

ANNUAL REPORT & ACCOUNTS 2017



GRAYHAM'S STORY



“

I used to think I was going mad. I had terrible nightmares as well as flashbacks. I knew I was getting uptight, angry and tearful about things for no good reason. I didn't understand what was happening to me.

At work, I asked for help and the doctor I saw suggested I contact Combat Stress. It took me three weeks to phone the Helpline – I cried every time I picked up the phone. Eventually I left a tearful message. It was really hard to do because I knew I would have to start saying things that had been buried for years.

I now have some self-confidence back, some self-worth, and that's an amazing feeling after all these years.”

Grayham

Former Royal Marine Grayham received treatment from Combat Stress in 2016. He can now enjoy the simple things in life. Things that were always close to his heart, like playing the guitar, metal detecting, and looking for fossils at the coast.

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COMBAT STRESS AT A GLANCE

2,000+

Each year Combat Stress receives more than **2,000** referrals from former servicemen and women struggling with their mental health. The rate of PTSD among those seeking our support is very high and is the most common mental health issue we treat.

10,000+

Over **10,000** calls were handled by our Helpline.

Our 24-hour Helpline continues to be a vital service to veterans, their families and serving men and women.

5,400

Our 14 regional community teams undertook almost **5,400** face to face appointments.

1,200

Approximately **1,200** veterans completed their treatment programmes with Combat Stress.

93%

Of those undertaking our PTSD Intensive Treatment Programme completed it (comparable programmes in the USA have a 66% completion rate).

1,374

veterans from the
Iraq conflict

We are currently
supporting

1,296

veterans of the
Afghanistan
conflict

12 YEARS

On average it takes **12** years from leaving the military for a veteran to seek our help for mental health problems.

17 YEARS

Falklands veterans on average seek treatment after **17** years.

Veterans from recent conflicts are
seeking help earlier

3 YEARS

Afghanistan veterans on average seek treatment **three** years after leaving service.

4 YEARS

Iraq veterans on average seek treatment **four** years after leaving service.

46

The average age a
veteran seeks our
help is **46** years old.

20 YEARS OLD

The youngest veteran we are supporting is **20** years old.

98 YEARS OLD

The oldest is **98** years old.

For every £1 raised we spend:

EIGHTY-FOUR PENCE

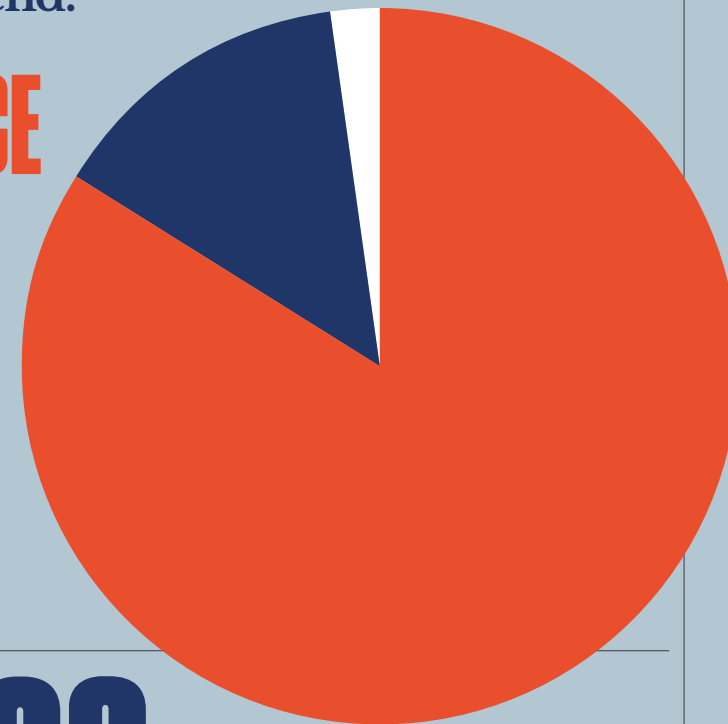
on veteran treatment and support

FOURTEEN PENCE

on fundraising

TWO PENCE

on raising awareness and improving access



£1 = £4.62

For every £1 we spend on fundraising, we raise £4.62

All statistics relate to the period 1 April 2016 to 31 March 2017 unless stated otherwise

CRAIG'S STORY



“

I'd never have thought working with clay could help me so much but thanks to Combat Stress, I've discovered it and it's changed my life.”

Craig

Craig was diagnosed with post-traumatic stress disorder in November 2015 by Combat Stress. Prior to this he had turned to alcohol and found home life difficult. He became homeless as a result of his mental health problems. For him, discovering pottery making through his treatment at Combat Stress has helped turn his life around.

INTRODUCTION

Over the past year public attention and awareness of mental health has significantly increased, helped in particular by the involvement of Their Royal Highnesses The Duke and Duchess of Cambridge and Prince Harry in the Heads Together initiative, which Combat Stress is part of.

We received 2,420 veteran referrals this year – a similar number to the previous year – but we saw an increase in calls to our Helpline, with an average of 838 calls per month. The NHS and MoD forecast that demand for veterans mental health services will continue to grow over the next decade.

Whilst making significant improvements to cost management and improving income generation, we had to commit a further proportion of our reserves to meet the continued increased demand for our services.

The Executive Directors and Board of Trustees publish a new five-year strategy in September 2017. The new strategic direction will help us to provide flexible treatment and support to more veterans on a more sustainable financial basis.

We have already taken decisions to focus and target our resources to concentrate on our area of expertise – trauma treatment.

We have continued to develop strong, collaborative relationships with partners including the NHS, MoD and other military and mental health charities to ensure we don't duplicate services but provide the targeted support that veterans need.

We aim to help former servicemen and women with mental health problems get support – our new strategic direction will ensure we focus on providing our expert treatment to those who need it most.



Sue Freeth
Chief Executive



Lieutenant General Andrew Graham CB CBE
Chair of Trustees

838

Average number of calls per month to our Helpline

2,420

Referrals this year

VISION, MISSION, VALUES AND AIMS

1 APRIL 2012 – 31 MARCH 2017

OUR VISION

That veterans will be able to live free from the harmful effects of psychological injuries.

OUR MISSION

To provide timely, effective clinical treatment and support to veterans who suffer from psychological injuries.

To realise this, we must:

- Be accessible to those who need help
- Be expert at what we do and be recognised as such
- Work in partnership with others
- Raise awareness of veterans' needs

OUR VALUES

- Putting veterans at the centre of our work
- Aspiring to achieve excellence in everything we do
- Fostering a culture of respect and integrity

OUR STRATEGIC AIMS

From 2012 to 2017, we have focused on the strategic aims below:

1. Developing integrated community, outpatient and inpatient services
2. Improving the evidence base of therapeutic practice
3. Sustaining our financial base
4. Developing an appropriate brand and image culture to deliver excellence

Through these aims we have developed our services to respond to the changing needs of veterans and increased demand for our help.

CHARLENE'S STORY

“

Until Darren went to Combat Stress for help, family life was difficult. Anything could set him off – a sudden noise, a smell, too many people talking at once, even something as trivial as me telling him I'd be two minutes but I'd end up taking five minutes.

But after he went to Combat Stress, he came back almost a different person.”

Charlene

Wife of RAF veteran Darren. Charlene completed an impressive fundraising challenge for Combat Stress – walking 22km (half a marathon) a day for 22 days, raising over £700 for the charity.



STRATEGIC REPORT: OVERVIEW

Our five-year strategy from 2012 to 2017 is now at an end. During this time we have seen an increasing demand for our services – an average of more than 2,000 referrals each year.

At the start of this period, we set out to make our services more accessible to veterans who need mental health treatment through four strategic aims: developing integrated community, outpatient and inpatient services; improving the evidence base of therapeutic practice; sustaining our financial base; and developing an appropriate brand and image culture to deliver excellence.

Over the five years we have made great progress in our strategic aims and below is a summary of key achievements. A more detailed review for the year 2016-17 is included on pages 12 to 23.

The primary focus of our last five years has been the continuing development of our community service which provides veterans with access to assessment, support and treatment close to their home. The year 2012/13 was the first full year all of our 14 regional community teams were operational and since that

time we have developed and refined this service. During the 2015/16 year we began to use The Royal British Legion and Poppyscotland to use their Pop In Centres for community clinic appointments and group sessions. We also successfully secured funding from The Royal British Legion for the introduction of community-based occupational therapists. Since then we have designed and tested new, community-based occupational therapy workshops – now available nationwide.

We have also developed an outpatient service at our treatment centres – psychiatrists and psychologists now have a dedicated department within our treatment centres to provide assessment and treatment. We have also set up outpatient clinics in some community locations. The provision of our outpatient service has enabled many more veterans to receive a consultant review and provide access to treatment which does not necessarily lead to an inpatient admission.



Our 'Enemy Within Appeal' played a significant role in sustaining our financial base, raising £32m.

