

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2016

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	Lieutenant General Palmer CB CBE – Retired 17 November 2015 C Cole C Smith J Newstead K Boorman Professor Nicola Fear – Appointed 17 November 2015
Independent auditor	UHY Hacker Young 4 Thomas More Square London E1W 1YW
Bankers	Lloyds TSB Market Square Somerton Somerset
Solicitors	SNR Denton UK LLP One Fleet Place London EC4M 7WS

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2016

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 2016.

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 company during the period were as follows:

Lieutenant General Palmer CB CBE – Retired 17 November 2015

C Cole

J Newstead

C Smith

K Boorman

Professor Nicola Fear – Appointed 17 November 2015

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 are two Founder Members who are elected to serve for life and up to five additional members who are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. One of the Founder Members, resigned as a trustee in March 2010. During the year Lieutenant General Palmer retired as Chairman and trustee after 6 years in that role. In that time he has overseen the development of the charity from its very early stages through to the national provider of evidenced services that it is today. We are extremely grateful to Anthony for his commitment and dedication to Warrior and would like to thank him sincerely for all he has enabled the charity to achieve. We are also delighted to welcome Professor Nicola Fear as a trustee and to thank Jackie Newstead for becoming our new Chair.

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, operational and business experience, accountancy, legal and professional services, people development, marketing, fundraising and the Armed Services. In order to better understand the programme our clients go on our trustees attend one of the courses and two, including the Founder Member, are trained in the processes used on our programmes.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

Risk Management

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

The 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 up to 7 members who are responsible for the strategic direction and policy of the charity. During the period the Board comprised five members from a variety of professional backgrounds relevant to the work of the charity.

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

The Director of Operations and Founder Member are supported by a central Operations Manager and Regional Co-ordinators who deliver our outreach capacity. All our Regional Co-ordinators are past beneficiaries of the Programme and it is the intention of the trustees to continue to fill appointments with Warrior graduates where appropriate.

External professionals have delivered specialist services including delivering the training element of the programme, book keeping and assistance with fundraising. In the region of 20 volunteers have assisted in the logistics of delivering the programmes and have helped with fundraising.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

PUBLIC BENEFIT

Since its establishment in 2007, Warrior Programme has worked with over 1200 individuals. The programme's purpose is to teach techniques to improve performance and motivation and to overcome emotional problems. This is delivered through a 3 day training programme with 12 months structured support and signposting.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

The activities undertaken to further the charity's purposes for public benefit are working with ex Service personnel experiencing significant difficulties in adjusting to civilian life due to issues relating to their time serving and on working with their family members who are suffering as a consequence of the Veteran's issues.

The strategies employed to assist the charity to meet these objectives included the following.

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

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

ACHIEVEMENTS AND PERFORMANCE

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

The focus during the period has been to:

- Continue to deliver high quality programmes to Veterans and family members
- Develop and reinforce the 12 month post course support
- Continue to build and reinforce referral and funding partnerships with leading organisations working with our client group
- Increase the level and quality of audit evidence supporting the efficacy of the programme, including reporting on the Randomised Controlled Trial
- Raise funds to support the core team and delivery capability
- Work with partner organisations to develop the programme for Veterans and-ex gang members

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

Programme delivery

In June 2013 we were delighted to be successful in our funding application to the Armed Forces Covenant Libor Fund for £933,000 over two years. In September 2014 we reported on the successful evidenced outcomes from the first year of delivery and in 2015 we have submitted our final report confirming the successful completion of the two year delivery programme. As a result of this funding we delivered 24 programmes over the period, scaling up our core Veterans Programme so we complement the services of military charities and statutory services working with the Armed Forces Community where the need is greatest and developing our Families Programme for the partners and family carers who are suffering most from the collateral emotional and physical stresses of trying to support severely disengaged Veterans. This strengthens the family unit and enables both the Veteran and their family to transition to civilian life more effectively.

In 2015 we were successful in our application for funding to The Big Lottery and were awarded £1.07m over three years. This grant is subject to achieving milestones and generating additional funding. The funding enables us to deliver our Veterans and family programmes at capacity whilst we develop sustainable income sources, and to significantly enhance our post course monitoring and support capability in line with the recommendations made in our RCT report.

During 2015/16 we once again increased the number of courses that we delivered year on year, further consolidating the significant scaling up of our operations. With the increase in our Regional Co-ordinator team capacity we have continued to develop our 12 month post course support programme and this has resulted in sustained improvement in participants' recovery and reintegration into society. The majority of individuals participating in Warrior are signed off sick or not working at the point that they start the programme. Our monthly monitoring continues to demonstrate that after 12 months over 60% of these individuals are in work, training or education and a further 10% are looking for work. This is a cohort that statutory agencies find particularly difficult to reach and represents a significant sustained improvement.

