

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2020

Charity number 1120893
Company registration number 06263721

THE WARRIOR PROGRAMME

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

Registered charity name	The Warrior Programme
Charity number	1120893
Company registration number	06263721
Principal office	First Floor 1 Thorpe Close London W10 5XL
Registered office	Quadrant House Floor 6 4 Thomas More Square London E1W 1YW
Trustees	J Newstead C Cole C Smith Professor Nicola Fear D Rutter J Mallalieu B Howes (Resigned 30 April 2020)
Independent auditor	UHY Hacker Young 4 Thomas More Square London E1W 1YW
Bankers	TSB Bank Market Square Somerton Somerset
Solicitors	Dentons UK LLP One Fleet Place London EC4M 7WS

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2020

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2020.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of members of the board.

THE TRUSTEES

The trustees who served the company during the period were as follows:

J Newstead
C Cole
C Smith
Professor Nicola Fear
D Rutter
J Mallalieu
B Howes

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 30 May 2007 and registered as a charity. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Members. Under the requirements of the Memorandum and Articles of Association there is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term. Post year end, Buster Howes resigned on 30 April 2020 to take a new appointment and we would like to thank him for his contribution over the last two years.

In order to build a broad skill mix, members of the Board of Trustees have been recruited from a wide range of relevant backgrounds. This includes extensive experience of working in the not for profit sector with disadvantaged individuals, the military, operational and business experience, accountancy, legal and professional services, people development, marketing, fundraising and academia. In order to gain a better understanding our Trustees experience the courses our clients participate in.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. Where appropriate specialist advice is sought and professional support brought in to reinforce the work of the charity and to safeguard its' operations.

The Board regularly reviews our performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. In 2019 we have undergone a process to elect a Vice Chair and have formalised our one to one review process for individual Trustees as part of this exercise.

Warrior is an active member of Cobseo, The Confederation of British Service Charities. Within Cobseo we are members of the Criminal Justice and Employment Cluster Groups, identifying and promoting best practice and ensuring effective partnership working between member Charities and related organisations. During 2019 we were invited to be part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool. Cobseo seeks to assist Member organisations to meet the rising expectations over governance arrangements and the Working Group were involved in preparing an Aide Memoire on governance practices setting out a minimum set of expectations Member organisations should aspire to achieve, and developing a self-reporting and evaluation scheme for members to use. We have implemented this tool as part of our ongoing review of good governance.

The charity works closely with established agencies in the field and seeks regular feedback from them on improvements and changes that should be made to the operation and delivery of services.

Organisational Structure

The charity has a Board of Trustees of at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of seven Trustees from a variety of professional backgrounds relevant to the work of the charity.

The day to day responsibility for the provision of services rests with the Director of Operations. A scheme of delegation is in place to enable the Founder Member to provide services essential to the successful running of the charity. The Founder Member, Charlotte Cole, has continued to act under the scheme of delegation and provides leadership in the areas of strategy, finance, fundraising and research.

The Director of Operations and Founder Member are supported by a central Office Manager and Regional Co-ordinators who deliver our outreach capacity. All our Regional Co-ordinators have either served, are the spouses of those who have served or both, including past beneficiaries of the Programme.

External professionals have delivered specialist services including the training element of the programme, evaluation, book keeping and assistance with fundraising.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

OBJECTIVES AND ACTIVITIES

Since its establishment in 2007, The Warrior Programme has worked with over 3000 individuals, including 326 in this financial period which is the highest annual number to date. The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a 3 day training Programme with 12 months structured support and signposting.

The main objectives and activities focus on working with the military community. We have continued to work with ex Service personnel experiencing difficulties in adjusting to civilian life and on working with their family members who are struggling as a consequence of the Veteran's issues. This support has been broadened to include Serving personnel (from 2019) and their families (from 2018), in particular families experiencing difficulties coping with service life and the added pressure this can cause.

The strategies employed to assist the charity to meet these objectives include:

- Running training and education programmes to teach participants tools which enable them to improve performance and motivation and to help overcome emotional problems
- Developing and delivering a 12 month support network for individuals who have been through the programme
- Working in partnership with other agencies to provide a pathway that best matches the needs of its client population.

It is the strategic intention of the charity to work in collaboration and partnership with other organisations in this field, to deliver a service at the point where it is best placed to maximise the benefit to the participant.