Our treatment centres all offer our six-week PTSD Intensive Treatment Programme. In 2011 we were commissioned (and remain until 31 March 2018) as the National Health Service England PTSD specialist provider for veterans. In 2013 we were commissioned to provide this in Scotland as well.

We have increased capacity for more veterans to receive our specialist treatment and introduced a two-week Anger Management programme and a two-week Stabilisation programme. An art therapist is also based at each treatment centre, providing veterans with an alternative way to work through traumatic experiences.

Our 24-hour Helpline was launched in March 2011 and has become a vital listening and self-referral service to veterans, their families and serving men and women. Individuals looking for help and information can call, text or email the service any time of the day or night.

During 2012/13 we piloted the Veterans' Substance Misuse Case Management Service and in 2013/14 we were successful in securing three-year funding for this service from the LIBOR fund. You can read more about this service on page 17. Looking to the future, this work will continue and become part of our core service.

As the largest charity in the UK specialising solely in veterans' mental health care, we are in a unique position to conduct and contribute to research. In 2014 we appointed a lead psychologist from the King's Centre for Military Health Research, King's College London, to lead our research and formally assess treatment outcomes. The creation of our in-house research department has proved to be invaluable, enabling us to better understand veterans seeking help and to publish more academic papers to help design and develop our services further.

Our 'Enemy Within Appeal' played a significant role in sustaining our financial base. This three-year appeal ended in Spring 2013 and raised £32m.

Other large grants and donations included funding from the LIBOR fines and from the Tower of London's art installation to mark the centenary of the First World War. Combat Stress was a charity partner for the installation and received £1.6m in donations and royalties.

Our work to develop an appropriate brand and image culture to deliver excellence included strengthening and developing our online and social media presence. Funding from Comic Relief enabled our Communications Department to raise awareness of veterans' mental health,

reduce stigma about seeking help and highlight how Combat Stress can help.

In September 2013 we introduced a new brand. To reflect the new strategy for 2017 to 2022, a refreshed and updated brand is required and this will be launched in September 2017.

The following pages summarise our achievements for the four individual strategic aims over the past year.

DEVELOPING INTEGRATED COMMUNITY, OUTPATIENT AND INPATIENT SERVICES

Over the past year we have developed and improved our services in a variety of different ways to help support veterans with mental health issues.

Helpline

For many former servicemen and women, our 24-hour Helpline is their first point of contact with the charity and in June 2016 we appointed Connect Assist to provide this service.

Our 24-hour Helpline is an integral part of our service and, acting as part of the extended Combat Stress team, the experienced employees at Connect Assist provide confidential help and advice day and night to veterans and serving military personnel, and their families. The Helpline can be contacted by phone, text or email, enabling callers to make contact in the easiest way for them.

With the change in provider, we have been able to answer more calls – an average of 838 per month (versus 491 per month for the previous year).

The referral process has also been improved as the Helpline team are able to make direct referrals to our triage nurses.

Psychological treatment programmes

Our psychological therapies team lead and develop our specialist, evidence-based PTSD Programme as well as our Anger Management and Stabilisation Programmes. The treatment is delivered by a multidisciplinary team including psychologists, occupational therapists, art therapists and nurses.

During the last year, 289 veterans completed our six-week PTSD Intensive Treatment Programme (a completion rate of 93%). A further 113 completed our Anger Management Programme as well as 94 for our Stabilisation Programme. The number of veterans treated through these residential treatment programmes has increased by 16% year on year*. A further 598 veterans also completed our Transdiagnostic Programme and 58 attended a Christmas respite break.

We are primary Care Quality Commission registered and, since 2011, have been the National Health Service England PTSD specialist treatment provider for veterans.

*Refers to our PTSD Intensive Treatment Programme, Anger Management Programme and Stabilisation Programme (not respite services).



My wife found details of the Combat Stress Helpline online. It was the hardest phone call I've ever had to make but straight away, I felt like they understood me, what I was going through."

Veteran Robert



Occupational therapy

Many former servicemen and women benefit from occupational therapy whilst at a treatment centre. Over the past 12 months the Combat Stress Occupational Therapy team has seen significant expansion. Growing from six to 22, the team is able to work across all three treatment centres and, thanks to funding from The Royal British Legion, provides occupational therapy in the community, covering the whole of the UK.

One of the major developments has been the introduction of new, community-based occupational therapy workshops. This is the first time occupational therapy has been part of the Combat Stress Community Service. Through the workshops' activities, veterans learn about different coping strategies to develop emotional, physical and social resilience.

Eight pilot workshop programmes were completed between August and December 2016. Evaluation of them showed that 90% of attendees said that they intend to probably or definitely use the knowledge gained to make changes when they get home.

Community psychiatrist and psychologist outpatient clinics

We have continued to provide community outpatient clinics for psychiatric and psychologist appointments at locations including Manchester, Exeter, Bristol, Colchester, London and Newcastle to increase access for veterans to this support.



One former serviceman told me that after completing the workshops, his wife said it was like getting her best friend back again."

Lizzie Degerdon
Community occupational therapist

Above: Community occupational therapist Hannah Vaughan-Horrocks working with a veteran on a photographic challenge in Cardiff city centre as part of our community occupational therapy workshops.

“

The photographic challenge is one part of our community occupational therapy workshops. It's just a half-hour exercise but it's a chance to stop and look, really start to take things in. Everyone always feels much more interested in life after doing the challenge. It's a way of showing how you can use an activity to change how you feel.”

Hannah Vaughan-Horrocks,
community occupational therapist

Pictured here: A veteran taking part in the photographic challenge in Cardiff Castle grounds



Welfare support

In September 2016 we took the decision to stop providing welfare support and to focus on providing our unique mental health treatments. This was to avoid duplicating a service provided by other charities. This change came into effect at the end of January 2017 and we are working closely with three nationwide organisations (Veterans UK, The Royal British Legion and SSAFA) who provide more in-depth welfare support.

Peer Support Service

Following on from a pilot programme in Scotland, this year saw the start of our development of the national Peer Support Service thanks to funding from The Royal British Legion. This innovative new service is led by veterans for veterans and is the first UK-wide programme of its kind for former servicemen and women with mental health issues. The service offers a chance for veterans to share experiences and take support from others who have served. It is designed to facilitate social inclusion by providing a way for former servicemen and women to meet and socialise in a safe environment.

The service is based on the Veterans' Affairs Canada OSISS (operational stress injury social support) model – the current world leader in terms of veteran social inclusion.

The national peer support coordinator for the service has been recruited. In Scotland the regional coordinator is in post and held the first groups in March 2017. Other regional coordinators have been appointed and all are veterans with considerable experience of the military and operational stress injuries.

Veterans' Gateway

Combat Stress was part of a consortium of charities, led by The Royal British Legion, to develop Veterans' Gateway in order to provide better support to former servicemen and women.

As a single charity, it can be hard to reach all those who need our help. By being part of Veterans' Gateway, we are able to reach more people. In addition, veterans often report that before they found Combat Stress, they did not know where to turn for support. Veterans' Gateway is designed to help anyone in that situation, ensuring they are able to find the right support for their need.

The Ministry of Defence has provided funding of £2million for the service to be a first point of contact for veterans and their families to make it easier to navigate the support available.

The consortium was put together from a number of Armed Forces charities and organisations which already had strong existing working relationships, that would offer a breadth of experience and expertise in dealing with the issues that Veterans' Gateway is likely to cover, and importantly, individually have their own established network of contacts with other charities and organisations that can offer veterans help and assistance.

The new service, which became available from April 2017, provides access to information, advice and support on a range of issues including healthcare, housing, employment and mental health. There is a website as well as online chat, phone and text message services available to any veteran, 24-hours a day.

Left: James Saunders is one of five regional coordinators for the Peer Support Service. A veteran himself who received treatment from Combat Stress a few years ago, James coordinates the service for the south of England.



Veterans' Substance Misuse Case Management Service

Our innovative Veterans' Substance Misuse Case Management Service plays an important part in helping former servicemen and women access the most appropriate support services. It is funded by the Big Lottery Fund and LIBOR funds.

Not all of those using the service ultimately receive treatment by Combat Stress – instead the service often acts as a channel to other, more appropriate services such as the NHS Improving Access to Psychological Therapies programme and local Community Mental Health Teams along with local substance misuse, social care and recovery oriented services. This is a beneficial outcome for all those involved in treating veterans with mental health problems. It has been successful in supporting their abstinence, preventing relapse, and integrating them into the community.

In the last year there were seven specialist nurses and five practitioners providing the service in 12 different locations across the country.

There were 437 referrals to the service (a 73% increase year on year), 343 assessments (a 67% increase year on year), with 124 successful treatment outcomes for substance misuse (a 40% increase year on year).

Patient records system

Carenotes, our patient records system, is used to hold clinical information on veterans receiving our support. By keeping information in one place, we can provide much better insight quickly and easily into a veteran's case. This provides consistent continuation of care for the veteran and their healthcare professionals. The system adheres to the same high standards as used by the NHS.

