

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2023

Charity number 1120893
Company registration number 06263721

THE WARRIOR PROGRAMME

C O N T E N T S

	Page
Reference and administrative details	1
Report of the trustees	2
Independent auditor’s report	15
Statement of financial activities (including income and expenditure account)	18
Balance sheet	19
Notes to the financial statements	21

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 Prof Andy Bacon (Appointed 1 October 2022) Prof Paul Farrand (Appointed 1 May 2023)
Chief Executive Officer	C Cole
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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

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 2023.

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
Professor Andy Bacon (Appointed 1 October 2022)

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.

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, 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 are delighted that Professor Andy Bacon has joined the Board. 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. On the 1 May 2023 Professor Paul Farrand joined the Board. Paul is Professor of Evidence based

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

Psychological Practice and Research, and Director of the Low-Intensity Cognitive Behavioural Therapy portfolio within Clinical Education, Development and Research (CEDAR), Psychology University of Exeter. Paul also holds several Expert Advisor positions, including for the NHS Talking Therapies: Anxiety and Depression programme, Psychological Practice in Physical Health Care and National Institute of Health and Care Excellence (NICE) Medical Technology Advisory Group. Paul's knowledge and experience will be extremely valuable as we progress our partnership working with the NHS and continue to develop our evaluation metrics and process.

We continue to talk 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.

We were 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 and we continue to implement this as part of our ongoing review of good governance. Our aim is to recruit diverse individuals and to address any imbalances or skill shortages that we have identified.

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.

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

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 four 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 Chief Executive and Director of Operations. They 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 2023 over 900 individuals have attended our course and support workshops, compared with 900 - 1110 during Covid 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 from March 2020 to March 2022 the course was delivered live on line over 5 half days. Post Covid, from April 2022, we have delivered a hybrid service including both physical and live on line courses and workshops.

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 who 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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

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

As the effects of Covid 19 decreased and normal operations could be reintroduced we planned to restart our physical courses in April 2022. Tragically, our Lead Co-ordinator died of a heart attack in April 2022 and we had to postpone the April course. However, from May 2022 we have delivered a blended service with a choice of online and physical courses. This ability to offer both alternatives has provided much needed bespoke support to our beneficiaries; in general Serving personnel and family members prefer online as it offers flexibility to accommodate other priorities/responsibilities, and veterans often prefer in person courses as they value the camaraderie and opportunity to share experiences.

Despite the impact of losing our Lead Co-ordinator we supported the same number of individuals through the Foundation courses in the year to 31 March 2023 (242) as in the previous year.

We have continued to develop our post course online workshop support, structuring a curriculum built around the quarterly Refresher Days and, in the light of removal of Covid 19 restrictions, reducing the frequency from fortnightly to monthly. The change to monthly has reduced the number of post course workshop sessions delivered by almost 50% to 386 from 755, however the improved content continuity and structure has led to an increase in the number of workshops individuals attend with over 50% now attending 3 or more workshops.

The number of pre course Nurture workshop sessions delivered has remained broadly the same as during Covid 19, with 531 sessions delivered in 2022/23 versus 586 in 2021/22. These workshops remain fortnightly and are now a critical part of the pathway to stabilise individuals and introduce them to the concepts and thinking behind the programme prior to attending the Foundation course. It is proving particularly important in supporting referrals from our Op Courage NHS partners, ensuring we can provide a seamless and comprehensive service.

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

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

The need for our services and support remained high during the year and we have supported over three and a half times the number of individuals that we have historically, pre pandemic, with 852 supported vs an average of 235 individuals per year over the five years prior to Covid. As at 30 September 2023 we have 61 individuals booked on courses before 31 December and over 360 further expressions of interest.

During the period our services to veterans and their families have been supported by grants from the Armed Forces Covenant Fund Trust, The Veterans' Foundation, ABF The Soldiers Charity, The National Lottery, RNRMC, The RAF Benevolent Fund and St. James' Place Foundation. Our Services to Serving personnel have been supported by grants from the Armed Forces Covenant Fund Trust and the Army Central Fund. We would like to thank all our funders for their continued support and partnership with us. We not only value their financial contribution but also their observations on, and input to, our future development of services.