ACHIEVEMENTS AND PERFORMANCE

The main areas of charitable activity are the provision of the core Warrior programme and the delivery of the support programme.

In the period we have:

- Continued to deliver high quality programmes to Veterans and family members, and the families of Serving families, tri service as evidenced by over 95% of user satisfaction feedback forms
- Developed and expanded the referral network for Serving families' programme
- Implemented the programme for Serving personnel
- Introduced online resource to reinforce the 12 month post course support
- Increased the level and quality of audit evidence supporting the efficacy of the programme, including the metrics for the evaluation of the Serving personnel

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

programmes

- Driven efficiency through building capacity and controlling costs to decrease the cost of supporting an individual through the 12 month programme and maximise the number of beneficiaries we can support
- Implemented a 'seeing is believing' programme for key stakeholders including funders, policy makers, referrers and partner organisations to visit our courses and meet and hear directly from participants
- Researched the need for, and scoped the development of, a commercially available programme tailored for specific sectors such as corporate, professional services, education and sport in order to build the financial resilience and sustainability of the charity.

Covid 19 impacted the last 6 weeks of the financial year with our February course at Services Cotswold Centre being cancelled due to the facilities being needed for Covid related activities, and our decision in early March to cancel the March and subsequent courses. We were quick to respond to the new restrictions and challenges ensuring a seamless transition for our beneficiaries to virtual services. We commenced these new services in March and by May had transitioned all elements of our programme on to a virtual platform and introduced new additional support to meet the significantly increased demand and changing needs.

Our Covid 19 response is explained in more detail in the dedicated section below.

Response to Covid 19

Warrior's proven strength is enabling participants to feel more in control of their situation, be resourceful and resilient and be able to help each other and others in their local communities.

The fundamental needs of our beneficiaries have not changed, however, **a significant number are extremely susceptible to, or adversely affected by, the impact of Covid19. Their pre-existing issues and concerns are greatly exacerbated by isolation, financial insecurity, access to physical and mental health care and uncertainty over the future.**

The following outcomes gained from attending Warrior are precisely what individuals need now:

- emotional resilience to cope with anxiety and distress
- engagement to make more effective use of the services they need; and
- empowerment to take ownership of their challenges and be better placed to help others

We recognised the need for Warrior following the outbreak of Covid-19 was greater than ever and moved quickly to adapt by developing online support services for all beneficiaries. Pre Covid 19 the core of the Programme has been the 3-day residential

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

foundation course and regular physical refresher days as part of a structured 12-month support plan. We had already created online self-study material to augment the post course support to make it more accessible to those who found time or travel difficult.

In early March we cancelled all physical training activities and consulted with 850 existing Warriors by email in order to develop the most appropriate and effective virtual support.

Our service development focused on three areas:

1. Existing beneficiaries who have attended the foundation course and are in their 12 month support phase

From 23 March we have run weekly "Warrior Online Workshops" using Facebook Live and Zoom to support those who have attended previous 3 day foundation courses. We extended this to all participants since 01/01/16 due to raised levels of anxiety and concern caused by Covid-19 and lockdown. 30-40 individuals are attending each week as of August over 180 individuals have accessed 629 sessions.

2. Pre course support for those who had been booked on the now cancelled courses and the increasing number of new referrals

From April we have delivered a new service, weekly "Nurture" workshops live on Zoom to support new referrals and those pre-booked on cancelled courses. Conducting live sessions over Zoom encourages interaction and engagement that is so important currently and provides Warriors with a forum to exchange thoughts, ideas, motivation, inspiration and useful information with each other. 20-30 individuals attend each week and as of August over 100 individuals had accessed 420 sessions.

3. Development of virtual 3 day foundation course replacement

During April we developed the virtual foundation course, to replace the physical core foundation course, using a range of virtual training and conferencing platforms. This has also included developing new pre-course material that can be accessed online, incorporating our comprehensive evaluation metrics and creating an additional risk assessment and monitoring framework.

We piloted and externally evaluated the new virtual course in May, and incorporated improvements and changes into the monthly courses run from June 2020. As of 30 September 84 individuals have attended the new virtual courses with over 400 individuals waiting to attend.

All of our new virtual services and support have been externally evaluated to ensure the programme impact and participant experience is maintained. Our regular evaluation methodology has also been retained with evaluations completed online as part of the attendance process.

