

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2022

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 - Chair D Rutter – Vice Chair C Smith Professor A Bacon (appointed 1 October 2022)
Chief Executive Officer	C Cole (appointed 7 June 2021)
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 2022

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 2022.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of members of the Board and professional advisers on page 1 of the financial statements.

THE TRUSTEES

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

J Newstead – Chair

D Rutter – Vice Chair

C Smith

C Cole (resigned 7 June 2021) – (continued to serve as CEO of the charity)

Professor Nicola Fear (resigned 30 November 2021)

J Mallalieu (resigned 31 December 2021)

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.

As reported last year, Founder Member, Charlotte Cole, resigned on 7 June 2021 and was appointed the charity's first Chief Executive. It was recognised by the Board that the charity was entering a period of change and development, including the development of a commercial offering to provide sustainable funding, and that it was necessary to have the focus, drive and strategic direction that a Chief Executive would deliver. Charlotte Cole was asked by the Board to take on this role due to her extensive experience at the charity, having provided essential services under the scheme of delegation since the charity was founded. We

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TRUSTEES ANNUAL REPORT *(continued)*

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would like to thank Charlotte for all her hard work over the 14 years of her tenure as a Founder Trustee, and we look forward to working together to take the organisation forward, building more innovation into our service delivery and greater resilience through sustainable funding.

During the year, John Mallalieu and Professor Nicola Fear resigned as trustees. John Mallalieu resigned to take up a new Chief Executive position in the North of England and Professor Nicola Fear resigned after 7 years as a trustee due to work commitments reducing the time she could devote to the charity's work. Both John and Nicola remain committed supporters of the programme and we would like to thank them both for their significant contributions to the development of the charity to date.

Post year end we are delighted that Professor Andy Bacon has joined the Board and was appointed on 1 October 2022. Andy has been a senior health leader for over 20 years in England and overseas and was most recently NHS England and NHS Improvement, Head of Policy and Strategy for Armed Forces. Andy brings military knowledge as an Army veteran and has also worked in the charitable/not for profit sectors.

We are actively talking to a number of individuals from academia, business and the military with a view to joining the Board.

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.

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. The trustees review the frequency of these meeting and increase the frequency where necessary. 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 performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. We have an elected Vice Chair and a formal one to one review process for individual trustees.

Warrior is an active member of Cobseo, The Confederation of British Service Charities. Within Cobseo we are members of the Employment, Female Veterans and Criminal Justice 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, setting out a minimum set of expectations Member organisations should aspire to achieve. In 2021 we were invited

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to join the Working Group that reviews and updates this tool. 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 six trustees reducing to four, 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 Chief Executive and Director of Operations. A scheme of delegation was in place to enable the Founder Member to provide services essential to the successful running of the charity and The Founder Member, Charlotte Cole, continued to act under the scheme of delegation until her resignation and appointment as Chief Executive, providing leadership in the areas of strategy, finance, fundraising and research.

The Board of Trustees, through the Chair, act as a remuneration committee in determining the remuneration of the Chief Executive Officer (CEO) and employees. The CEO submits recommendations to the Board who review the information and make the decision on the awards. The Board review the CEO's pay and remuneration separately, on an annual basis, and make an award based on performance.

The Founder Member (now Chief Executive) and Director of Operations 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.

OBJECTIVES AND ACTIVITIES

During the year to 31 March 2022 over 1,110 individuals have attended our course and support workshops, compared with 900 in the previous year and just 407 attending (Courses and refresher days) pre Covid in the year to 31 March 2020, which was then 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 core training Programme with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid-19 since March 2020 the course has been delivered live online over 5 half days.

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TRUSTEES ANNUAL REPORT *(continued)*

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The main objectives and activities focus on working with the military community. We work with:

- ex Service personnel experiencing difficulties in adjusting to civilian life
- their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or have received medical intervention but still require additional support and motivation on return to the work place. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability
- Serving families, 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charities aims and objectives and when formulating strategy.

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.

Programme delivery

Our response to the Covid-19 emergency continued to dominate our services and programme delivery throughout the financial year 2021/22.