43%

As many as 43% of veterans registered with us have a current problem with alcohol misuse

Above: Veterans Mike, left, and Tim, right, with Combat Stress veteran drug and alcohol support nurse Donna Bowman. Donna has supported Mike and Tim to address their alcohol issues through our Veterans' Substance Misuse Case Management Service. Credit: Kieran Doherty

IMPROVING THE EVIDENCE BASE OF THERAPEUTIC PRACTICE

To enable us to deliver the most effective clinical services for former servicemen and women with mental health issues we evaluate the work we do and undertake dedicated research into this area.

Our academic studies, in conjunction with the King's Centre for Military Health Research, focuses on three core areas: evaluating the effectiveness of the treatments we provide, improving understanding of the needs of help-seeking veterans, and exploring novel ways to support veterans by trialling interventions that may increase engagement.

During the past year, seven research papers were published in peer reviewed journals, providing significant insight into veterans with mental health issues, their clinical needs and treatment outcomes.

Examples from our research work in the last year includes the following:

- Evaluation of Combat Stress treatments: PTSD Intensive Treatment Programme outcomes
- Understanding the needs of help-seeking veterans: Multiple deprivation in veterans
- Differences in alcohol misuse between veterans and civilians
- Exploring novel ways to support veterans: Remote access tele-therapy

Evaluation of Combat Stress treatments: PTSD Intensive Treatment Programme outcomes

Research* showed that the majority of veterans who completed the PTSD Intensive Treatment Programme (ITP) continue to show improvements in their mental health a year later, with the severity of their PTSD symptoms significantly reduced.

The research also reported the ITP successfully reduced secondary symptoms of other mental health issues (depression, anxiety and anger), alcohol misuse, and ability to work and fit in with the community.

These robust findings demonstrate that the outcomes of our ITP are as good as, if not better, than other national veteran programmes worldwide.

“It was when I got back home, back to normality, that I had more time to think. I started to have nightmares about the attacks. I was also depressed - there were days when I had no motivation to get out of bed.

“At my worst, I couldn’t see five minutes ahead – now thanks to Combat Stress, I have hopes and dreams for the year ahead.”

Former serviceman Jonny
He undertook our PTSD Intensive Treatment Programme in 2016

Understanding the needs of help-seeking veterans: Multiple deprivation in veterans

In the first study of its kind in the UK, this research** explored experiences of deprivation in veterans with mental health issues. The research showed that veterans receiving help from the charity in Scotland face higher levels of deprivation than those living in the rest of the UK.

Furthermore, higher risks were found in those who were single, had been in the Army, had left the Armed Forces early and had taken longer to seek help. This research showed where resources of mental health support need to be allocated to best help veterans.

Differences in alcohol misuse between veterans and civilians

This comparison study*** was conducted between veterans versus the general public at Queen Alexandra Hospital, Portsmouth. Researchers discovered no difference in the severity of alcohol misuse between veterans and civilians. However, the research found that veterans sought help at a much older age than civilians and were admitted to hospital for longer durations, costing the NHS more.

This research highlighted that if veterans can be attracted into treatment for alcohol misuse earlier, it can help reduce the impact of physical and mental health issues as well as cost to the NHS. Our Veterans' Substance Misuse Case Management Service, with its assertive outreach approach, helps to deliver this.

Exploring novel ways to support veterans: Remote access tele-therapy

In summer 2016, a 15-month pilot study began to explore whether remote access tele-therapy (such as Skype) could be used to improve access to therapy for PTSD for UK veterans and increase the numbers of individuals who are able to get support.

*Long-term responses to treatment in UK veterans with military-related PTSD: an observational study. BMJ open, 6(9), e011667

**Exploring Indices of Multiple Deprivation within a Sample of Veterans Seeking Help for Mental Health Difficulties Residing in England. Journal of Epidemiology and Public Health Reviews, 1(6)

*** Do Alcohol Misuse, Service Utilisation, and Demographic Characteristics Differ between UK Veterans and Members of the General Public Attending an NHS General Hospital? Journal of Clinical Medicine, 5(11), 95

SUSTAINING OUR FINANCIAL BASE

During the last year, trust in charitable fundraising activity remained under scrutiny by the public and the media. We are confident that we will not only adhere to but exceed the new Fundraising Regulator standards (the new regulator was established in July 2016). We are also preparing for the introduction of the Information Commissioner’s Office General Data Protection Regulation guidance to ensure we are prepared when it is applied (25 May 2018).

Our focus has been to build and nurture relationships with our supporters. Stewardship has played a major part in helping to increase engagement and funding for the charity. Through a diverse range of support, our loyal and generous donors have helped us to raise £10.3million in voluntary income, an increase of 38% from last year, demonstrating the value of our approach.

Highlights from our income generation team for the year include:

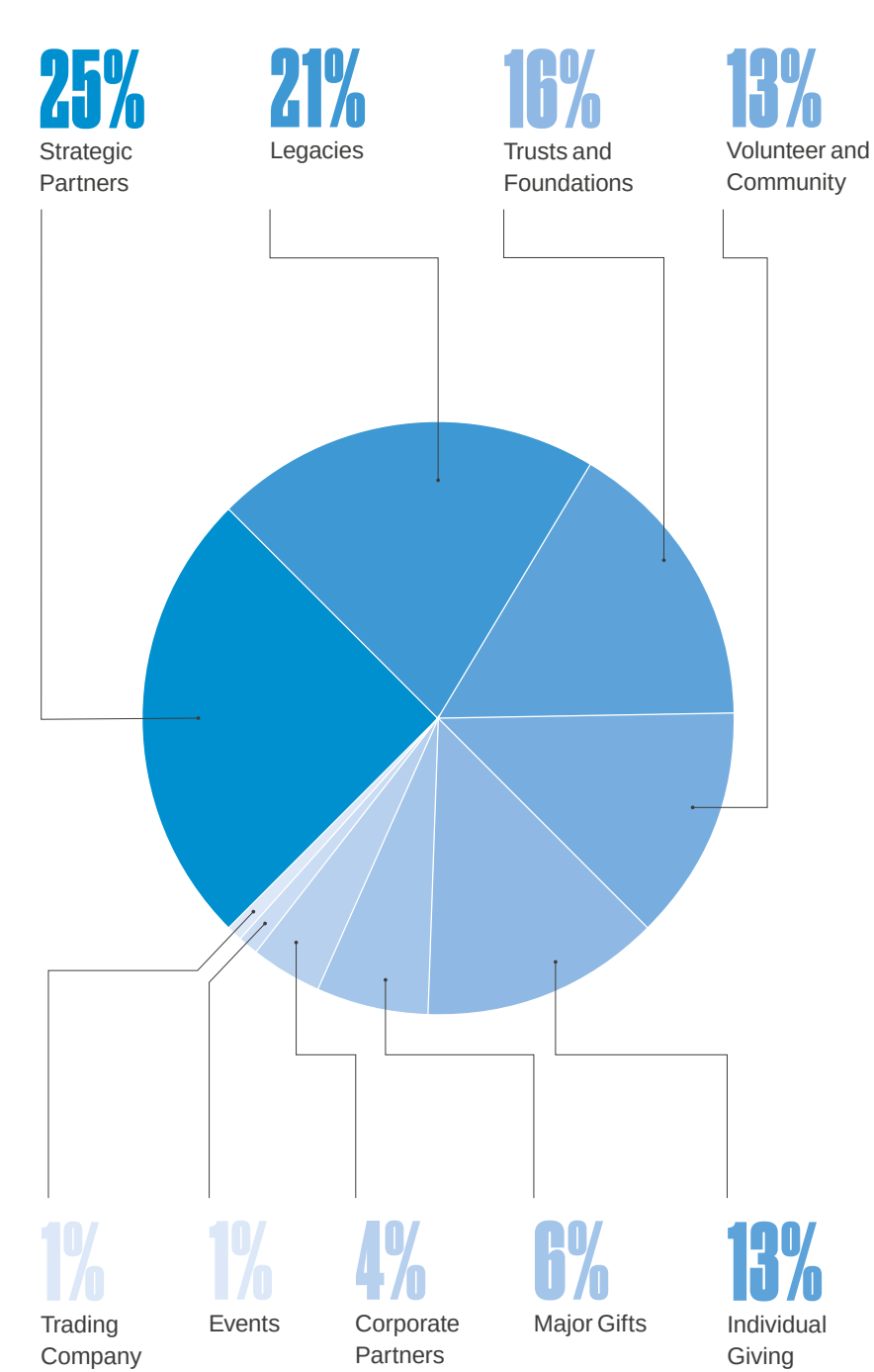
Individual Giving

Individual supporters donated over £1.4m during the year. We have continued to refine and develop our mailings to deliver timely and appropriate requests during the year - for example in the Spring, at Armistice and at Christmas.

Legacies

During the year £2.2m was received from legacies. This amount included an unexpected £400,000 legacy.

