundation

Royal Navy and Royal Marines Charity

Sharegift

Tesco Community Grant

The Childwick Trust

The Forces Trust

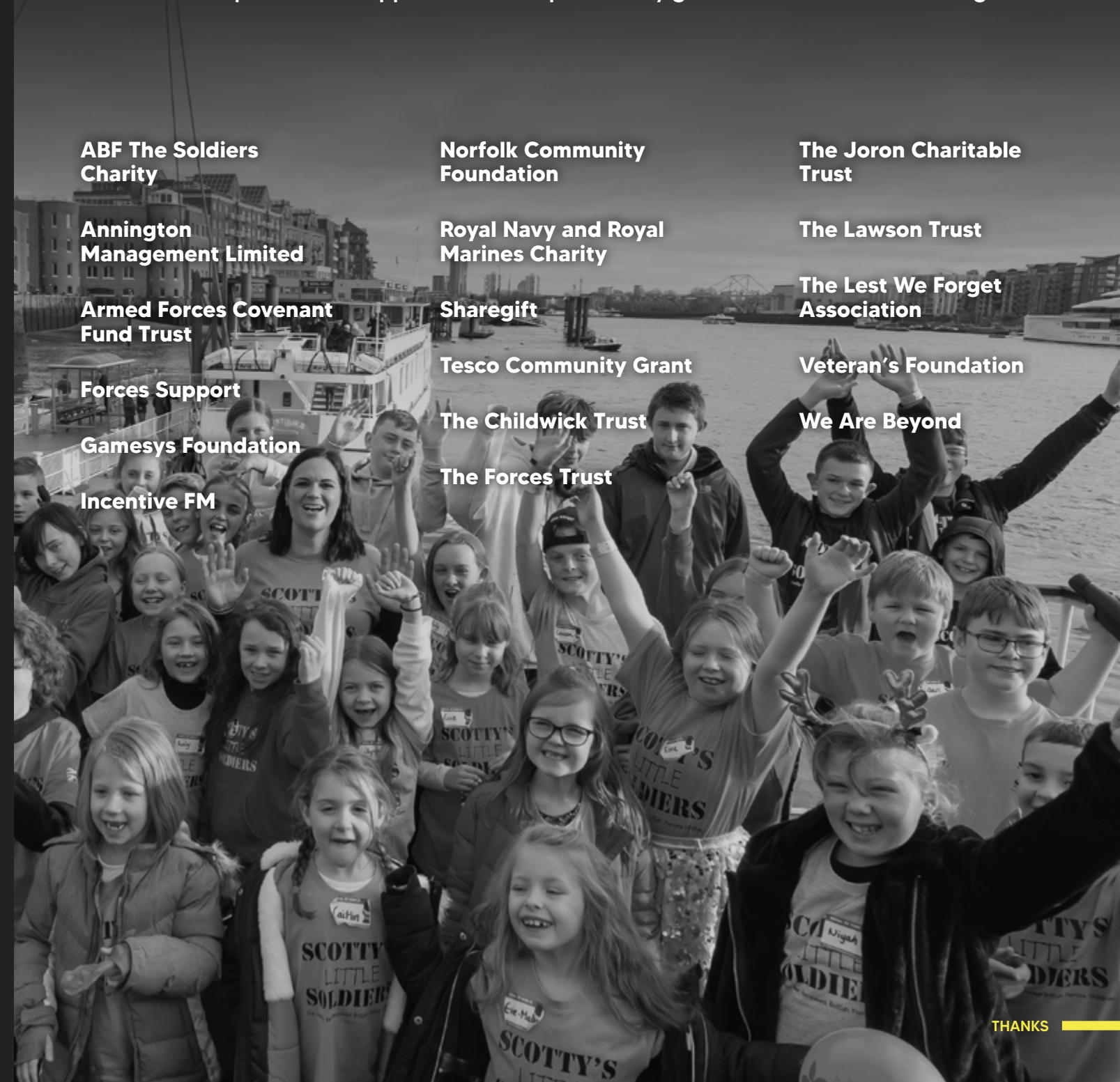
The Joron Charitable Trust

The Lawson Trust

The Lest We Forget Association

Veteran's Foundation

We Are Beyond



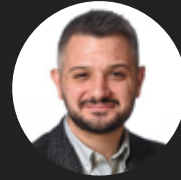
THE TRUSTEES' REPORT



Jason Worthy
Chair



Luke Priestley



Steven Ward



Simon Millar



Jonathan James



Eamonn O'Sullivan



Ellen Plumer



Megan Harris-Dilnut
Resigned 16th July 2021

The Trustees present their report and financial statements for the year ended 31 December 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Objectives and activities

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

Our Promises:

We want every bereaved Service child and young person to have:

1. Access to the very best emotional health and well-being support.
2. Outstanding development opportunities.
3. The chance to smile again.