As the threat of Covid-19 emerged in March 2020 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 2020 and by May 2020 had transitioned all elements of our programme on to a virtual platform and introduced new

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additional support to meet the significantly increased demand and changing 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, ABF The Soldiers' Charity, the Royal Navy and Royal Marines Charity and Greenwich Hospital, the Veterans' Foundation, the RAF Benevolent Fund and St. James's Place Charitable 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.

Our swift and positive approach continues to deliver vital support to the Armed Forces community at a time of maximum need. With the intermittent restrictions and vulnerability to the virus during 2021/22 we continued to deliver our new extended services online. These additional services, principally post foundation course workshops over the 12 month support period, were monitored carefully and the frequency and content adjusted to meet the specific needs at that time.

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 need for our services and support has increased significantly during the year and we have supported 4 times the number of individuals that we have historically, pre pandemic, and have supported 23% more individuals than in 2020/21.

In the 12 months to 31 March 2022 we delivered:

- | | |
|--|---------------------------|
| • 11 Foundation Courses | to 242 individuals |
| • 586 Nurture (Pre course) sessions | to 369 individuals |
| • 755 Post Course sessions | to 377 individuals |
| • 7 Refresher Days | to 133 individuals |

This compares with an average of 235 individuals per year over the five years prior to Covid.

Uptake for all the elements of our support has grown significantly over the year, and there are 219 individuals allocated to future courses as at the year end, with a further over 500 expressing an interest in attending. Attendance of the Nurture and Post Course sessions, both completely new services introduced at the beginning of 2020/21 in response to Covid-19, have maintained a strong, level attendance in comparison to 2020/21 when there were peaks and troughs largely mirroring the severity of the lockdowns.

Average attendance at the Nurture workshops was 24 across the year compared with 17 in the first six months of the year 2020/21, doubling to 34 in the second half of that year and peaking at 42 in Q4.

Similarly, average attendance at the WOW workshops was 38 across the year compared with 28 in the first half of the year 2020/21, doubling to 54 in the second half of that year and peaking at 56 in Q4.

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This extensive 12 month programme now represents the provision of a minimum of 100 hours of dedicated support per individual.

In addition to these core services, we have developed and delivered support under the Armed Forces Covenant Fund Trust's Positive Pathway initiatives. During this financial period, we have delivered and concluded two programmes; Pathways to Independence and Warrior Art Attack, and set up a third programme, The Cooking Club.

Our first Positive Pathway programme, Pathways to Independence, had been designed to encourage and support veterans to embrace engaging online and to initiate peer group support and physical activities through digital contact. We were in the process of developing the programme as Covid-19 struck and therefore it was very opportune timing to gear up supporting veterans to embrace and get to grips with online communication. However, the ability of the groups to generate local physical activities was immediately curtailed by the pandemic. We therefore consulted with our veterans about how they would like to use this programme and develop it to be the most appropriate support during these very difficult times.

This resulted in setting up a Veterans' Chat Forum using monthly Zoom sessions for veterans who wished to gather in a safe, online social setting with their peer group and discuss things that matter to them, separate to the concerns they raise as part of their core Warrior programme participation.

Veterans from all three services have attended and suggested the issues for discussion and relevant guest speakers have joined at the veterans' request.

The Veterans' Chat Forum has, over the 24 months of the grant, attracted over 200 veterans. They are able to dip in and out of the monthly sessions according to need and circumstances. For some, the sessions are a vital point of social contact with *"people who really get you"* and for others it's a place where they can get practical support from peers. The forum differs from other veteran self-help groups because all of those joining have experienced the Warrior programme. This gives them an additional point of commonality and means they can support each other to put into practice what they have learnt on the programme.

Particular benefits highlighted by participants include:

- **A place where you are listened to** – The Forum isn't simply a 'talking shop', it offers a very valuable release for veterans in a safe, moderated space.
- **Practical help and support** – Participants are keen to point out that the group is far more than a place to air feelings and problems – it offers very practical help that is clearly life-changing for some.
- **Awareness raising to give better access to opportunities and services** – A number of external speakers have come to the forum including a housing specialist (also a veteran) working for a local authority who gave advice about what veterans should expect from councils signed up to the AFC.
- **Increasing mental wellbeing by helping others** – the ability to be able to 'give as well as get' from the Forum is central to its success.