The feedback and response has been overwhelmingly positive. Access to a library of online tutorials and regular professionally led interactive sessions is reducing anxiety and

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

feelings of isolation, enabling participants to share experiences with each other and providing a forum to exchange ideas and useful information.

Our swift and positive approach is delivering vital support to the Armed Forces community at a time of maximum need. We are working on the basis we will not be running physical courses until at least March 2021, however once physical training sessions are possible we propose to retain the virtual services we have developed ensuring beneficiaries have a range of options to engage with our support depending on their particular needs.

The development and delivery of this completely new suite of virtual services has been made possible through funding received from the Armed Forces Covenant Fund Trust, The National Lottery Community Fund, the Royal Navy and Royal Marines Charity and Greenwich Hospital and St. James's Place Foundation. We would like to thank these organisations for supporting our work and enabling us to realise our goal of providing a timely and seamless transition of our services to online for all our beneficiaries.

Programme delivery

During 2019/20 we have consolidated the scaling up of our operations and driven greater efficiencies through the organisation. We have supported a record 326 participants to full programme completion versus only 291 in 2018/19. This represents a significant year on year increase and is in spite of the final two courses of the period having to be cancelled due to Covid 19.

This increase has been facilitated by our ability to run courses out of the Services Cotswold Centre in Wiltshire, where the facilities enable us to run larger courses thereby making more effective use of our resources and increasing participant capacity. We would like to express our thanks to Commanding Officer Army Welfare Service and the team at SCC for their continued support and look forward to resuming socially safe physical courses at the site when Covid 19 restrictions allow.

7 out of the 11 courses were run at SCC and were residential, mixed cohort courses, including Veterans, Veterans' families, Serving personnel and Serving family members. We also ran our fourth programme (residential) from Gamecock Barracks in Nuneaton, which was once again a very successful course. Our dedicated Serving families courses were run in a number of Service locations in RAF Linton-on-Ouse, RAF Leeming and Catterick with the option of being residential or attending on a daily basis. This was to ensure we could support individuals with different caring responsibilities to attend. We are very grateful to the Station Commanders of RAF Leeming and Linton-on-Ouse, Commanding Officer 30 Signals Regiment and the Catterick Garrison Commander.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

We continued to develop our 12 month post course support programme, creating an online resource covering each element of the core foundation course to run alongside the existing physical refresher days. This is accessed through a portal on our new website (launched in 2018/19) and allows participants to access trainer delivered recorded sessions which revisit the course content, enabling them to embed the learnings more effectively at their own speed and at a time that is convenient for them.

Feedback to our external evaluator, JH Consulting, from those who have attended Warrior, consistently identifies the dedication, professionalism and real empathy shown by our outreach team, all of whom have lived experience of serving, being a service spouse/partner, or both.

Whilst participants are referred to Warrior from across England and Wales, and are supported by our outreach Regional Co-ordinators, our strategic aim remains to deliver our physical courses on a regional basis, alongside our partner organisations, and where possible from existing charity hubs and Service accommodation where appropriate. In addition, the successful development and delivery of online virtual services in response to Covid 19 has demonstrated the value such services can add and how they can be more accessible for many individuals.

It is our expectation that when circumstances allow us to return to delivering physical courses and services we will be delivering a blended offering, with beneficiaries able to choose whether to attend virtual or physical courses and the more extensive virtual pre and post course support remaining a permanent element of our service.

Evidence

The Trustees are committed to developing evidence based methods, rigorous evaluation and working effectively with other organisations, both statutory and charitable, to improve efficiencies and maximise the use of existing resources.

Following on from the RCT Report in 2015 we have developed our monitoring and evaluation framework. Our outcome evidence is based on the following:

- recognised clinical research measures used to monitor quantitative change throughout the Programme. The data is analysed by Kings Centre for Military Health Research, King's College London
- Independent external evaluation conducting individual and group interviews to report on qualitative differences made to people's lives. This year the external validation has continued to be broadened to include interviews with the families, friends and colleagues of those who have participated on the programme.
- Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

The process of evaluation is embedded in the Programme through a whole team approach. The foundation course delivery team collect quantitative evaluation data during the course and during the Refresher Days. The Coordinators get to know each participant before and during the foundation course and this enables them to form a strong relationship with each participant, guiding and encouraging them during the 12 month support phase and linking them to the services they need.