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 (as published in Occupational Medicine in 2021) 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.
- Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis for 12 months and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

Outcomes - There continue to be consistent 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;**

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

- **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 2023 84% of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult.

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

- **There is an 38% reduction in those not working and not looking for work**
- **The percentage of those in work, training or volunteering has increased by 50%**
- **The number actively looking for work has increased by 57%**
- **79% are making some or good progress on their goals**

In addition, a third of those who had been retired have now taken up paid positions or are actively looking for work.

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.

- **Our evidence demonstrates that 73% 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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

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
- Engagement with 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 and frustration, as well as being more effective at work and pursuing work-related ambitions.

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases by 45% to 94%

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.

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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

Serving Personnel

We are particularly grateful to the Army Central Fund for their three year grant to support Serving Army personnel and to the Armed Forces Covenant Fund Trust who have supported female Serving personnel (Tri service) experiencing workplace bullying and harassment. Our expressions of interest from Serving personnel continue to increase, but during this year we have had to limit our support, focusing on those that met the criteria of these funding streams. We continue to work with partners to identify funding to ensure we can offer our services to cohorts across all three Services.

Over 600 Serving personnel 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
- Abuse or harassment in the workplace

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 continues to indicate 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 by 109% to 50%

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

And

The percentage of participants rating their relationships with friends as very good increases by 73% to 40%

And

79% are making progress on their goals

Over the last two years, Serving women have outnumbered Serving men on Warrior, despite representing just 11% of the Armed Forces. The issues they report: bullying and harassment, loss of confidence, unequal treatment by male colleagues and working harder to prove themselves, are limiting their careers or causing them to leave. Their needs often remain hidden, as victims do not feel safe or confident facing up to the individual/s involved or raising a complaint for fear of exacerbating the situation.

In 2022 we undertook additional external analysis, Qualitative Data Analysis, to better understand their situations and how specifically Warrior is able to assist them.

Qualitative data analysis seeks to interpret and gain insight into the lived experience of individuals and groups. The analysis was conducted by coding the text recorded during the support phone calls.

This qualitative study provided an in-depth insight into the lived experience of 151 service women who completed TWP between November 2020 and June 2022. The data set comprised of contemporaneous notes taken during follow-up support calls (1:1 phone call conversations, once a month) offered to TWP participants for the 12 months following their program. This data set contains a total of 1058 opportunities for 1:1 conversations. Analysis identified that the categories of topics discussed by women on the support calls were family, significant relationships, health, mental health, workplace issues.

The study concluded that TWP is providing social support to women service personnel that is instrumental in helping them resolve challenging situations at work, family and in personal relationships. Retention in Service is an important issue and participants described how attendance on TWP supported them in accessing the help they need from the system, advocating for themselves with the chain of command, or the authorities, and in their own personal relationships too. This in turn enabled many to remain in Service, when they otherwise would not have.

The needs are compelling as the impact on their lives, mental health and wellbeing can be severe enough for them to consider self medicating, leaving their families, accepting medical downgrade or leaving Service.

This evidence of need supported our request to the Armed Forces Covenant Fund Trust for funding to support female Serving personnel experiencing bullying and abusive treatment in the workplace. We are delighted that we were awarded a 2 year grant under the Reaching and Supporting Communities grant category which will enable us to empower 25 Serving

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

women per year to overcome discriminating and abusive workplace pressures and rebuild their careers.

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.

FINANCIAL REVIEW

In the period to 31 March 2023, our statutory accounts show a surplus of £19,699 made up of a marginal surplus in general unrestricted funds of £9,983, an increase in restricted funds of £45,345 and a decrease in designated funds of £35,629. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result in a mis-match between funds received and funds expended in the period. In this financial period the funds received and expended were broadly matched in total.

The restricted income principally relates to a number of grant awards that are cohort specific from the Armed Forces Covenant Fund Trust (AFCFT) and to new funding from The Big Lottery. The AFCFT funding includes Removing Barriers to Family Life (Serving families), Tackling Loneliness (female Serving personnel and Serving and veteran families), two Positive Pathways awards (veterans), Sustaining Support (Afghan project - Serving families), two Veterans' PPP grants and Reaching and Supporting (Serving females experiencing discriminating and abusive behavior in the workplace). The new funding from the Big Lottery relates to the first tranches of a 3 year grant to support our charitable work with veterans and to fund the development of our commercial offering to be provided through a wholly owned subsidiary which will return all profit to the charity.