Core members of the Veteran's Chat Forum are very keen to keep the group going and committed to finding a way to do this independently, as volunteers. This highlights the confidence gained by participants and the important role that The Warrior Programme

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(TWP) project manager has played in enabling them to feel that they can do this, not least through demonstrating how to run a group effectively, efficiently and with excellent moderation.

TWP has provided the group with the information used to establish the Forum eg: terms and conditions for joining etc. Those interested in facilitating/acting as administrators are keen to ensure that the group follows the same guidelines and is moderated well.

In January 2021 we launched our 'Warrior Art Attack' Positive Pathway programme, for veterans keen to learn about art, develop their personal skills and also to help with anxiety, relaxation and social isolation. It was a one year programme and was run by an Army veteran and Warrior graduate, with weekly sessions, one daytime, one evening.

The team have produced a short film which showcases about 20 paintings and the experiences of several participants (available to view on our website www.warriorprogramme.org.uk under 'News').

Outcomes included:

- **Building confidence through a non-judgemental and welcoming approach.**
- **Opening up new horizons and interests** - *"The art group has changed my life. The confidence you get takes you way beyond art."* One participant has had some of her work shown in an exhibition that was funded by the Armed Forces Covenant.
- **Improving wellbeing and helping veterans to deal with challenging conditions** – *"If you were having a bad time, you knew you could click in at 11 and do something that would make you feel better. Knowing that you have that there really helps you to cope the rest of the time."*
- **A safe space within an art setting** – there is clearly great value in having an art group that is specifically for veterans and that is led by a veteran who has experience of using art therapy. *"What makes it different from other art groups is that we all know why we are there."*
- **Providing purpose and supporting motivation** – for participants that really struggle with finding their way forward, particularly those with medical conditions that limit their energy levels, the motivating focus and wellbeing benefits of a weekly session are evident.

The third programme, the Cooking Club, has also been externally evaluated and found to have contributed to the ongoing development of self-confidence, self-esteem and a sense of wellbeing amongst the veterans participating. Not only does it provide a regular, fun way of developing cooking skills and good eating habits that contribute to a healthy life, but also clearly has a positive impact on the mood and mental wellbeing of participants. It is a welcome and positive extension of the work that TWP does to encourage independence and positive, active lifestyles in the veteran community.

We have also commenced delivery of services to veterans under the Armed Forces Covenant Fund Trust's Veterans' Place, Pathways and People programme (VPPP) in two regions. In the Midlands we are part of the partnership led by DMWS (Defence Medical Welfare Service) and in the East we are part of the partnership led by Bridge for Heroes. We are delighted to be working with these groups of organisations, which together are

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seeking to create better and more connected services for veterans. These contracts commenced in the last quarter of the financial period being reported on and we will focus on the outcomes and what has been learnt in subsequent Trustee Reports.

The development of the programme and the impact that it is having make it clear that TWP has taken the opportunity to go much further than simply digitalising the foundation course and providing online resources. What is now in place is a highly comprehensive offer that reinforces the 12 month programme and the benefits of engagement in it. In addition, the Warrior team – trainers, coaches, co-ordinators and support staff are universally praised for their skill, expertise, dedication and ability to welcome and put participants at their ease, and the quality of the delivery team is pivotal to the success of the programme.

We are, however, very aware that online support is not appropriate or desirable for all and our team have continued to work very hard over the year to maintain contact with these individuals and ensure that they are supported. As Covid restrictions have been removed and our beneficiaries gain more confidence about meeting up in person once again, we have planned the reintroduction of the option to attend physical in person courses. We will, however, retain the online services we have developed as feedback and experience has shown they are valued by a significant majority of our beneficiaries and enable us to support and work with individuals wherever they are located, including those overseas.

From April 2022 we have therefore re introduced physical courses and are 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 Report on our Randomised Controlled Trial 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.
- Independent external evaluation involving 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 our new online services. We ensured all pilot courses and workshops were evaluated so that beneficiary feedback could shape the service going forward.
- 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.

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In addition, we commissioned external evaluation of our new online services to inform how we developed and delivered these services, and to ensure outcomes were sustained.