Voluntary Income by source



Above: Soldiers from The Royal Gurkha Rifles, pipers and drummers from the Royal Edinburgh Military Tattoo, and Chichester police officers were just some of the many who took part in the #22PushupChallenge.

Volunteer and Community

The Volunteer and Community fundraising team raised over £1.4m (a 48% increase on the previous year). This was achieved through a wide variety of different events and activities including the hugely successful #22PushupChallenge – a social media campaign where supporters posted video and photos of themselves undertaking 22 push ups for 22 days. This raised over £300,000 – the largest amount we have ever raised through a social media campaign. Over 20,000 people made donations in support of the challenge.

In addition, our generous supporters put on events including a Wincanton Raceday (raised £43,571), the Stress Ball (raised £41,176), the Transatlantic Golf Challenge (£49,922) and we were again supported at The Battle Proms series (£43,751 received in donations).

Major Gifts

This year we focused on increasing our event activity to help raise awareness of the charity and the opportunities for supporting our work. We currently have 26 Benefactors, 12 of whom have made multi-year pledges.

Trusts and Foundations

Grants received fund a diverse range of projects – for example:

- £78,500 grant from Lloyd's Patriotic Fund to help fund the provision of our 24-hour Helpline.
- £60,000 from the Masonic Charitable Foundation over three years towards the provision of a CPN in our South West Community Team.

Strategic Partners

It is a pleasure to work with partners such as:

- Help for Heroes: £1million grant to part fund the cost of operating our UK-wide network of Community Teams.
- The Royal British Legion: A grant of £506,000 to provide community occupational therapists and a grant of £365,000 to help fund the peer support service.
- Royal Air Force Benevolent Fund: A £301,000 grant for community services and residential treatment for former RAF personnel.
- ABF The Soldiers' Charity: A £250,000 grant for occupational therapy.
- Armed Forces Covenant Fund: A grant of £167,000 for our Northern Ireland community team.

Corporate Partners

Corporate supporters include BAE Systems, Goldman Sachs, Tudor Foundation and Thales. Combat Stress was also chosen as the 'charity of the year' for Fidelity Investment, Sainsbury's Central Retail and BAE Systems Applied Intelligence.

Other initiatives

Alongside our income generation activities, we have undertaken a number of other initiatives to help sustain our financial base.

In October 2016 we launched an internal programme to review all our activity to help inform our new strategy and ensure that the charity is financially sustainable.

The charity's senior management team was restructured, saving £150,000 a year. The new executive team has been in place since January and each has clearly defined accountabilities, helping us to effectively focus on strategic direction, external relationships and partnerships, and on shaping the future of the organisation to deliver the very best support for veterans.

Please turn to page 60 for a special thank you to our supporters.

DEVELOPING AN APPROPRIATE BRAND AND IMAGE CULTURE TO DELIVER EXCELLENCE

This year digital channels have played an important part in helping us to increase awareness of veterans’ mental health and Combat Stress.

The #22PushupChallenge, a social media campaign, helped to significantly increase the reach of our social media and also drive increased traffic to our website. We saw a 65% increase in traffic to our website during July to September 2016.

Followers of our social media channels continue to grow and provide a valuable communication channel for veterans to find out more about the charity and also share their stories.

We have commenced our website redesign project to provide veterans and supporters with a more accessible and engaging site. The new website will launch in autumn 2017.

We have also continued to generate substantial media coverage, with highlights including:

- BBC One – Invictus Games documentary which featured an interview with Dr Walter Busuttill and a former serviceman who was supported by Combat Stress.
- Mail on Sunday’s You magazine – On Remembrance Sunday, the magazine ran a five-page feature about veterans with PTSD.
- BuzzFeed – the global network for news and entertainment ran a feature article on the role that art therapy plays at Combat Stress.

- #22PushupChallenge – this campaign generated more than 300 pieces of media coverage in international, national and regional media including BBC Breakfast, BBC World Service, BBC 5 Live, The Sun, The Times and the Daily Mail.

In total, over 3,400 pieces of media coverage were secured.

Below: Wounded exhibition at the Science Museum: former servicemen reviewing the display of their personal objects that represent their journey to overcome PTSD.



We also worked with the Science Museum in London for its new First World War exhibition Wounded: Conflict, Casualties and Care. Six Afghanistan veterans who have received treatment from Combat Stress helped to design a post-traumatic stress disorder (PTSD) display for the exhibition. The exhibition, which is open until Spring 2018, includes a film of the former servicemen talking about the impact PTSD has had on their lives and how Combat Stress is helping them to recover.

We started a project to refresh the Combat Stress brand. Stakeholders and veterans have been involved in the development of the new brand.

Veteran stories are at the heart of our fundraising, marketing and engagement activity. Their stories help us connect with our supporters and former servicemen and women. This year we have developed and extended this focus.

Thales UK again sponsored our Military Mind business symposium, helping to raise awareness of former servicemen and women's mental health in the workplace with employers.

As a member of Contact, the military mental health group, we have been

involved in the Royal Foundation's Heads Together initiative, which seeks to change the conversation on mental health. Combat Stress representatives and some veterans who have received our support have taken part in events to help raise awareness. Many of these events were attended by Their Royal Highnesses The Duke of Cambridge, Duchess of Cambridge and Prince Harry.

Our work to increase awareness was recognised this year when Third Sector magazine published its annual Charity Brand Index in September 2016 and the charity achieved an 18-place increase in ranking from 115th to 97th place.

Combat Stress was also recognised in the Charity Awards – the longest-running and most prestigious awards scheme in the charity sector. The charity won the Healthcare and Medical Research category for our PTSD Intensive Treatment Programme. Combat Stress was also shortlisted in two different categories at the 2016 Nursing Times Awards.

3,400

Pieces of media coverage were secured in the last year

Above: Former serviceman Don, who received treatment from Combat Stress, and his daughter Carly met HRH Duke of Cambridge at a Heads Together event in June 2016

ALISON'S STORY



Part of my recovery plan was to find a new focus and re-engage with something I'd enjoyed previously. The choir was the ideal opportunity for me."

Alison
Former servicewoman Alison, who has received support from Combat Stress, was chosen to take part in choirmaster Gareth Malone's Invictus Choir, travelling to the USA to perform at the opening ceremony of the Invictus Games in May 2016.



FUTURE PLANS

Our next financial year will see the launch of our new five-year strategy. In order to become financially sustainable, meet rising demand and modernise our services, a transformation of the charity is anticipated over the next five years to enable us to deliver our unique mental health treatment to every veteran who needs us.

A Government LIBOR grant of £2m was awarded in November 2016 in the Chancellor's Autumn Statement and received in April 2017. This one-year grant has reduced short-term the pressure on our finances and allowed us time to draw up long term plans to improve the services we provide to veterans.

Our focus remains to provide trauma focused treatment and support to former servicemen and women with mental health issues. Over the coming year we will start to design and test new ways of working in order to become more effective and responsive. We will be piloting the delivery of additional services in the community, building on the new community team format put in place during 2016.

We will work to secure continuing funding from the NHS for our PTSD Intensive Treatment Programme for veterans in England and Scotland (the current funding ends on 31 March 2018).

Supported by new funds from The Royal British Legion, we are rolling out a national veterans' peer support service and starting a veterans' partner intervention pilot. Both of these initiatives are based on models which have been successful overseas.

The transformation of the charity includes fundraising and communications as well as the HR, IT and finance departments. Plans include reviewing all fundraising income streams. We will implement the recommendations from a governance review to ensure that we meet the new Fundraising Regulator standards and the General Data Protection Regulation when it is applied in 2018.

We are undertaking a brand refresh to make the Combat Stress brand stronger and more impactful, alongside the launch of a new website, so that awareness of veterans' mental health increases and we are able to reach more veterans in need of our help.

For more details on our new five year strategy, please contact our Chief Executive Sue Freeth.

£2M

LIBOR grant received in April 2017

2017-2022

New five-year strategy to be published in September 2017

The hugely successful #22PushupChallenge - a social media campaign where supporters posted video and photos of themselves undertaking 22 push ups for 22 days - raised over £300,000.



BOARD OF TRUSTEES

There are 15 members on the Combat Stress Board of Trustees* and the three senior post holders are:



Lieutenant General Andrew Graham CB CBE
Chair of Trustees

Andrew was commissioned into The Argyll and Sutherland Highlanders. After a full regimental career, his final tour of duty was as Director General of the Defence Academy of the UK. He is presently President of the Army Cadet Force Association and Colonel Commandant of the Infantry. After leaving the Army, Andrew joined General Dynamics UK in September 2011 and led the British Exploring Society until February 2016. He is a Non-Executive Chair of the Departmental Audit and Risk Assurance Committee for the Department of Work and Pensions and a Main Board Non-Executive Member.