Veterans and their family members

The 12 month data consistently indicates improvements in self-esteem, functional impairment, well-being, mood and anxiety, together, crucially, with improvements in relationships with family and friends.

There is also consistently a significant improvement in activity levels. The majority of veterans participating in Warrior are not working at the point that they start the programme and are not looking for work.

Our evidence demonstrates that after 6 months:

Over 90% of those not in work at the start are now in work, training or volunteering

and

Over 90% of those with chronic health issues report making some or good progress

This is a cohort that statutory and charitable agencies find particularly difficult to reach and represents a sustained improvement.

The families, friends and colleagues of veteran participants report noticing a positive difference, indicating the programme is having wider impacts for additional people who experience the challenges and stresses of living alongside veterans with a range of emotional and behavioural issues. The increased 'calmness and motivation', as well as 'communicating and talking more', is enhancing family life as well as enabling Warriors to establish or re-establish positive work relationships. This wider impact is reinforced by key family members attending Warrior in their own right, thereby developing the resilience, motivation and focus to manage their lives positively and support their veteran effectively.

The Warrior programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation. Many identify "getting rid of baggage", helping them to "clear the fog and increase your energy" so that "you can focus on what really matters, what's important". In addition to the increase in emotional wellbeing and resilience, the programme also helps individuals to identify and achieve tangible goals for example, for volunteering, employment, fitness which "reinforces your motivation and how you feel about yourself, and if you feel better about yourself it changes how you are in your relationships."

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

The percentage of participants rating their relationships with family as very good increases from 35% at the start to 67%

and

The percentage of participants rating their relationships with friends as very good increases from 33% at the start to 76%

The diversity of veterans' family members participating in the programme underlines Warrior's key advantage of being able to bring tangible benefits to anyone who *"is willing to be open to the process and commit themselves to trying."* The family members taking part in Warrior are increasingly varied in terms of their relationships with the services. The cohort does not just include spouses or partners of veterans experiencing emotional and other difficulties, but also other family members affected by the veterans' issues, including adult children, parents and siblings of veterans. In addition, the family member may also have formerly been on active service themselves or employed by the MOD in a non-active role.

The ability of the Warrior programme to provide the tools and techniques for individuals to find positive ways of moving forward with their relationships clearly benefits the whole family including the veteran, and, importantly the children.

Partner organisations continue to be very positive about Warrior and recognise its ability to help those who are experiencing really challenging emotional, behavioural and health issues that are affecting many areas of their lives. Individuals who attend Warrior are reported to make substantial positive changes to their lives and increase the effectiveness of their engagement with specialist and mainstream services funded by Government and other charities.

Serving Families

Our Families in Stress - Army project was funded by the Armed Forces Covenant Fund Trust and was designed to deliver rapid support to military families in stress, providing a safe and supportive environment for partners/spouses from which they could start to stabilise their situation and develop:

- the resilience and confidence to deal with personal challenges, and
- the ability to engage effectively with, and benefit from, existing welfare and other support services.

As well as spouses/partners benefitting from the programme, it was anticipated that children in these army families would also experience the positive impacts resulting from the increased resilience and stability of their parents.

The project had engaged 91 spouses/partners of serving army personnel as at June 2019 and we continue to support Army families alongside those of the Royal Navy and RAF in our follow up Families in Stress project.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

External qualitative evaluation shows that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety, frustration, as well as being more effective at work and pursuing work-related ambitions. Participants also report feeling *"less isolated and desperate – you realise that other people are going through the same things, that you're not mad and that you can feel better."* It is clear that participants' resilience and ability to manage the stresses of service life are improved by the programme, including *"feeling like you have control over your own destiny even though you know you'll still be following him around."*

The clinical outcome evidence indicates improvements self efficacy, anxiety, self esteem, functional impairment, well-being and relationship satisfaction.

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases from 39% at the start to 82%

and

The percentage of participants rating their relationships with friends as very good increases from 33% at the start to 79%

and

88% are making some or good progress on their goals

Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/life balance much better than they did before. Over 120 children have benefited from the positive changes experienced by spouses/partners participating in the Warrior Programme and in addition to the beneficial effects of reduced family tensions and improved relationships, feedback indicates that the new skills and *"ways of thinking and reacting"* acquired on the programme are enabling more confident and effective parenting that is resulting in improvements in children's attitudes and behaviour. Being able to focus on relationships of mutual respect and appropriate boundary setting were particularly highlighted.

Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

Serving Personnel

Over 200 individuals have now attended Warrior and it is clear that the programme is resulting in a range of positive impacts for Serving personnel, bringing benefits to their personal, home and professional lives. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

- Loss of focus or direction and motivation
- Stress, anxiety and loss of self-confidence
- Real/perceived pressure not to “*admit to having a problem or mental health needs*”
- Complex family challenges including spouses/partners also serving in the military or transitioning out, children and blended families. This particularly affects female Serving personnel
- Anxiety about transitioning out of the services

Many participants report how improvements in their ability to handle their emotions and issues in their personal lives is having positive impacts at work, indicating that the programme is helping to improve work performance levels. In addition, for those approaching transition out of the services, the programme is enabling them to make positive decisions about future work options whilst maximising their contribution to the services during their remaining period of service. Importantly, those participants with children are clear that the tools provided by Warrior are helping them to have more positive relationships with their children, demonstrating that the programme is having the wider impact for families as anticipated.

Key impacts reported by participants include:

- **Reducing anxiety, stress and anger**
- **Increasing self-confidence and motivation**
- **Improving careers and work**
- **Improving communication and relationships**
- **Providing a ‘safe space’ to tackle difficult issues**

In 2019 we undertook a short piece of detailed in-house analysis to help the MOD quantify the impact of the TWP course on MOD employees attending and the outcomes achieved. The key statistics of the first 93 participants attending were:

At time of attending the programme:

- **17 [18%] were sick at home or having time off (non WIS)**
- **44 [48%] were actively considering leaving**

Outcome:

- **16 of the 17 [94%] are back at work having been off**
- **All 44 [100%] are planning to stay in service longer**

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing.

We will continue to develop our evaluation and evidence matrix to enable us to support each group as effectively as possible and to ensure they gain the maximum benefit from attending the programme.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

FINANCIAL REVIEW

In the period to 31 March 2020, our statutory accounts show a surplus of £151,333 made up of marginal surpluses in general unrestricted funds and designated funds of £11,360 and of £5,472 respectively, and a significant increase in restricted funds of £134,501. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result, as in this case, in a mis-match between funds received and funds expended in the period. The £134,501 restricted fund surplus relates to grants received in this financial period for activities to be delivered in the following accounting period.

This restricted income principally relates to the second year funding from our libor grant, administered by the Armed Forces Covenant Fund Trust, to support our work with Serving personnel and our Commercial Development grant from The National Lottery Community Fund.

The designated funds principally relate to grants made by the RAF Benevolent Fund, RNRMC and the Veterans Foundation. The balance at 31 March 2020 represents the funds received in the financial year ended 31 March 2020 but expended in the following financial period. The grants were made to support our programmes and work with veterans and their families. We are extremely grateful to these organisations for their continued support and value our close working relationships with them. Their support is a key element in ensuring we continue to deliver an outstanding service to our veteran and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2019/20, we have continued to deliver on a key objective, to maintain and add to our reserves whilst raising sufficient funds to support the development and delivery of our programme and core team.

A number of organisations have supported the charity through pro bono work. In particular SNR Denton LLP and Hogan Lovells LLP have provided legal advice. We would like to thank all the organisations and individuals who have supported Warrior during the period.

The cost of charitable activities has decreased by £88,078 or 13% to £572,222 reflecting the cancellation of the last 2 courses in the period due to Covid 19. However, despite these cancellations, we supported a record number of beneficiaries on the programme, 326 versus 291 in 2018/19, and the cost of supporting a Warrior through the programme has been reduced by 22% compared with the previous year. This demonstrates the economies achievable through increasing scale and reflects our ability to run larger courses more cost effectively at the SCC site, ensuring courses and aftercare support are run at capacity.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

Reserves Policy

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure. Budgeted expenditure for 2020/21 is £582,266 and therefore the target is £145,566 to £291,133 in general funds. The reserves are needed to meet the working capital requirements of the charity and the Board of Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of reserves available to the charity is £330,528 thereby meeting the requirement. The strategy is to continue to build reserves through planned operating surpluses, and in the short term the Board of Trustees has considered the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

PLANS FOR FUTURE PERIODS

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years subject to satisfactory funding arrangements.