The benefits of digital delivery

The external report delivered in 2021/22 found that online course delivery is very successful in being able to provide the same level of benefit and positive impact for the vast majority of participants as the face-to-face course and this is clearly confirmed by those taking part in the digitally delivered courses. In addition to the quality and depth of positive impact provided, there are also a number of other benefits arising from digital delivery including:

- **Fit with work and childcare responsibilities**
Many participants highlight the advantage of a digital course in terms of fitting with their home and work circumstances.
- **Widening access**
Digital delivery has widened access for women across all cohorts, where take up has traditionally been at a lower level. In addition, serving personnel and their families who are posted overseas are also able to engage with the programme, further widening the reach and impact of Warrior.
- **Helping participants to develop their digital skills and confidence**
For some participants with little digital experience, the pre-course sessions provide an opportunity "to get to grips with using zoom and things." This not only helps participants to get the most out of the foundation course and programme as a whole, but also by developing these skills, it means that accessing other online services feels less daunting and more achievable. There are a number of examples of participants now accessing learning, work and wellbeing services this way.
- **Providing a Covid-resilient service**
The move to highly successful digital delivery meant that the Warrior programme was able to deliver throughout lockdowns and restrictive periods. This resilience has enabled all participants to have equal access even where lockdown restrictions may vary, for example, across the UK's devolved nations and internationally.
- **Helping individuals to deal with the impact of Covid-19 and the resulting restrictions**
The impact of successive lockdowns and the anxiety and stress caused by these and the nature of the pandemic itself are becoming well documented. For those already experiencing mental health difficulties, this has in many cases exacerbated issues and symptoms. What is striking about the Warrior cohort is that the techniques provided by the programme combined with the ongoing support is clearly helping people to cope with these added pressures.

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Significant and wide-ranging beneficial outcomes for participants

Across all cohorts there are some common positive outcomes, key impacts being:

- **Reducing anxiety, fear, stress and anger.**
- **Increasing engagement in positive activities.**
- **Increasing self-esteem, self-worth and self-confidence.**
- **Improved family relationships and resilience.**
- **Improving careers/work.**

Cohort Specific Outcomes

Veterans and their family members

The 12 month data consistently indicates improvements in 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 and in year to 31 March 2022 all of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult. Their situation was then exacerbated by the pandemic, the lockdowns and wholesale shutdown of the economy.

Even given these very significant obstacles, our evidence demonstrates that after 12 months:

- **There is an 86% reduction in those not working and not looking for work.**
- **The percentage of those in work, training or volunteering has increased by 44% to 80%.**
- **79% are making some or good progress on their goals.**

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

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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.

- **Our evidence demonstrates that over 75% of family members report making progress on their goals.**

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 support for Serving families is delivered under our Removing Barriers to Family Life and Sustaining Support projects and is part of our Tackling Loneliness project (together with female veterans and veterans' families), each funded by the Armed Forces Covenant Fund Trust. Together they are 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.
- The ability to engage effectively with, and benefit from, existing welfare and other support services.
- Promote both digital and face to face learning and networking opportunities.

As well as spouses/partners benefitting from the programme, as was anticipated, participants consider that the children in their families have also experienced positive impacts resulting from the increased resilience and stability of their parents.

External qualitative evaluation continues to show 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.

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Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as poor/very poor decreases by 81% to only 4%

and

The percentage of participants rating their relationships with friends as very good increases by 82% to 62%

and

81% 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/work life balance much better than they did before. At least 200 children have also benefitted 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 parents consider is resulting in improvements in their children’s attitudes and behaviour.

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

In addition to existing grants from the Armed Forces Covenant Fund Trust we are delighted to have been awarded a three year grant by the Army Central Fund to support Serving Army personnel. We look forward to working with the ACF over the coming years and developing our relationship.

Over 400 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:

- 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.

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Female Serving personnel represent 50% of the total number of Serving personnel attending to date, with that proportion continuing to grow. This cohort has not been targeted, but rather have sought out our services in response to issues and circumstances they are having to contend with.

We are undertaking additional external analysis to better understand their situations and how specifically Warrior is able to assist them. We are also seeking dedicated funding to support this cohort going forward.

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.

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

The clinical outcome evidence indicates improvements in self efficacy, anxiety, functional impairment, well-being and relationship satisfaction and monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases 110% to 63%

And

The percentage of participants rating their relationships with friends as very good increases 119% to 59%

And

82% are making progress on their goals

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.