The designated funds principally relate to grants made by the Army Central Fund, ABF, The Soldiers Charity, the RNRMC, RAF Benevolent Fund and the Veterans Foundation. The balance at 31 March 2023 represents the funds received in the financial year ended 31 March 2023 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, Serving and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2022/23, 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 by £39,085 or 8.5% to £498,909. This is due to the increased cost of delivering physical courses compared with only on line courses during Covid. The need of our beneficiaries showed no sign of decreasing and as we moved out of the pandemic at the beginning of this financial year, we started to re-introduce physical courses alongside our online service provision. This level of need, the additional costs associated with face to face support and some operational costs relating to our outreach team returning to

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

pre Covid levels have increased costs during the year.

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 2023/24 is £803,472 and therefore the target is £200,868 to £401,736 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 £358,458, which meets this 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.

During the year 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 this contract would result in Warrior supplying services to the partnership over a 4 year (extendable to 6 year) period. The partners were successful in their submission and the contract went live on 1 April 2023. As of 30 September 2023, 6 months into the first year, 52 individuals have been referred to Warrior with over 20 having attended or allocated to attend a course, against an annual budget of 50. Our team has been integrated into the Op Courage pathway, and our outreach team attends the weekly Multi discipline Team meetings. This enables us to deliver a coherent and seamless service and benefits veterans' recovery and progress.

We have also secured further funding from NHS England which is enabling us to develop relationships with other Op Courage partnerships, building similar strong and robust pathways. We will continue to develop those relationships across England.

We continue to develop opportunities to access similar multi year sustainable funding for Serving personnel and are grateful to the Army Central Fund and the Armed Forces Covenant Fund Trust for their continued multi year funding to support our work with specific Serving cohorts.

The charity is keen to explore opportunities to provide our Warrior support programme across all regions of the United Kingdom. Currently as a charity registered in England and Wales we can only deliver our services in these regions. In order to broaden our remit we have submitted

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

an application to the Office of the Scottish Charity Regulator to register the charity in Scotland. We are currently awaiting the outcome of this application.

It has been a long term strategic objective for the charity to develop sustainable unrestricted funding, via a commercial offering, that would support our charitable services. 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 for a commercial Warrior offering and to 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 and 2021/22 we refined our plan to market and during 2022/23 we have set up a dedicated wholly owned subsidiary of the charity to undertake our commercial work, called Think Warrior. The company is a wholly owned subsidiary of the charity and all surpluses will be used by the charity to support its core charitable objectives. During the financial year to 31 March 2023 the subsidiary was dormant (see Note 12 and 20), however in March 2023 we undertook a soft launch of Think Warrior at the Health and Wellbeing at Work conference at the NEC Birmingham and post year end, we are 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 Board of Trustees is responsible for maintaining proper accounting records which disclose

TRUSTEES ANNUAL REPORT
YEAR ENDED 31 MARCH 2023

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 1.

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

Signed by order of the trustees

DocuSigned by:
David Rutter
E8383CA244574AC...

David Rutter

Date 08/12/23

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 2023 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 2023 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 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

11 December 2023

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations	3	156,507	390,775	547,282	440,291
Investments	4	5,476	-	5,476	2,849
TOTAL INCOME		161,983	390,775	552,758	443,140
EXPENDITURE ON:					
Raising funds	5	(8,768)	(25,382)	(34,150)	(37,349)
Charitable activities	6/7	(178,861)	(320,048)	(498,909)	(459,824)
TOTAL EXPENDITURE		(187,629)	(345,430)	(533,059)	(497,173)
NET INCOME/(EXPENDITURE)		(25,646)	45,345	19,699	(54,033)
NET MOVEMENT IN FUNDS		(25,646)	45,345	19,699	(54,033)
RECONCILIATION OF FUNDS					
Total funds brought forward		504,118	433,260	937,378	991,411
TOTAL FUNDS CARRIED FORWARD		478,472	478,605	957,077	937,378
REPRESENTING:					
Restricted Funds	14	-	478,605	478,605	433,260
Designated Funds	15	120,014	-	120,014	155,643
General Funds	15	358,458	-	358,458	348,475
TOTAL FUNDS CARRIED FORWARD		478,472	478,605	957,077	937,378