Our response to the Covid 19 crisis has resulted in the transition of our core foundation course to online and the development and delivery of a new suite of virtual support services, which are proving to be very effective both in terms of beneficiary feedback and positive outcomes. These developments will have a profound impact on the future direction of the charity both in terms of how we deliver services to our beneficiaries and the opportunity to create a commercial offering for the corporate world.

As we move forward from the restrictions required in response to Covid 19 we will once again offer physical courses and training sessions. However, we now have a wider range of service offerings available, ensuring that beneficiaries can access our services in the most effective way depending on their personal circumstances. We therefore anticipate that we will continue to offer the option to attend the virtual core foundation course and that we will retain pre and post course online virtual sessions, alongside the traditional physical in room sessions. These developments will ensure that a wider cohort of beneficiaries can access our services with a richer experience over the whole 12 months.

The Board have been committed to the aim of developing a commercial Warrior offering in order to generate sustainable income to support our core charitable activities.

In 2019 we made a successful application for a development grant to the National Lottery Community Fund (NLCF) to commission a feasibility study to analyse the market potential and develop a business plan to implement the concept if feasible. The interim report concludes that there is strong evidence from the research and market analysis conducted to date that our ambition to generate sustainable income is achievable: there is a clear need within the business community; our offering is relevant; and there is a keen appetite within the market for the service. The services we have developed in response to Covid 19, and the mechanisms for delivery, will form the basis on which we can develop bespoke solutions to meet the needs of the corporate market.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

2020 will see the conclusion of a detailed business plan and targeted piloting with specific organisations.

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

Responsibilities of the Management Committee

Company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the management committee should follow best practice and:

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

The Board of Trustees is responsible for maintaining 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 1985. The Board of Trustees is 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.

Members of the Board of Trustees

Members of the Management Committee, who are directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 2.

Registered Office:
Quadrant House
Floor 6
4 Thomas More Square
London
E1W 1YW

Signed by order of the Trustees

Chris Smith

Chris Smith

Dated: 3 December 2020

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme on pages 19 to 28 for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees, who are also the directors for the purposes of Company Law, use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies, or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees Report (which incorporates the strategic report and the director's report required by company law).

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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 15 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable,

**INDEPENDENT AUDITORS' REPORT
TO THE TRUSTEES OF THE WARRIOR PROGRAMME**

matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Subarna Banerjee (Senior Statutory Auditor)

For and on behalf of UHY Hacker Young
Chartered Accountants and Statutory Auditors
4 Thomas More Square
London E1W 1YW

Date: 8 December 2020

THE WARRIOR PROGRAMME

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
INCOME FROM:					
Donations	3	105,091	645,644	750,735	782,245
Investments	4	8,027	-	8,027	2,975
TOTAL INCOME		113,118	645,644	758,762	785,220
EXPENDITURE ON:					
Raising funds	5	(8,034)	(27,173)	(35,207)	(27,133)
Charitable activities	6/7	(88,252)	(483,970)	(572,222)	(660,300)
TOTAL EXPENDITURE		(96,286)	(511,143)	(607,429)	(687,433)
NET INCOME/(EXPENDITURE)		16,832	134,501	151,333	97,787
NET MOVEMENT IN FUNDS		16,832	134,501	151,333	97,787
RECONCILIATION OF FUNDS					
Total funds brought forward		394,113	320,727	714,840	617,053
TOTAL FUNDS CARRIED FORWARD		410,945	455,228	866,173	714,840
REPRESENTING:					
Restricted Funds	13	-	455,228	455,228	320,727
Designated Funds	14	80,417	-	80,417	74,945
General Funds	14	330,528	-	330,528	319,168
TOTAL FUNDS CARRIED FORWARD		410,945	455,228	866,173	714,840

The Statement of Financial Activities includes all gains and losses in the year.

All of the above amounts relate to continuing activities.