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FINANCIAL REVIEW

In the period to 31 March 2022, our statutory accounts show a deficit of £54,033 made up of a marginal surplus in general unrestricted funds of £9,190, a significant decrease in restricted funds of £200,949 and a significant increase in designated funds of £137,726. 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 mismatch between funds received and funds expended in the period. The £200,949 restricted fund deficit relates to grants received in the prior financial period for activities delivered in this accounting period. Similarly, the £137,726 designated 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 a number of grant awards that are cohort specific from the Armed Forces Covenant Trust, including Removing Barriers to Family Life (Serving families), Tackling Loneliness (female Serving personnel and Serving and veteran families) and two Positive Pathways awards (veterans), Sustaining Support (Afghan project - Serving families) and the initial stages of the two Veterans' PPP grants.

The designated funds principally relate to grants made by the Army Central Fund, ABF The Soldiers' Charity, the RNRMC, RAF Benevolent Fund, Veterans' Foundation and St. James's Place Charitable Foundation. The balance at 31 March 2022 represents the funds received in the financial year ended 31 March 2022 to be expended in the following financial period. The grants were made to support our programmes and work with veterans and their families, with the exception of the ACF which is to support Serving personnel.

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 2021/22, 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.

The cost of charitable activities has increased marginally by £16,540 or 3.7% to £459,824. This is despite achieving a 23% increase in the number of individuals supported. The increase in support has been achieved through larger course sizes now achieved online and an extended programme of support through our 12 month support. The increased need of our beneficiaries is showing no sign of decreasing and as we have moved out of the pandemic, post year end, we have started to re-introduce physical courses alongside our new online service provision. This increased need and the additional costs associated with face to face support will increase costs in the coming year.

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In an increasingly difficult funding environment Warrior continues to attract funding support, based on the strong evidence of the positive impact of the programme across all cohorts and we expect to maintain or increase funded delivery levels in the coming year.

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 2022/23 is £682,072 and therefore the target is £170,518 to £341,036 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 £342,712 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 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 have proved very effective both in terms of beneficiary feedback and positive outcomes. These developments are having a significant 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 market.

From May 2022, as we have moved forward from the restrictions required in response to Covid-19, we have re-introduced physical courses and training sessions. We are now offering a blended service with the option of online or physical courses together with online pre course and 12 month post course support. This ensures 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.

Post year end we were invited to be a partner in the Essex Partnership University Trust's Op Courage submission to NHS England for Integrated Veterans' Mental Health Services in the East of England. Historically we have had a close referral pathway with EPUT and if successful, this contract will result in Warrior supplying services to the partnership over a 4 year (extendable to 6 year) period. The contract would run from 1 April 2023 and despite

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

the NHS being our largest referrer of veterans to the programme, would represent the first commissioned Warrior services by the NHS.

In May 2022 we were awarded a three year grant by the National Lottery Community Fund (NLCF). The purpose of this grant is two-fold; firstly, to fund the development of a commercial Warrior offering in order to generate sustainable income to support our core charitable activities and secondly to provide funding to support core services for veterans during this period.

In 2019 we made a successful application for a development grant to 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 concluded 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 for this type of service; our offering is relevant; and there is a keen appetite within the market for the service. During 2020/21 we refined our plan to market and during 2021/22 we have been actively engaged with potential customers about piloting our new service over the next 12 months. The services we have developed in response to Covid-19, and the mechanisms for delivery, are enabling us develop bespoke solutions to meet the needs of the corporate market.

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 WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

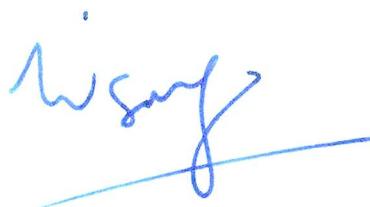
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is 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

A handwritten signature in blue ink, appearing to read 'Chris Smith', with a long horizontal stroke extending to the right.