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 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible assets	10	6,483	5,763
Investments	11	1	-
		<u>6,484</u>	<u>5,763</u>
CURRENT ASSETS			
Debtors	12	371	28,588
Cash at bank		983,624	929,089
		<u>983,995</u>	<u>957,677</u>
CREDITORS: Amounts falling due within one year	13	<u>(33,402)</u>	<u>(26,062)</u>
NET CURRENT ASSETS		950,593	931,615
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>957,077</u>	<u>937,378</u>
TOTAL NET ASSETS		<u>957,077</u>	<u>937,378</u>
FUNDS			
Restricted income funds	14	478,605	433,260
Designated income funds	15	120,014	155,643
General income funds	15	358,458	348,475
TOTAL FUNDS		<u>957,077</u>	<u>937,378</u>

These financial statements were approved and authorised for issue by the members of the committee on the 15 November 2023 and are signed on their behalf by:

DocuSigned by:

 AFF66B85DFF945D...

JACKIE NEWSTEAD
 Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

STATEMENT OF CASH FLOW

YEAR ENDED 31 MARCH 2023

	Note	2023	2022
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by/(used in) operating activities	17	52,330	(101,886)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	10	(3,270)	(5,891)
Incorporation of subsidiary undertaking	11	(1)	-
Net cash flow from investing activities		(3,271)	(5,891)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	4	5,476	2,849
Net cash flow from financing activities		5,476	2,849
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		54,535	(104,928)
Cash and cash equivalents brought forward		929,089	1,034,017
CASH AND CASH EQUIVALENTS CARRIED FORWARD		983,624	929,089

THE WARRIOR PROGRAMME

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2023

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 Acts 2011 and 2022 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 charity's 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 2023

Designated reserves

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

3. DONATIONS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Donations						
Partners & Trust Funds	135,000	390,775	525,775	193,000	240,950	433,950
Individuals	4,507	-	4,507	6,341	-	6,341
Gifts						
Gifts in Kind	17,000	-	17,000	-	-	-
	<u>156,507</u>	<u>390,775</u>	<u>547,282</u>	<u>199,341</u>	<u>240,950</u>	<u>440,291</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Bank interest	5,476	5,476	2,849	2,849
	<u>5,476</u>	<u>5,476</u>	<u>2,849</u>	<u>2,849</u>

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Fees	7,748	22,428	30,176	15,501	19,352	34,853
Support costs	1,020	2,954	3,974	1,110	1,386	2,496
	<u>8,768</u>	<u>25,382</u>	<u>34,150</u>	<u>16,611</u>	<u>20,738</u>	<u>37,349</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Warrior programmes	151,794	271,616	423,410	34,675	377,719	412,394
Support costs	27,067	48,432	75,499	3,988	43,442	47,430
	<u>178,861</u>	<u>320,048</u>	<u>498,909</u>	<u>38,663</u>	<u>421,161</u>	<u>459,824</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2023 £	Support costs 2023 £	Total costs 2023 £	Direct costs 2022 £	Support costs 2022 £	Total costs 2022 £
Warrior programmes	423,410	75,499	498,909	412,394	47,430	459,824
	<u>423,410</u>	<u>75,499</u>	<u>498,909</u>	<u>412,394</u>	<u>47,430</u>	<u>459,824</u>

8. SUPPORT COSTS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Total support costs	<u>28,087</u>	<u>51,386</u>	<u>79,473</u>	<u>5,098</u>	<u>44,828</u>	<u>49,926</u>
Governance costs within support costs						
Auditor's fee	4,453	8,147	12,600	850	6,110	6,960
Accountancy fees	170	310	480	54	386	440
Legal and professional fees	8,305	15,195	23,500	625	4,490	5,115
	<u>12,928</u>	<u>23,652</u>	<u>36,580</u>	<u>1,529</u>	<u>10,986</u>	<u>12,515</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2023	2022
	£	£
Wages and salaries	203,825	182,776
Social security costs	14,489	14,129
Pension contributions	4,058	3,038
	<u>222,372</u>	<u>199,943</u>

Particulars of employees:	2023	2022
	No.	No.