THE WARRIOR PROGRAMME

BALANCE SHEET

31 MARCH 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	10	1,703	2,890
CURRENT ASSETS			
Debtors	11	19,780	861
Cash at bank		869,733	753,654
		<u>889,513</u>	<u>754,515</u>
CREDITORS: Amounts falling due within one year	12	<u>(25,043)</u>	<u>(42,565)</u>
NET CURRENT ASSETS		864,470	711,950
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>866,173</u>	<u>714,840</u>
TOTAL NET ASSETS		<u>866,173</u>	<u>714,840</u>
FUNDS			
Restricted income funds	13	455,228	320,727
Designated income funds	14	80,417	74,945
General income funds	14	330,528	319,168
TOTAL FUNDS		<u>866,173</u>	<u>714,840</u>

These financial statements were approved and authorised for issue by the members of the committee on the 1 December 2020 and are signed on their behalf by:



JACKIE NEWSTEAD
Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

STATEMENT OF CASH FLOW

YEAR ENDED 31 MARCH 2020

	Note	2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by operating activities	16	108,646	102,487
CASH FLOWS FROM FINANCING ACTIVITIES			
Purchase of equipment	10	(594)	(1,002)
Bank interest received	4	8,027	2,975
Net cash flow from financing activities		7,433	1,973
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		116,079	104,460
Cash and cash equivalents brought forward		753,654	649,194
CASH AND CASH EQUIVALENTS CARRIED FORWARD		869,733	753,654

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

1. STATUTORY INFORMATION

Legal status – The organisation is registered as a charity, number 1120893 and is a private company limited by guarantee, incorporated in England.

Registered office – Quadrant House, Floor 6, 4 Thomas More Square, London E1W 1YW
Company registration number - 06263721.

2. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015 and the Companies Act 2006.

The financial statements have been prepared in sterling, which is the functional currency of the charity.

Fixed assets

All fixed assets are initially recorded at cost.

Depreciation is provided at the following annual rate in order to write off each asset over its estimated useful life.

Course and Office Equipment - 1/3 on Cost

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price.

Income

Charitable income is recognised in the period it falls due. Grants are allocated on receipt directly into the correct fund. Grants for the year are recognised based on the charity's entitlement to the grant.

Allocation of Expenditure

Expenditure has been allocated between the main headings in the Statement of Financial Activities on the basis of the type of activity to which they relate. Support costs are apportioned to activities in relation to the value of those costs.

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

Designated reserves

The trustees have established these where funds have been earmarked for a specific purpose.

3. DONATIONS

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Donations						
Partners & Trust Funds	90,000	645,644	735,644	65,750	699,259	765,009
Individuals	3,333	-	3,333	2,936	-	2,936
Gifts						
Gifts in Kind	11,758	-	11,758	14,300	-	14,300
	<u>105,091</u>	<u>645,644</u>	<u>750,735</u>	<u>82,986</u>	<u>699,259</u>	<u>782,245</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Total Funds 2019 £
Bank interest	8,027	8,027	2,975	2,975
	<u>8,027</u>	<u>8,027</u>	<u>2,975</u>	<u>2,975</u>

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Fees	7,666	24,840	32,506	2,431	21,235	23,666
Support costs	368	2,333	2,701	356	3,111	3,467
	<u>8,034</u>	<u>27,173</u>	<u>35,207</u>	<u>2,787</u>	<u>24,346</u>	<u>27,133</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Warrior programmes	80,047	440,855	520,902	77,754	516,665	594,419
Support costs	8,205	43,115	51,320	8,618	57,263	65,881
	<u>88,252</u>	<u>483,970</u>	<u>572,222</u>	<u>86,372</u>	<u>573,928</u>	<u>660,300</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2020 £	Support costs 2020 £	Total costs 2020 £	Direct costs 2019 £	Support costs 2019 £	Total costs 2019 £
Warrior programmes	520,902	51,320	572,222	594,419	65,881	660,300
	<u>520,902</u>	<u>51,320</u>	<u>572,222</u>	<u>594,419</u>	<u>65,881</u>	<u>660,300</u>

8. SUPPORT COSTS

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Total support costs	<u>8,573</u>	<u>45,448</u>	<u>54,021</u>	<u>8,974</u>	<u>60,374</u>	<u>69,348</u>
Governance costs within support costs						
Auditor's fee	1,000	5,300	6,300	823	5,537	6,360
Accountancy fees	69	366	435	54	366	420
Legal and professional fees	1,774	9,406	11,180	3,700	24,890	28,590
Bank charges	5	25	30	5	34	39
	<u>2,848</u>	<u>15,097</u>	<u>17,945</u>	<u>4,582</u>	<u>30,827</u>	<u>35,409</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2020	2019
	£	£
Wages and salaries	164,889	163,704
Social security costs	12,515	11,872
Pension contributions	2,355	2,133
Redundancy payments	15,313	-
	<u>195,072</u>	<u>177,709</u>

Particulars of employees:	2020	2019
	No.	No.