Chris Smith

Dated 9 December 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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 by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor'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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statements disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Auditor

9 December 2022

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOME FROM:					
Donations	3	199,341	240,950	440,291	595,762
Investments	4	2,849	-	2,849	6,066
TOTAL INCOME		202,190	240,950	443,140	601,828
EXPENDITURE ON:					
Raising funds	5	(16,611)	(20,738)	(37,349)	(33,306)
Charitable activities	6/7	(38,663)	(421,161)	(459,824)	(443,284)
TOTAL EXPENDITURE		(55,274)	(441,899)	(497,173)	(476,590)
NET INCOME/(EXPENDITURE)		146,916	(200,949)	(54,033)	125,238
NET MOVEMENT IN FUNDS		146,916	(200,949)	(54,033)	125,238
RECONCILIATION OF FUNDS					
Total funds brought forward		357,202	634,209	991,411	866,173
TOTAL FUNDS CARRIED FORWARD		504,118	433,260	937,378	991,411
REPRESENTING:					
Restricted Funds	13	-	433,260	433,260	634,209
Designated Funds	14	155,643	-	155,643	17,917
General Funds	14	348,475	-	348,475	339,285
TOTAL FUNDS CARRIED FORWARD		504,118	433,260	937,378	991,411

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 2022

	Note	2022 £	2021 £
FIXED ASSETS			
Tangible assets	10	5,763	313
CURRENT ASSETS			
Debtors	11	28,588	324
Cash at bank		929,089	1,034,017
		<u>957,677</u>	<u>1,034,341</u>
CREDITORS: Amounts falling due within one year	12	<u>(26,062)</u>	<u>(43,243)</u>
NET CURRENT ASSETS		931,615	991,098
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>937,378</u>	<u>991,411</u>
TOTAL NET ASSETS		<u>937,378</u>	<u>991,411</u>
FUNDS			
Restricted income funds	13	433,260	634,209
Designated income funds	14	155,643	17,917
General income funds	14	348,475	339,285
TOTAL FUNDS		<u>937,378</u>	<u>991,411</u>

These financial statements were approved and authorised for issue by the members of the committee on the 9 December 2022 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 2022

	Note	2022	2021
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used in)/provided by operating activities	16	(101,886)	158,218
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	10	(5,891)	-
Net cash flow from investing activities		(5,891)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	4	2,849	6,066
Net cash flow from financing activities		2,849	6,066
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		(104,928)	164,284
Cash and cash equivalents brought forward		1,034,017	869,733
CASH AND CASH EQUIVALENTS CARRIED FORWARD		929,089	1,034,017

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

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) 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charities aims and objectives and when formulating strategy.

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 2022

Designated reserves

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

3. DONATIONS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Donations						
Partners & Trust Funds	193,000	240,950	433,950	100,000	485,115	585,115
Individuals	6,341	-	6,341	2,691	-	2,691
Coronavirus Job Retention Scheme grants	-	-	-	5,206	-	5,206
Gifts						
Gifts in Kind	-	-	-	2,750	-	2,750
	<u>199,341</u>	<u>240,950</u>	<u>440,291</u>	<u>110,647</u>	<u>485,115</u>	<u>595,762</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Total Funds 2021 £
Bank interest	2,849	2,849	6,066	6,066
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Fees	15,501	19,352	34,853	5,668	25,470	31,138
Support costs	1,110	1,386	2,496	395	1,773	2,168
	<u>16,611</u>	<u>20,738</u>	<u>37,349</u>	<u>6,063</u>	<u>27,243</u>	<u>33,306</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Warrior programmes	34,675	377,719	412,394	149,117	252,975	402,092
Support costs	3,988	43,442	47,430	15,276	25,916	41,192
	<u>38,663</u>	<u>421,161</u>	<u>459,824</u>	<u>164,393</u>	<u>278,891</u>	<u>443,284</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2022 £	Support costs 2022 £	Total costs 2022 £	Direct costs 2021 £	Support costs 2021 £	Total costs 2021 £
Warrior programmes	412,394	47,430	459,824	402,092	41,192	443,284
	<u>412,394</u>	<u>47,430</u>	<u>459,824</u>	<u>402,092</u>	<u>41,192</u>	<u>443,284</u>