Mrs Jenny Green OBE MA
Vice Chair

A service wife for 22 years, Jenny was widowed in 1990 when her husband was killed in a Tornado accident. Jenny built on her experiences to form the RAF Widows Association and was awarded the Soldiering On Through Life, Lifetime Achievement award in 2013. Her current commitments and charity involvement include: Honorary Life President of the RAF Widows' Association; Trustee of the Forces Pension Society Charitable Fund; and Co-Chair of the Defence Bereaved Families Group.



Mr Stephen G Smith FCA BA
Honorary Treasurer

Stephen has a broad range of financial and commercial skills derived from 34 years at KPMG as auditor, M&A adviser and business adviser across a range of industries including banking, construction, infrastructure, health and support services sectors. He is currently an Executive Leader of the National Audit Office with responsibility for Financial Audit practice and relationships with a wide variety of public sector bodies.

* for the period 1 April 2016 to 31 March 2017

The other members of the Board of Trustees are:

Mr Peter Allen

Peter has over 20 years’ senior experience in the health and risk insurance industry and was a helicopter pilot for 28 years, serving with the military, police and commercial companies. He has been involved in voluntary charity work for nearly 20 years.

**Air Commodore Dusty Amroliwala
OBE MA MBA FCIPD**

Dusty served in the RAF for 27 years, finishing his career as the Government’s Director of Defence Diplomacy. Following senior roles in the Home and Cabinet Office, he served as Deputy Vice Chancellor at the University of East London from 2011 to 2017. He is now the Chair of the North Middlesex University Hospital Trust, a consultant to VFS Global, and undertakes a number of other Trustee and advisory roles.

Mrs Jessica Hughes

Jessica is a barrister with a broad commercial chancery practice encompassing domestic and international litigation, arbitration and mediation of business and private client disputes. Jessica was called to the bar in 1997 and since then she has gained considerable experience of large scale, complex cases led by leading silks and on her own account.

**Mr Christian KB Melville LLB DIP LP
NP TEP WS**

Christian is a solicitor specialising in trust law, charity law, and capital taxes. He was formerly a soldier, and is a member of the Society of Trust and Estate Practitioners.

Mrs Mary Molesworth-St. Aubyn DL

Mary was a Samaritan for many years and sat on both the adult and youth courts as a magistrate. For 20 years she was involved with the NHS as a Non-Executive Director and was Chairman of a mental health trust for the last eleven years.

Major Mickey Morrissey FSCI

Mickey joined Smith & Williamson in December 2012 as Head of UK IFA Sales and was appointed Head of Distribution in July 2014. He is responsible for growing intermediated sales into the DFM, Managed Portfolio Service and Pooled Fund business lines.

Mr Adrian Pollitt OBE MA

Adrian Pollitt is a retired NHS manager who has held a number of senior roles at national and regional levels. He has been responsible for leading a number of programmes of service reform and structural change. Adrian has had a particular interest in highly specialised services for people with rare diseases, and held the post of Director of National Specialised Commissioning.

Mr Jan Sobieraj

Jan joined the United Lincolnshire Hospitals NHS Trust in December 2015 from the NHS Leadership Academy. He has over 24 years’ experience in the NHS, of which 20 years have been as chief executives for various organisations.

Mr Russell Thompson OBE FInstF

Russell was Area Director for Oxfam in Ireland and Deputy Director of Oxfam’s 50th Anniversary Programme Worldwide. In 1993 he was appointed Head of Fundraising for the British Red Cross and in 1997 he joined The Royal British Legion as Director of Fundraising and National Events.

**Dr Suzy Walton BSc MSc PhD
CPsychol CSci CDir FRSA FIoD**

Suzy is a former Senior Civil Servant from the Cabinet Office and the MoD. She has a PhD in military suicide. She has a portfolio of board roles and she is currently on the boards of the Institute of Directors, the Association of Chartered Certified Accountants, and the Royal Society of Medicine. Suzy is also a member of the State Honours Committee.

“

Following the introduction to Combat Stress by an old friend and former serviceman some years ago, I began to realise the enormous importance and help the charity plays in the lives of so many veterans and their families. I felt the least I could do was to try and contribute in my own small way and ensure those former servicemen and women less fortunate than myself can benefit from what Combat Stress has to offer.”

Combat Stress Trustee Major Mickey Morrissey FSCI

Colonel Robert Ward MBE

Robert served as a Royal Marines Officer from 1963 to 1994 in a mix of commando, training and staff jobs culminating as Chief Security Officer for Naval Home Command. This was followed by a career in the City in new business development at Sarasin & Partners. Robert has been a Trustee at Combat Stress for the last 14 years.

**Professor Sir Simon Wessely MA
BM BCh MSc MD FRCP FRCPsych
FMedSci FKC**

As one of the most respected psychiatrists working in Britain today, Simon is best known for his work on unexplained symptoms, syndromes, and military health. He founded the King’s Centre for Military Health Research in 2003. He is the current President of the Royal Society of Medicine.

FINANCIAL REVIEW

In recent years we have transformed our services to deliver effective clinical and other treatments in both our treatment centres and in the community, to support veterans in improving their mental health. Over the last three years we have responded to increasing demand by drawing on our reserves built up through the Enemy Within Appeal.

We have launched our Future Fit programme to bring a clearer focus to our work where we can make a unique contribution to veterans' welfare and thereby ensure our spending is at a sustainable level.

We have made significant progress in our financial results. Income has increased by 20%. Excluding the Substance Misuse Case Management Service which is funded from money received in previous years, expenditure has been contained to less than a 1% increase. As a result of these income and expenditure figures, we were able to reduce our deficit before transfers and investments this year to £1.3m (2015/16: £3.5m).

Much of our income comes from our contracts with NHS England, NHS Scotland and the Scottish Government. The NHS England contract expires in

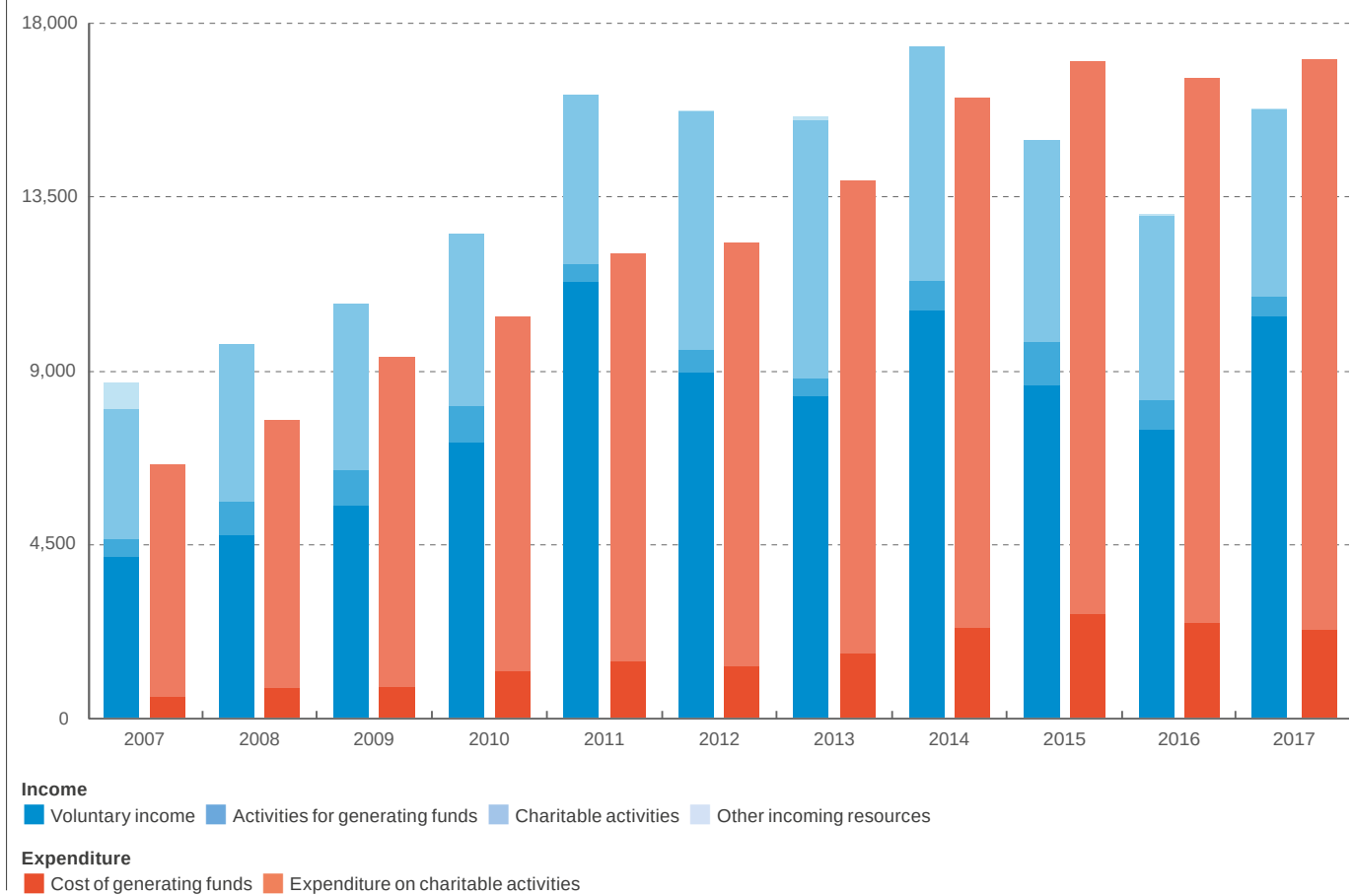
March 2018. Whilst we will put together a competitive tender in 2017/18, we will also need to be prepared for a reduction in this income, or indeed loss of the contract.