All of the courses delivered in the period were residential. Five of the programmes were run in the South West, from Seale Hayne, where we have established a regular calendar of programmes and support structure. We also ran programmes at Calvert Trust, a specialist facility in North Devon, and Maindy Barracks in Cardiff, where we delivered our first Welsh course. In addition one programme was run from Legal and General's corporate training facilities in Kingswood. This was the fifth year that Legal and General had committed to making their facilities available to the Charity at no cost. As a corporate sponsor of the programme Legal & General have continued to offer significant pro bono support during the period and we are extremely grateful to Legal and General for their continued support.

We believe such a partnership confers benefits for all parties and we are keen to develop relationships with other corporations and institutions that share our values and vision.

Our strategic aim remains to roll out the Warrior Programme to Veterans on a regional basis, alongside our partner organisations, and where possible from existing service charity hubs,

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

in particular the Royal British Legion Pop in centres. Our growing team of Regional Co-ordinators, all of whom are Veterans and graduates from The Warrior Programme, has enabled us to expand the regions in which we operate, notably in to Wales, and to reinforce our capability in the North West, West Midlands, South East and South West England.

Programme Development

The Warrior Programme enables individuals to make extraordinary changes to their lives, and crucially, markedly increases their engagement with specialist and mainstream services. In 2015/16 we have continued to develop and deliver the core programmes for Veterans and family members. An important part of this development has been the implementation of the recommendations made by KCMHR in their peer review of our RCT.

The key recommendations were to introduce regular top up sessions to improve the sustained impact of the initial course and the introduction of additional practical measures to track participants' progress over a longer period.

In response to these recommendations, and feedback from our participants and referrers, we have strengthened our post course support. We undertake to work with participants for 12 months post attending the core course. We are running regular residential refresher days to which any Warrior can attend. These are well supported and are enabling Warriors to embed the learnings more effectively and build more robust peer support networks. We have also developed and implemented a bespoke CMS system to support our new dedicated central monitoring function and we are already seeing the benefits of this real time access to information.

Having established the Veterans and Families Programmes we are now in a position to develop the programme to meet the needs of wider beneficiary groups, including those in the criminal justice system and disaffected youth.

This year we were part of a successful bid for funding from the Covenant Fund and Armed Forces Covenant Fund submitted by the NHS London Veterans Service. The funding is to extend their current Veteran Prison in reach project at HMP Wandsworth to three further prisons; HMP Brixton, HMP Thameside and HMP YOI Isis. As part of this work they are piloting and evaluating innovative approaches delivered by three organisations including The Warrior Programme. Our involvement is the delivery of a Warrior Programme in one of the selected prisons and being part of the follow on support. We expect to deliver this programme in 2017.

During 2015/16 we have continued to work with St Giles Trust to develop a new programme utilizing our core programme and combining Veterans with former London gang members as co-beneficiaries. The project aims to sustain rehabilitation and build resilience and community cohesion. We have been successful in being awarded funding by the Armed Forces Covenant Funding, The Tudor Trust and Monument Trust and are commencing the first pilot in November 2016 with two further pilots planned over a 12 month period.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

Warrior is an active member of COBSEO, The Confederation of British Service Charities. Within COBSEO we are members of the Criminal Justice and Employment Cluster Groups, identifying and promoting best practice and ensuring effective partnership working between member Charities and related organisations.

Audit Evidence

The Warrior Programme has demonstrated commitment to evidence based outcomes from its inception and this remains central to all we do. In 2013 The Forces in Mind Trust funded us to conduct a Randomised Controlled Trial, the most robust way to assess effectiveness, with Southampton University. In 2015 these results, together with the longitudinal data, have been peer reviewed by the Kings Centre for Military Health Research, King's College London. Their report was published in June 2015 and presented at an event at HMS President in June 2015. Undertaking this research was a bold step for the charity, but was repaid by a positive outcome. The full details are available in the Randomised Controlled Trial Report which can be downloaded from our website www.warriorprogramme.org.uk.

We are grateful to Forces in Mind Trust who funded this research and to Legal & General Group Plc who provided the training facilities for the programmes at no cost.

The findings from the RCT reported short term improvements across all measures used with some evidence of an effect at the longer term follow up.