The average headcount of employees during the year was:	6.67	5.82
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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>5.41</u>	<u>5.24</u>
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No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

	2023
	Office
	Equipment
Cost	£
At 1 April 2022	8,501
Additions	3,270
Disposals	-
	<u>11,771</u>
At 31 March 2023	<u>11,771</u>
Depreciation	
At 1 April 2022	2,738
Charge for the year	2,550
Disposals	-
	<u>5,288</u>
At 31 March 2023	<u>5,288</u>
Net Book Value	
At 31 March 2023	<u>6,483</u>
	<u>5,763</u>
At 31 March 2022	<u>5,763</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

11. INVESTMENTS

	Shares in subsidiary undertaking £
Cost	
At 1 April 2022	-
Additions	1
Disposals	-
At 31 March 2023	<u>1</u>
Net book value	
At 31 March 2023	<u>1</u>
At 31 March 2022	<u>-</u>

12. DEBTORS

	2023 £	2022 £
Trade debtors	-	28,250
Prepayments	371	338
	<u>371</u>	<u>28,588</u>

13. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	23,307	16,753
Accrued expenditure	10,095	9,309
	<u>33,402</u>	<u>26,062</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

14. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2022 £	Income £	Expenditure £	Balance at 31 Mar 2023 £
Ministry of Defence – Armed Forces Covenant Fund	414,007	154,375	(209,024)	359,358
The Bridge for Heroes Ltd	12,200	26,400	(38,600)	-
The National Lottery Community Fund – commercial development project, veterans and families	7,053	190,000	(77,806)	119,247
Social Investment Business Ltd Enterprise Development Programme	-	20,000	(20,000)	-
	<u>433,260</u>	<u>390,775</u>	<u>(345,430)</u>	<u>478,605</u>

15. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2022 £	Income £	Expenditure £	Balance at 31 Mar 2023 £
Designated Funds	155,643	135,000	(170,629)	120,014
General Funds	348,475	26,983	(17,000)	358,458
	<u>504,118</u>	<u>161,983</u>	<u>(187,629)</u>	<u>478,472</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets 2023
	£	£	£
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund & The Bridge for Heroes Ltd	-	359,358	359,358
 The National Lottery Community Fund – commercial development project, veterans and families	 -	 119,247	 119,247
	—	478,605	478,605
	—	—	—
Unrestricted Income Funds:			
Designated Funds	-	120,014	120,014
General Funds	6,484	351,974	358,458
	6,484	471,988	478,472
	—	—	—
Total Funds	6,484	950,593	957,077

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

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

	2023 £	2022 £
Net income/(expenditure) for the reporting period	19,699	(54,033)
Adjusted for:		
Increase/(decrease) in debtors	28,217	(28,264)
Increase/(decrease) in creditors	7,340	(17,181)
Depreciation of tangible fixed assets	2,550	441
Interest received	(5,476)	(2,849)
	<u>52,330</u>	<u>(101,886)</u>

18. 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:

	2023 £	2022 £
Within one year	<u>800</u>	<u>735</u>

19. RELATED PARTY TRANSACTIONS

The only 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 or the previous 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 £14,000 (2022 – Nil).

20. SUBSIDIARIES

The charity incorporated a subsidiary undertaking in the year called, Think Warrior Ltd.

Name of Undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
Think Warrior Ltd	England and Wales	Dormant	Ordinary	100.00

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

21. 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:

The National Lottery Community Fund	£190,000
Ministry of Defence – Armed Forces Covenant Fund &The Bridge for Heroes Ltd	£180,775
ABF The Soldiers' Charity	£50,000
The Army Central Fund	£50,000
Social Investment Business Ltd Enterprise Development Programme	£20,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
The Veterans' Foundation	£15,000
The Royal Air Force Benevolent Fund	£5,000