We are very grateful to our many donors and supporters who make our work possible. Please see Page 60 for a special thank you.

Incoming resources

Our total incoming resources for the year were £15.7m (2015/16: £13.0m). The increase was primarily due to the

Income and Expenditure since 2007 (£'000)



£15.7M

Income grew by 20% to £15.7m

strong performance of our Fundraising team. In particular, donations were boosted by major support from our strategic partnerships with The Royal British Legion (£871k) and Help for Heroes (£1m). In 2017/18, we will work hard to build stronger and longer-term relationships with our strategic partners. We also raised over £300k from the #22PushupChallenge, with thousands of people sponsored to do 22 push ups every day for 22 days. Legacies rose significantly to £2.2m (2016: £1.4m).

Income from charitable activities was £4.8m (2015/16: £4.8m).

£14.7M

The amount we are spending on our charitable activities

Contractual income from NHS England was £3.3m (2015/16: £3.3m) and £1.2m from NHS Scotland (2015/16: £1.2m).

Investment income of £228k was lower than last year (2015/16: £447k) partly because we withdrew funds from our portfolio.

Resources expended

Total resources expended for 2016/17 were £17m (2015/16: £16.6m) with 86% being spent on charitable activities (2015/16: 85%).

62%

Our deficit before transfers and investments was reduced by 62% to £1.3m

In 2016/17, our spending on charitable activities was £14.7m (2016: £14.1m). Clinical services – including our six-week PTSD Intensive Treatment Programme – continued to represent our area of biggest spend (67% of charitable activity). Helpline costs reduced following a re-tendering exercise. Spending increased significantly on our Substance Misuse Case Management Service as we rolled this important work out across the UK and saw a 73% increase in referrals.

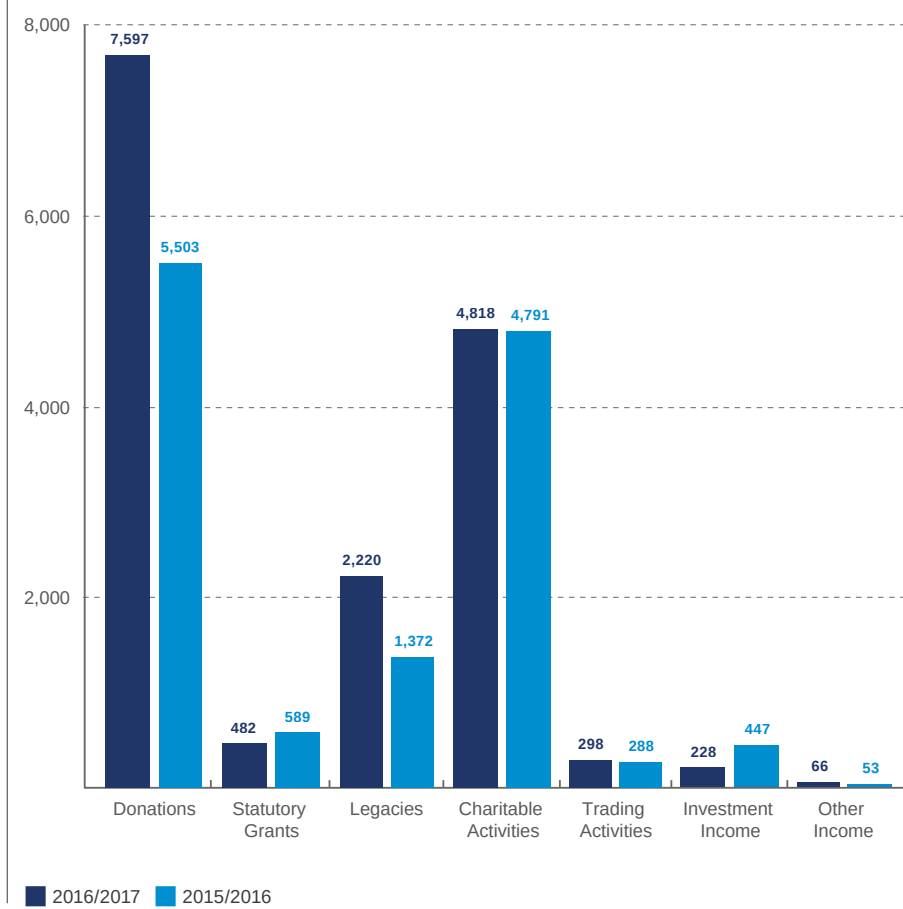
Staff costs now comprise 70.1% of our total costs (2015/16: 67.7%) as shown in Note 8 on page 48. It remains a challenge to recruit and retain excellent employees in a competitive market.

In 2016/17, work on our Future Fit programme allowed us to reduce our spending to a sustainable level, by achieving savings through a clearer focus in our work and increasing efficiency. As a result, in 2016/17 we:

- Closed our regional welfare service, whilst ensuring that all affected veterans now receive support from other partners better placed to deliver this support.
- Took steps to reduce our spending on agency staff.
- Restructured our Executive Team, reducing the number of Directors by two.

Our direct fundraising costs represent 13.5% of total expenditure. We spent £2.3m to raise £10.3m of voluntary income (excluding the contribution of our trading company). This means that for every pound we spent, we raised £4.62 of income (2015/16: £3.14). Looking forward, we will continue to ensure that we achieve a good return from our fundraising efforts. We are therefore developing a Marketing and Income Generation Strategy for 2017 to 2022 to deliver this.

Group Income (£'000)



PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees has overarching responsibility for managing risks faced by the Charity. Major risks have been reviewed and systems established to mitigate these risks. As well as a corporate risk register, we also maintain registers for key projects and for each directorate. The corporate risk register is regularly reviewed by the Risk Management Group of senior managers, the Executive Team and Trustees. The Audit and Risk Management Committee oversees risk management arrangements. All other Committees and the Board review the corporate risk register at each meeting.

Clinical and service-related incidents are reported to the Medical Director and Director Client Services. The most significant cases are reported to the Serious Incident Review Group of senior managers and Directors, as well as to the Clinical Governance Committee and the Board of Trustees. All incidents undergo appropriate investigation.

The principle risks facing the Charity and how we manage them are as follows:

- Compliance risks: including the need to safeguard the confidential medical records of veterans using our services, as well as those of our supporters. We mitigate this by having implemented thorough policies, procedures and training across all our data, as well as ensuring our IT hardware and applications are secure. It includes clinical risks where we ensure we have sufficient trained staff to deliver our treatment.
- Financial risks: that we are unable to balance our budget by increasing income and reducing expenditure, and so further deplete our reserves. A significant proportion of our funding comes from NHS contracts in England and Scotland, which

may not be renewed following re-tendering exercises. In addition, other funding from our strategic partners may be of a short-term nature, for instance for a single financial year. We have mitigated financial risks by developing appropriate strategies and plans to deliver significant cost savings (including Future Fit), appropriate investment to raise additional income (Marketing and Income Generation Strategy 2017 to 2022) and seeking longer-term partnerships with our key strategic partners.

- Operational risks: that we cause harm to a veteran, member of staff or another person in the course of our work. We mitigate this risk by having effective policies and procedures and effective training in place to promote a safe environment for all. Operational risks are also significant if we are unable to recruit and retain the skilled employees we require to deliver our services. We manage this risk by paying salaries in line with the NHS and employee engagement activities. We will plan and deliver an effective HR strategy in 2017/18 in order to improve our position here.
- Governance risks: the risks that the Charity lacks effective leadership, so is unclear on its future direction. We have mitigated this by recently reviewing our governance and leadership arrangements.

RSM LLP undertakes internal audit services for the Charity. In 2016/17 RSM completed three reviews – governance, risk maturity and incident management and reporting. As a result of the governance review, the Charity has revisited the terms of reference of its committees and improved the Trustee appraisal process.

REMUNERATION

Combat Stress employs people whose skills and competencies are in great demand throughout the healthcare and charity sectors. Our policy is to pay at the NHS salary scale rates plus 2.5%. The additional uplift recognises that the NHS makes a larger pension contribution for its employees. As an essential cost cutting measure for 2016/17 we reduced the uplift that we pay on NHS pay rates to 1.5%, and this policy will continue into 2017/18. We will review this position as part of a full review of our rewards package in 2017/18.