Review of charitable activities and achievements for the public benefit

Relief is delivered through our four Family Programmes:



SMILES
FUN & ENGAGEMENT



SUPPORT
EMOTIONAL HEALTH & WELLBEING



STRIDES
EDUCATION & DEVELOPMENT



SPRINGBOARD
YOUNG ADULTS (18-25 YEAR OLDS)

Each Programme has four guiding principles around which its activities are focused:

Smiles:

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.

Support:

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.

Strides:

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- Encouraging bereaved Forces children and young people to develop resilience and thrive.
- Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.

Springboard:

- To provide young adults with opportunities to develop their education and learning, career, volunteering and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

During 2021 the charity helped 504 bereaved children and young people.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

Grant Making Policy

The charity supports beneficiaries through the use of a number of small grants (less than £1,000) as part of the STRIDES Programme. There are 5 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

Financial review

The Trustees are pleased to report that financially the organisation is in good health and continues on its planned growth trajectory, breaking the one million pound barrier for the first time and in a difficult climate achieving a surplus of £119,528.

Throughout 2021, COVID19 continued to impact on both the need of our beneficiaries and our fundraising. This was reflected in a significant increase in charitable activity spend up from £577,182 in 2020 to £842,613 in 2021. Total expenditure for the year was £1,028,428 (from £759,605 in 2020).

Fundraising was challenging but the charity managed to maintain growth and to cover increased costs by raising £1,164,951 (from £857,076 in 2020).

Reserves Policy

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. Following several years of operating with around 4 months of operating expenses it has been the aim of the charity to increase its cash reserves to between 6 and 9 months of operational costs. The present level of cash reserves held is £471,475 (2020 £409,034). The charity's total reserves which includes assets such as our 6 holiday homes is £1,121,527 (2020 £985,004). £904,426 (2020 £918,244) of the reserves held are categorised as unrestricted funds, £217,101 (2020 £66,760) are categorised as restricted funds.

Principal sources of income and how expenditure meets objectives

COVID19 restrictions throughout 2021 meant that mass participation events were still limited and resulted in the cancellation of numerous activities including a planned corporate dinner in London. Emergency grants were fewer, but the charity further developed its strength in specific military focused grant funding during the year.

Grant fundraising has become the leading income stream for the charity and whilst the board believe there are even more opportunities within this channel, the charity will be focusing on developing other income streams over the next 5 years. Our goal is to have 4 to 5 consistent and sustainable income channels by 2026.

Other income during 2021 predominately came from public peer-to-peer fundraising & individual donations.

Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks. The Trustees have a risk management review which comprises; a continuing review of the risks the charity may face; the establishment of systems and procedures to mitigate those identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

Plans for the future

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review. Future plans are centred around a 5-year strategy plan which will see the charity moving closer to it's longer term goal of supporting 1,000+ bereaved children and young people annually by 2030.

In the more immediate term plans for 2022 will include:

- A new campaign to reach more unsupported children and young people.
- A yearlong project to implement a new automated impact reporting system.
- The recruitment of two critical function posts (finance and information technology).
- Delivering £100k+ from a new income project.
- A project to move the charity to a fit-for-purpose, long-term home.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13th July 2010.

Trustees

The charity has a single trustee: Scotty's Little Soldiers CIO (1170528).

The CIO was created to act as a long-term parent charity and has a board of Trustees. Once several pre-existing leases taken out in the original charity's name expire, this charity will be dissolved leaving the CIO to continue long-term. Full operations will switch from the Trust to the CIO at the close of 2022. The Trust will remain active until the close of 2023 purely to cover existing legacies until new legislation comes into effect.

The Trustees of Scotty's Little Soldiers CIO meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom day to day operations are delegated.

Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment. The CIO plans to add further Trustees over the next 2 years to fill gaps in the board's current skill set with several new Trustees already in place to join the board in January 2022.

Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year. To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

Related parties

Mrs Nichola Scott-Howlin, and Mr Stuart Robinson are listed as Officers of the Limited Trading Company Scotty's Little Soldiers Trading Ltd. This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity. No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019. No Trustees were reimbursed for their personal expenses during 2021.

Auditor

In accordance with the charity's governing document, a resolution proposing that Mapus-Smith & Lemmon LLP be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustee report was approved by the Board of Trustees.


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Scotty's Little Soldiers CIO
Chair

Dated: 30/09/2022.....



#HelpTheirChildrenSmile



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MISSION