The evidence from our subsequent long term monitoring was positive with individuals reporting greater emotional resilience and feeling empowered. At the point of commencing the RCT 65% of participants were unemployed and due to a range of issues were not engaging effectively with the services they required to address their problems. One year on we reviewed the activity of over 80% of participants. The evidence showed that all those previously in work were still in work and importantly 52% of those who had previously been unemployed and indeed not looking for work, were now employed or in training. A remarkable and life changing achievement for those individuals and a real illustration of the sustained change enabled by the programme.

The report highlighted three recommendations; to introduce regular top-up sessions to improve sustained impact, to undertake longer follow up and to introduce additional measures to report the impact on day to day functioning. All of these recommendations have been implemented and we are now seeing the enhanced benefits experienced by Warriors coming through the programme.

FINANCIAL REVIEW

In the period to 31 March 2016 our statutory accounts show a surplus of £1,252, made up of a deficit in unrestricted funds of £235,173 and a surplus in restricted funds of £236,425. 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 significant mismatch between funds received and funds expended in the period. The £235,173 deficit therefore relates to activities delivered in this financial period but funded by the second tranche of Armed Forces Covenant Libor funding, which was received in the previous accounting period. The final delivery under this grant was successfully completed in 2015 in budget and hence the

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

designated funds relating to these activities is now zero.

In 2015 we were successful in our application to the Big Lottery for a 3 year grant. We were awarded £1.07m over three years to develop and deliver the Veterans and Families programmes and to develop new funding streams to sustain the charity's activities in the long term. We are extremely grateful to the Big Lottery not only for the award of this grant, but also for their support, advice and interest in the programme. It is invaluable to be able to have access to the knowledge and ideas from members of their team and we look forward to continuing this relationship as we go forward. The statutory accounts to 31 March 2016 include the first tranche of this grant, being £200k awarded in December for the first 6 months delivery. At the balance sheet date only a proportion of this grant had been expended with the remaining £115k being carried forward in restricted funds.

The remainder of the restricted funds relates to funds generated for our pilot with Veterans and ex-gang members. This funding is carried forward to be expended in the following financial period as the pilots are delivered. We are very grateful to our funders of these pilots, The Armed Forces Covenant Fund, Tudor Trust and Monument Trust for supporting this innovative and important work.

During 2015/16 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.

As in previous periods the charity has largely been funded by awards from trust funds and grant making organisations.

The net voluntary income includes grants from a number of charitable trusts and foundations in addition to the Big Lottery grant. These include a £50k grant from ABF The Soldiers Charity, who have been very supportive of Warrior over a number of years, and £10k from the RAF Benevolent Fund who have funded us for the first time.

A number of organisations have supported the charity through pro bono work. In particular Legal & General Group Plc have made training facilities available and SNR Denton LLP have provided legal advice and the production and creative input for our RCT report.

We would like to thank all the organisations and individuals who have supported Warrior during the period.

The cost of charitable activities has decreased by £34,002 or 8.4% to £370,635 whilst the post course support has been enhanced significantly and the level of course activity increased. This demonstrates the economies achievable through increasing scale and importantly achieving security of funding. The ability to plan effectively in the medium term increases our ability to work with national partners and ensures courses and aftercare support are run at capacity.

Our challenge now is to move the programmes on to a paid for basis to ensure our operations are sustainable and that the appropriate infrastructure is in place to support our participants going forward.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

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 2016/17 is £650,000 and therefore the target is £165,500 to £325,000 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 general reserves available to the charity is £255,864 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

The Charity plans to continue the activities outlined above in the forthcoming years subject to satisfactory funding arrangements.

Our programme enables individuals to make extraordinary changes to their lives and, crucially, markedly increases their engagement with specialist and mainstream support services.

Our key priority now is to evidence, quantify and articulate the consequential benefits to the broader support services, both statutory and non-statutory, of individuals participating in the programme. This will identify how Warrior can enable better use of existing infrastructure and investment as participants engage more effectively with support services and the lead time to independent living is therefore reduced.

As the programme is developed as a cost effective element of the broader care pathway, and the possibilities arising from our service are better understood, we believe we can offer more to help prevent individuals reaching acute and critical states. Part of this process will involve developing Warrior to meet the needs of wider beneficiary groups, including those in the criminal justice system and disaffected youth. As with our work with Veterans we will continue to offer a holistic approach, including family members in our support.

Demonstrating the social and financial benefits of the programme, broadening our beneficiary groups and delivering our service as part of recognised care pathways in partnership with sector specialists will underpin our drive to secure and build sustainable funding for the future.

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

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2016

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 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 1.

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

Signed by order of the trustees



2/12/16

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME

We have audited the financial statements of The Warrior Programme on pages 13 to 20 for the year ended 31 March 2016, which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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.

Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on pages 9 to 10, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion 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 statement are prepared is consistent with the financial statements, and the Trustees Report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME (continued)

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees Report.

Matters on which we are required to report by exception

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

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



Subarna Banerjee (Senior Statutory Auditor)

For and on behalf of UHY Hacker Young
Chartered Accountants and Statutory Auditors

4 Thomas More Square
London E1W 1YW

Date: 6/12/16

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2016

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
INCOME FROM:					
Donations	2	72,079	322,617	394,696	542,497
Charitable activities	3	-	-	-	39,000
Investments	4	886	-	886	1,004
TOTAL INCOME		72,965	322,617	395,582	582,501
EXPENDITURE ON:					
Raising funds	5	(18,911)	(4,784)	(23,695)	(27,583)
Charitable activities	6/7	(289,227)	(81,408)	(370,635)	(404,637)
TOTAL EXPENDITURE		(308,138)	(86,192)	(394,330)	(432,220)
NET INCOME/(EXPENDITURE)		(235,173)	236,425	1,252	150,281
GROSS TRANSFERS BETWEEN FUNDS		-	-	-	-
NET MOVEMENT IN FUNDS		(235,173)	236,425	1,252	150,281
RECONCILIATION OF FUNDS					
Total funds brought forward		491,037	1,400	492,437	342,156
TOTAL FUNDS CARRIED FORWARD		255,864	237,825	493,689	492,437
REPRESENTING:					
Restricted Funds	13	-	237,825	237,825	1,400
Designated Funds	14	-	-	-	328,773
General Funds	14	255,864	-	255,864	162,264
TOTAL FUNDS CARRIED FORWARD		255,864	237,825	493,689	492,437

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

All of the above amounts relate to continuing activities.

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BALANCE SHEET

31 MARCH 2016

	Note	2016 £	2015 £
FIXED ASSETS			
Tangible assets	10	934	1,817
CURRENT ASSETS			
Debtors	11	507	39,506
Cash at bank		526,575	472,090
		<u>527,082</u>	<u>511,596</u>
CREDITORS: Amounts falling due within one year	12	<u>(34,327)</u>	<u>(20,976)</u>
NET CURRENT ASSETS		492,755	490,620
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>493,689</u>	<u>492,437</u>
NET ASSETS		<u>493,689</u>	<u>492,437</u>
FUNDS			
Restricted income funds	13	237,825	1,400
Designated income funds	14	-	328,773
General income funds	14	255,864	162,264
TOTAL FUNDS		<u>493,689</u>	<u>492,437</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A – small entities.

These financial statements were approved by the members of the committee on the 2 December 2016 and are signed on their behalf by:



JACKIE NEWSTEAD
Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2016

1. ACCOUNTING POLICIES

Basis of accounting

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (September 2015) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

This is the first year in which the financial statements have been prepared under FRS 102 and Section 1A – small entities has been applied. There are no transitional adjustments. The last set of financial statements prepared under the previous financial reporting framework were for the year ended 31 March 2015.

The financial statements are presented in sterling (£).

Cash flow statement

The trustees have taken advantage of the exemption in SORP FRS 102 (September 2015) from including a cash flow statement in the financial statements on the grounds that the company is small.

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.

Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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.

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NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2016

ACCOUNTING POLICIES (continued)

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. Following the inclusion in 2016 of governance costs within support costs, the comparative amounts for 2015 have been restated accordingly. Income and expenses have not been netted off.

Designated reserves

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

2. DONATIONS

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £
Donations						
Partners & Trust Funds	60,000	322,617	382,617	523,575	-	523,575
Individuals	7,179	-	7,179	6,422	-	6,422
Gifts						
Gifts in Kind	4,900	-	4,900	12,500	-	12,500
	<u>72,079</u>	<u>322,617</u>	<u>394,696</u>	<u>542,497</u>	<u>-</u>	<u>542,497</u>

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Total Funds 2015 £
Sale of goods/services as part of direct charitable activities	<u>-</u>	<u>-</u>	<u>39,000</u>	<u>39,000</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Total Funds 2015 £
Bank interest	<u>886</u>	<u>886</u>	<u>1,004</u>	<u>1,004</u>

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NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2016

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £
Fees	17,591	4,220	21,811	25,558	-	25,558
Support costs	1,320	564	1,884	2,025	-	2,025
	<u>18,911</u>	<u>4,784</u>	<u>23,695</u>	<u>27,583</u>	<u>-</u>	<u>27,583</u>