The average headcount of employees during the year was:	6.04	6.67
---	-------------	------

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

Number of operational staff	<u>5.54</u>	<u>5.87</u>
-----------------------------	--------------------	--------------------

No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

	2020
	Office
	Equipment
Cost	£
At 1 April 2019	7,754
Additions	594
	<u>8,348</u>
At 31 March 2020	
Depreciation	
At 1 April 2019	4,864
Charge for the year	1,781
	<u>6,645</u>
At 31 March 2020	
Net Book Value	
At 31 March 2020	<u>1,703</u>
	<u>2,890</u>
At 31 March 2019	

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

11. DEBTORS

	2020	2019
	£	£
Trade debtors	19,020	-
Accrued income	-	29
Prepayments	760	832
	<u>19,780</u>	<u>861</u>

12. CREDITORS: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	18,578	33,685
Accrued expenditure	6,465	8,880
	<u>25,043</u>	<u>42,565</u>

13. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2019 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2020 £
Southwark Council					
Community Covenant	6,269	-	(6,269)	-	-
Monument Trust	33,574	-	(22,000)	-	11,574
Tudor Trust	4,766	-	(3,000)	-	1,766
Camden & Islington					
NHS Trust	10,908	-	(10,908)	-	-
Ministry of Defence – Armed Forces					
Covenant Fund	265,210	595,644	(459,632)	-	401,222
The National Lottery Community Fund – commercial development project	-	50,000	(9,334)	-	40,666
	<u>320,727</u>	<u>645,644</u>	<u>(511,143)</u>	<u>-</u>	<u>455,228</u>

14. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2019 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2020 £
Designated Funds	74,945	90,000	(84,528)	-	80,417
General Funds	319,168	23,118	(11,758)	-	330,528
	<u>394,113</u>	<u>113,118</u>	<u>(96,286)</u>	<u>-</u>	<u>410,945</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets
	£	£	2020 £
Restricted Income Funds:			
Monument Trust	-	11,574	11,574
Tudor Trust	-	1,766	1,766
Ministry of Defence – Armed Forces Covenant Fund	-	401,222	401,222
The National Lottery Community Fund – commercial development project	-	40,666	40,666
	<u>-</u>	<u>455,228</u>	<u>455,228</u>
Unrestricted Income Funds:			
Designated Funds	-	80,417	80,417
General Funds	1,703	328,825	330,528
	<u>1,703</u>	<u>409,242</u>	<u>410,945</u>
Total Funds	<u>1,703</u>	<u>864,470</u>	<u>866,173</u>

16. RECONCILIATION OF NET INCOME TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net income for the reporting period	151,333	97,787
Adjusted for:		
(Increase)/Decrease in debtors	(18,919)	8,109
Increase/(Decrease) in creditors	(17,522)	(2,054)
Depreciation of tangible fixed assets	1,781	1,620
Interest received	(8,027)	(2,975)
	<u>108,646</u>	<u>102,487</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2020

17. OPERATING LEASE COMMITMENTS

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020	2019
	£	£
Within one year	<u>735</u>	<u>735</u>

18. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £42,000 and travel expenses totalling £1,338 (2019 – fees £42,000, expenses £1,823) in connection with carrying out operational duties. This is completely separate from her duty as trustee for which she received no remuneration. The fees paid to the trustee were sanctioned by the Board of Trustees, in accordance with the provisions in the memorandum and articles.

No other members of the Board of Trustees received any remuneration during the year but were reimbursed travel expenses amounting to £879 (2019 – £532).

The only other trustee or person related to the charity who had any personal interest in any contract or transaction entered into by the charity during the year was the Chair of Trustees, who is a partner in Hogan Lovells LLP who provided pro bono legal advice during the year valued at £2,500 (2019 - Nil).

19. ACKNOWLEDGEMENTS

The charity's funds were received from a number of different sources during the period, of which acknowledgement is required of the following by their funding agreements:

Ministry of Defence – Armed Forces Covenant Fund	£595,644
The National Lottery Community Fund – commercial development project	£50,000
The Royal British Legion	£50,000
Royal Air Force Benevolent Fund	£15,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
Veterans' Foundation	£10,000