The Remuneration and Nominations Committee determines the salary and any benefits of the Chief Executive and Executive Directors. Their salaries are set at the median for the charity sector.

Combat Stress operates a defined contribution pension scheme, to which all eligible employees are auto-enrolled. Any employee who does not qualify automatically may opt to join.

The minimum employee contribution level was 3% of basic salary in 2016/17 and is currently 4% in 2017/18 in line with the auto-enrolment requirements. The employee contribution is matched by the organisation. Staff may opt to make higher contributions, which we match up to a maximum of 10%.

FUNDRAISING

We only work with external agencies that meet our high standards to help deliver our work – including telemarketing agencies, creative agencies, print and mail houses. We monitor closely all the organisations we use; having regular meetings, listening to live calls (if applicable), and carrying out checks. If we find cause for concern, we will investigate as a matter of urgency. We do not engage the services of professional fundraisers who take commission from donations to fundraise on our behalf.

We strive for the highest possible standards in our fundraising, are registered with the Fundraising Regulator and are committed to complying with its Fundraising Promise and the Code of Fundraising Practice. We are also a member of the Institute of Fundraising. We have complied with all the rules and regulations and to date not received any notification of breach.

In 2016 we received 26 complaints from over 745,000 touch points. Each complaint is investigated thoroughly in a timely and sensitive manner and acted upon as necessary. Complaints typically concern matters such as the frequency of communications, or queries around why someone is receiving communications from the Charity.

We are especially careful and sensitive when engaging with vulnerable people, including the elderly and those affected by mental health issues. Our procedures and practice reflect this. Each supporter is given a genuine choice to donate and we are always respectful of the wishes of our supporters.

PUBLIC BENEFIT, POLICIES AND GOVERNANCE

Public benefit

The Trustees have considered the Charity Commission’s guidance when reviewing our aims and objectives and planning future activities.

The public benefit of the Charity is in mitigating the effect of mental health issues of veterans across the UK. Our strategic aims and activities are designed to achieve this benefit.

Combat Stress is widely acknowledged as the specialist in the treatment of veterans suffering from service-related mental illness.

Our services are accessible to all veterans who need our help. We help veterans on their recovery journey so they are able to integrate more fully back into their communities.

Our campaigning and education work means we contribute to a better understanding of mental illness across the UK, and particularly in the Armed Forces. By working in partnership with the NHS, other service charities, statutory agencies and the media, we are now seeing a growing understanding of the needs of those with hidden injuries.

As a result of the above, the Trustees consider that Combat Stress clearly satisfies the public benefit test.

Investment policy and returns

Under the Memorandum and Articles of Association, Combat Stress has the power to make any investment that the Trustees see fit.

The Board of Trustees is responsible for setting our investment policy, which it reviews on a regular basis.

We recognise that the way we invest our funds can make a positive contribution to society. Combat Stress does not invest in the shares of individual companies, but instead in a pooled fund. This is the most effective way to produce a reasonable, sustainable return, and to reduce the risk of financial loss should stock markets fall, so best protects our financial position. This meets our obligation to make the best use of our assets in the interest of veterans. It means though that we are not able to make decisions ourselves on which companies to exclude from our portfolio. However, we seek to work with an investment manager who takes ethical investment issues seriously, including demonstrating active engagement with companies on environmental, social and governance (ESG) issues and has signed up to the UK Stewardship Code.

Combat Stress holds its investments in the Cazenove Charity Multi-Asset Fund. The stated objective of the fund is, over a three-year period, to deliver a total return target of the Consumer Price Index (CPI) plus 4.5%. The fund holds a range of diversified investments to reduce risk. We review the performance of our investments on a quarterly basis.

During 2016/17, sale proceeds of £3.5m were generated from the disposal of investments. These withdrawals from the portfolio were required to fund our anticipated cash flow requirements, with a shortfall of income over expenditure during the year. However, the strong performance of our investments resulted in unrealised gains of £419k. At 31 March 2017, our investments were worth £8.1m (2016: £8.6m).

Cash balances totalling £2.3m, (2016: £6k) held by the investment manager at year end are included in these investment figures.

Reserves policy

The Trustees reviewed our Reserves Policy in February 2017.

Combat Stress has a long-term commitment to veterans. The Trustees believe the level of free reserves (that is those funds not tied up in fixed assets, designated and restricted funds) should represent six months’ budgeted unrestricted expenditure. This protects our services from the risk of disruption due to lack of funds, whilst at the same time ensuring we do not retain income for longer than necessary.

The general reserve, excluding pension scheme reserve, at 31 March 2017 stood at £5.2m, representing 5.2 months budgeted unrestricted expenditure (2016: £6.3m, or 4.7 months). We will seek to restore the level of general reserves to six months’ budgeted unrestricted expenditure, in line with our policy, as soon as we practically can, by increasing income and implementing further controls on expenditure.

Restricted and designated funds are held for specific purposes, as detailed in note 21.

The valuation for financial reporting purposes of the Ex-Services Mental Welfare Society 1974 Pension & Life Assurance Scheme at 31 March 2017 showed a funding deficit of £37k (2016: deficit of £260k). The last triennial actuarial valuation was for 30 September 2014. Under the current recovery plan, the Charity makes a payment of £150k per year to address the deficit. Following

a consultation with active members the Scheme was closed to future accrual on 31 March 2013. Details of the Scheme are disclosed in Note 17 of the accounts. The next triennial actuarial valuation will be based on 30 September 2017 data.

Governance

Combat Stress is a charitable company limited by guarantee. It was incorporated on 11 May 1931 and is governed by Memorandum and Articles of Association, which were revised on 14 November 1991 and then amended by resolution on 21 September 2006, 20 September 2007 and 17 July 2008. In December 2016, we changed our legal name from Ex-Services Mental Welfare Society to Combat Stress.

The objects of the Charity are ‘to provide, establish and maintain recuperative homes, hospitals, sanatoria, schools of training, clubs, workshops and other centres for discharged officers, men and women members of the Navy, Army, Air Force and other allied services, with a view to aid their restoration to health of mind and body, and more particularly to assist those suffering from neurasthenia and mental diseases, and to train or employ them in industries and handicrafts either for a return to their homes and previous occupations or so as to enable them to take up a new life and occupations in the United Kingdom, and to assist and to provide for their dependants.’

The Board of Trustees is responsible for selecting and recommending suitable

Trustees for election to office at the annual general meeting. A maximum of fifteen Trustees are elected, each of whom serve for an initial period of three years. One third of the Trustees normally retire from office at each Annual General Meeting. Retiring Trustees are the longest serving Board members, excluding ex-officio members. A retiring Trustee is eligible for re-election and may serve a maximum of two consecutive terms of three years unless there is an extenuating reason for their retention approved at the General Meeting, or they are elected to the office of Chairman, Vice Chairman or Honorary Treasurer. The Board of Trustees is empowered to appoint a Trustee to fill a casual vacancy until the next Annual General Meeting.

The Chairman, Chief Executive and Executive Directors induct new Trustees through briefings. We also provide a copy of the Trustee Handbook to all new Board members. The induction process includes a visit to a treatment centre and a Trustee may also accompany a member of the Community Team to visit veterans.

The Board of Trustees meets at least four times a year and has appointed committees with responsibility for finance, income generation, audit and risk management, clinical governance, remuneration and nominations. A further independent committee is responsible for stewardship of the closed defined benefit pension scheme. The Board delegates management of day-to-day activities to the Chief Executive and a team of Executive Directors.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Combat Stress for the purposes of company law) are responsible for preparing the strategic report, the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- ensure that applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of Information to Auditors

In the case of each of the persons who are directors of the company at the date when this report was approved:

- so far as each of the directors is aware, there is no relevant audit information (as defined in the Companies Act 2006) of which the company's auditors are unaware; and
- each of the directors has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information (as defined) and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

The Board of Trustees approved this Trustees' Annual Report and Strategic Report on 15 August 2017.



Andrew Graham
Chairman

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF COMBAT STRESS

We have audited the financial statements of Combat Stress for the year ended 31 March 2017 which comprise consolidated statement of financial activities, the consolidated balance sheet, the consolidated cash flow statement 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).

This report is made solely to the Charity's Trustees and members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's Trustees and 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 Charity and the Charity's Trustees and 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 statement of Trustees responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the 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 Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 group's and parent charity's affairs as at 31 March 2017 and of the group's and parent charity's incoming resources and application of resources, including the 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees report, which includes the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements and the strategic report and the trustees' report have been prepared in accordance with applicable legal requirements.

Based on our knowledge and understanding of the Charity and its environment obtained during the course of the audit we have identified no material misstatements in the strategic report and 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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity 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.

The Board of Trustees approved this Trustees' Annual Report and Strategic Report on 15 August 2017.