8. SUPPORT COSTS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Total support costs	<u>5,098</u>	<u>44,828</u>	<u>49,926</u>	<u>15,671</u>	<u>27,689</u>	<u>43,360</u>
Governance costs within support costs						
Auditor's fee	850	6,110	6,960	2,255	3,985	6,240
Accountancy fees	54	386	440	201	354	555
Legal and professional fees	625	4,490	5,115	208	369	577
Bank charges	-	-	-	11	19	30
	<u>1,529</u>	<u>10,986</u>	<u>12,515</u>	<u>2,675</u>	<u>4,727</u>	<u>7,402</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2022	2021
	£	£
Wages and salaries	182,776	119,683
Social security costs	14,129	7,566
Pension contributions	3,038	1,961
	<u>199,943</u>	<u>129,210</u>

Particulars of employees:	2022	2021
	No.	No.

The average headcount of employees during the year was:	5.82	4.08
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The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

Number of operational staff	<u>5.24</u>	<u>3.82</u>
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No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

Cost	Office Equipment £
At 1 April 2021	8,348
Additions	5,891
Disposals	(5,738)
	<u>8,501</u>
At 31 March 2022	<u>8,501</u>
Depreciation	
At 1 April 2021	8,035
Charge for the year	441
Disposals	(5,738)
	<u>2,738</u>
At 31 March 2022	<u>2,738</u>
Net Book Value	
At 31 March 2022	<u>5,763</u>
	<u>313</u>
At 31 March 2021	<u>313</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

11. DEBTORS

	2022 £	2021 £
Trade debtors	28,250	-
Prepayments	338	324
	<u>28,588</u>	<u>324</u>

12. CREDITORS: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	16,753	26,913
Accrued expenditure	9,309	16,330
	<u>26,062</u>	<u>43,243</u>

13. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021 £	Income £	Expenditure £	Balance at 31 Mar 2022 £
Ministry of Defence – Armed Forces Covenant Fund	605,244	218,750	(409,987)	414,007
The Bridge for Heroes Ltd	-	12,200	-	12,200
The National Lottery Community Fund – commercial development project	28,965	-	(21,912)	7,053
Social Investment Business Ltd Enterprise Development Programme	-	10,000	(10,000)	-
	<u>634,209</u>	<u>240,950</u>	<u>(441,899)</u>	<u>433,260</u>

14. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021 £	Income £	Expenditure £	Balance at 31 Mar 2022 £
Designated Funds	17,917	193,000	(55,274)	155,643
General Funds	339,285	9,190	-	348,475
	<u>357,202</u>	<u>202,190</u>	<u>(55,274)</u>	<u>504,118</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Total net assets 2022 £
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund	-	414,007	414,007
The Bridge for Heroes Ltd	-	12,200	12,200
The National Lottery Community Fund – commercial development project	-	7,053	7,053
	<u>-</u>	<u>433,260</u>	<u>433,260</u>
Unrestricted Income Funds:			
Designated Funds	-	155,643	155,643
General Funds	5,763	342,712	348,475
	<u>5,763</u>	<u>498,355</u>	<u>504,118</u>
Total Funds	<u>5,763</u>	<u>931,615</u>	<u>937,378</u>

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

	2022 £	2021 £
Net (expenditure)/income for the reporting period	(54,033)	125,238
Adjusted for:		
(Increase)/decrease in debtors	(28,264)	19,456
(Decrease)/increase in creditors	(17,181)	18,200
Depreciation of tangible fixed assets	441	1,390
Interest received	(2,849)	(6,066)
	<u>(101,886)</u>	<u>158,218</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

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:

	2022	2021
	£	£
Within one year	735	798

18. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole, whilst serving as a trustee, received fees totalling £14,300 and travel expenses totalling £Nil (2021 – fees £42,000, expenses £Nil) 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. With effect from 7 June 2021, having relinquished her position as a trustee, she was enrolled as an employee and has been remunerated as such since then.

No other member of the Board of Trustees received any remuneration during the year and travel expenses reimbursed to them amounted to £Nil (2021 – £Nil).

No other Trustee or person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

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	£218,750
The Army Central Fund	£55,000
ABF The Soldiers' Charity	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
Veterans' Foundation	£15,000
The Bridge for Heroes Ltd	£12,200
Social Investment Business Ltd Enterprise Development Programme	£10,000
Royal Air Force Benevolent Fund	£8,000