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £
Warrior programmes	264,131	70,694	334,825	333,706	3,600	337,306
CSR Corporate programmes	-	-	-	28,857	-	28,857
Support costs	25,096	10,714	35,810	38,474	-	38,474
	<u>289,227</u>	<u>81,408</u>	<u>370,635</u>	<u>401,037</u>	<u>3,600</u>	<u>404,637</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2016 £	Support costs 2016 £	Total costs 2016 £	Direct costs 2015 £	Support costs 2015 £	Total costs 2015 £
Warrior programmes	334,825	35,810	370,635	337,306	32,399	369,705
CSR Corporate programmes	-	-	-	28,857	6,075	34,932
	<u>334,825</u>	<u>35,810</u>	<u>370,635</u>	<u>366,163</u>	<u>38,474</u>	<u>404,637</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2016

8. SUPPORT COSTS

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £
Total support costs	<u>26,416</u>	<u>11,278</u>	<u>37,694</u>	<u>40,499</u>	<u>-</u>	<u>40,499</u>
Governance costs within support costs						
Auditor's fee	2,104	3,896	6,000	6,000	-	6,000
Accountancy fees	329	91	420	420	-	420
Legal and professional fees	994	765	1,759	597	-	597
Bank charges	65	-	65	40	-	40
	<u>3,492</u>	<u>4,752</u>	<u>8,244</u>	<u>7,057</u>	<u>-</u>	<u>7,057</u>

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2016 £	2015 £
Wages and salaries	88,074	86,409
Social security costs	<u>4,368</u>	<u>4,509</u>
	<u>92,442</u>	<u>90,918</u>

Particulars of employees:

2016	2015
No	No

The average headcount of employees during the year was:

5.25	5.0
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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>3.35</u>	<u>3.2</u>
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No employee received remuneration of more than £60,000 during the year.

THE WARRIOR PROGRAMME

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2016

10. TANGIBLE FIXED ASSETS

	2016 Office Equipment £	2015 Office Equipment £
Cost		
At 1 April 2015	2,649	1,550
Additions	-	1,099
At 31 March 2016	<u>2,649</u>	<u>2,649</u>
Depreciation		
At 1 April 2015	832	215
Charge for the year	883	617
At 31 March 2016	<u>1,715</u>	<u>832</u>
Net Book Value		
At 31 March 2016	<u>934</u>	<u>1,817</u>
At 31 March 2015	<u>1,817</u>	<u>1,335</u>

11. DEBTORS

	2016 £	2015 £
Trade debtors	-	39,000
Accrued income	202	201
Prepayments	305	305
	<u>507</u>	<u>39,506</u>

12. CREDITORS: Amounts falling due within one year

	2016 £	2015 £
Trade creditors	28,225	11,325
Accrued expenditure	6,102	9,651
	<u>34,327</u>	<u>20,976</u>

13. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2015 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2016 £
Forces in Mind	1,400	-	(1,400)	-	-
Big Lottery Fund Grant	-	200,000	(84,792)	-	115,208
Southwark Council	-	52,617	-	-	52,617
Community Covenant	-	30,000	-	-	30,000
Monument Trust	-	40,000	-	-	40,000
Tudor Trust	-	-	-	-	-
	<u>1,400</u>	<u>322,617</u>	<u>(86,192)</u>	<u>-</u>	<u>237,825</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2016

14. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2015 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2016 £
Designated Funds	328,773	-	(294,773)	(34,000)	-
General Funds	162,264	72,965	(13,365)	34,000	255,864
	<u>491,037</u>	<u>72,965</u>	<u>(308,138)</u>	<u>-</u>	<u>255,864</u>

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Total net assets 2016 £
Restricted Income Funds:			
Big Lottery Fund Grant	-	115,208	115,208
Southwark Council Community Covenant		52,617	52,617
Monument Trust		30,000	30,000
Tudor Trust		40,000	40,000
	<u>-</u>	<u>237,825</u>	<u>237,825</u>
Unrestricted Income Funds:			
General Funds	934	254,930	255,864
	<u>934</u>	<u>254,930</u>	<u>255,864</u>
Total Funds	<u>934</u>	<u>492,755</u>	<u>493,689</u>

16. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £40,000 and travel expenses totalling £2,651 (2015 – fees £40,000, expenses restated £1,976) in connection with carrying out operational duties. This is completely separate from her duty as Trustee for which she received no remuneration. The fees paid to the Trustee were sanctioned by the Board of Trustees, in accordance with the provisions in the memorandum and articles.

No other members of the Board of Trustees received any remuneration during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2015 - Nil).

17. 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.