Don Bawtree
Senior statutory auditor
For and on behalf of BDO LLP, statutory auditor, Gatwick

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2017

		Unrestricted	Restricted	Totals	Totals
		Funds	Funds	2017	2016
	Note	£'000	£'000	£'000	£'000
Income from:					
Donations and legacies	3	6,222	4,076	10,298	7,464
Charitable activities	4	4,818	-	4,818	4,791
Trading activities		296	2	298	288
Investments		228	-	228	447
Other		66	1	67	53
Total income		11,630	4,079	15,709	13,043
Expenditure on:					
Raising funds		2,323	-	2,323	2,465
Charitable activities					
Clinical services		9,221	634	9,855	9,644
Community services		1,028	2,475	3,503	3,417
Helpline		108	121	229	303
Raising awareness and improving access		254	141	395	298
Substance misuse case management service		-	743	743	465
		10,571	4,114	14,725	14,127
Total expenditure	5	12,934	4,114	17,048	16,592
Net income / (expenditure) before transfers and investment gains and losses		(1,304)	(35)	(1,339)	(3,549)
Net gains/(losses) on investments		654	-	654	(783)
Net income / (expenditure)		(650)	(35)	(685)	(4,332)
Transfers between funds	21	395	(395)	-	-
Other recognised gains / (losses):		-	-	-	-
Actuarial gains/(losses) on defined benefit pension scheme	17	79	-	79	(69)
Net movement in funds		(176)	(430)	(606)	(4,401)
Reconciliation of funds:					
Fund balances brought forward at 1 April		15,776	3,988	19,764	24,165
Fund balances carried forward at 31 March	21	15,600	3,558	19,158	19,764

The notes on pages 43 to 57 form part of these financial statements. All activities relate to continuing operations.

There are no gains and losses for either the current or prior years other than those recognised above. All items in the Statement of Financial Activities would appear in the Income and Expenditure Account with the exception of the realised and unrealised gain/ (loss) on investments. There is no difference between the net incoming resources before other recognised gains and losses and their historical cost equivalents.


CONSOLIDATED AND CHARITY BALANCE SHEETS AT 31 MARCH 2017

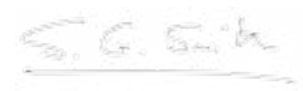
		Group		Charity	
	Notes	2017	2016	2017	2016
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	9	9,324	9,754	9,324	9,754
Investments	10	8,091	8,579	8,091	8,579
Total fixed assets		17,415	18,333	17,415	18,333
Current assets					
Stock		37	59	-	-
Debtors	11	1,420	1,027	1,502	1,135
Cash at bank and in hand		1,157	1,684	1,108	1,632
Total current assets		2,614	2,770	2,610	2,767
Liabilities					
Creditors: amounts falling due within one year	12	(834)	(1,079)	(830)	(1,076)
Net current assets		1,780	1,691	1,780	1,691
Net assets excluding pension liability		19,195	20,024	19,195	20,024
Defined Benefit Pension Scheme Liability	17	(37)	(260)	(37)	(260)
Total net assets	19	19,158	19,764	19,158	19,764
The funds of the charity:					
Unrestricted income funds					
General fund		5,261	6,554	5,261	6,554
Defined benefit pension scheme reserve		(37)	(260)	(37)	(260)
General fund, excluding pension scheme reserve		5,224	6,294	5,224	6,294
Investment revaluation reserve		1,002	583	1,002	583
Designated funds		9,374	8,899	9,374	8,899
		15,600	15,776	15,600	15,776
Restricted income funds		3,558	3,988	3,558	3,988
Total charity funds	21	19,158	19,764	19,158	19,764

The notes on pages 43 to 57 form part of these financial statements.

During the year ended 31 March 2017 Combat Stress, the parent charity results showed a deficit of £0.6m (2016 deficit of £4.4m).

The Financial Statements were approved by the Board of Trustees on 15 August 2017 and signed on its behalf by:


Andrew Graham
Chairman


Stephen Smith
Honorary Treasurer

CONSOLIDATED STATEMENT OF CASH FLOWS AND CHARITY STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Cash flows from operating activities:				
Net cash provided by (used in) operating activities	(1,782)	(4,304)	(1,779)	(4,293)
Cash flows from investing activities:				
Dividends, interest and rents from investments	228	447	228	447
Proceeds from sale of property, plant and equipment	8		8	
Purchase of property, plant and equipment	(123)	(315)	(123)	(315)
Proceeds from sale of investments	3,507	2,892	3,507	2,892
Purchase of investments	(106)	-	(106)	-
Net cash provided by (used in) investing activities	3,514	3,024	3,514	3,024
Change in cash and cash equivalents in the reporting period	1,732	(1,280)	1,735	(1,269)
Cash and cash equivalents at the beginning of the reporting period	1,690	2,970	1,638	2,907
Cash and cash equivalents at the end of the reporting period	3,422	1,690	3,373	1,638

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Net income / (expenditure) for the reporting period (as per the Statement of Financial Activities)	(606)	(4,401)	(606)	(4,401)
Adjustments for:				
Depreciation charges	545	512	545	512
(Gains) / losses on investments	(654)	783	(654)	783
Actuarial gains / (losses) on defined benefit pension scheme	(79)	69	(79)	69
Dividends, interest and rents from investments	(228)	(447)	(228)	(447)
Loss / (profit) on the sale of fixed assets	-	-	-	-
(Increase) / decrease in stocks	22	(20)	-	-
(Increase) / decrease in debtors	(393)	278	(367)	266
Increase / (decrease) in creditors	(245)	(924)	(246)	(921)
Pension scheme costs under FRS 102 – employer contribution	(150)	(163)	(150)	(163)
Pension scheme costs under FRS102 - Interest Movements	6	9	6	9
Net cash provided by (used in) operating activities	(1782)	(4,304)	(1,779)	(4,293)

Analysis of cash and cash equivalents

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Changes in net funds during the year				
Cash at bank and in hand	1,157	1,684	1,108	1,632
Notice deposits (less than 3 months)	2,265	6	2,265	6
	3,422	1,690	3,373	1,638

“

The service offers a chance for veterans to share experiences and take support from others who have served.”

Peter

National Coordinator - Peer Support Service Peter Hoare





Once a month, I run a community psychiatric workshop for a group of about ten veterans. It focuses on different issues each time – it’s a good way for veterans to get together and share their experiences as well as getting practical advice.”

Bernard
Community psychiatric nurse Bernard Tye runs a clinic at a Royal British Legion Pop In Centre in Cardiff where veterans can get assessments and support.



NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies

a. Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments, which are included at fair value (bid price). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), “Accounting and Reporting by Charities” applicable to charities in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2015 and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

The Financial Statements are prepared on the going concern basis which assumes that Combat Stress will continue in operational existence for the foreseeable future. The Board of Trustees have considered the working capital and cash flow requirements and consider that the current and forecast cash resources are sufficient to cover the working capital requirements of the Charity for at least 12 months.

b. Basis of consolidation

The Charity has one wholly owned subsidiary, Combat Stress Trading Limited, which is registered in England. Consolidated Financial Statements for the group, being Combat Stress and Combat Stress Trading Limited have been prepared on a line by line basis in the Statement of Financial Activities and Balance Sheet.

c. Company status

Combat Stress (formerly the Ex-Services Mental Welfare Society) is a company limited by guarantee. The directors of the company are the members of the Board of Trustees named on page 58.

In the event of Combat Stress being wound up, the liability in respect of the guarantee is limited to £1 per member.

d. Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objects of Combat Stress and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Board of Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

e. Incoming resources

All incoming resources are included in the Statement of Financial Activities when Combat Stress is legally entitled to the income, and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

- **Legacies**
Legacies are recognised as income when notification of entitlement has been received by Combat Stress, a grant of probate has been issued, the amount of the legacy can be estimated with reasonable certainty and the likelihood of receiving the income is judged to be probable. No value is included where the legacy is subject to a life interest held by another party.
- **Donated services and facilities**
Gifts donated for resale are included as income when they are sold. Donated assets and services are included at the value to Combat Stress where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.

• **Conduit funds**
Combat Stress acts as agent for other organisations and receives funds on their behalf in respect of registered veterans. These funds are not recognised as income and are excluded from the Statement of Financial Activities and Balance Sheet.

• **Grants received which are to be utilised over more than one year**
In accordance with the Charities Statement of Recommended Practice, Combat Stress recognised £2m grant funding for the Substance Misuse Case Management Service in the year of receipt (2013/14) as a restricted grant. The income was received in advance of the expenditure on the activity funded by the grant but the Charity had entitlement to this funding with the timing of the expenditure being within the discretion of the Charity. Therefore, the incoming resources were not deferred but the unspent monies are carried forward as a restricted fund balance to be expended in future years.

f. Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Expenditure is allocated as follows:

- i. **Cost of generating funds**
Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

ii. **Clinical Services**
This represents all direct expenditure incurred in the running of Treatment Centres, including related payroll, office and other costs. A proportion of central support costs is allocated on the basis set out in note 6.

iii. **Community Services**
Costs represent the direct expenditure on Community Services and a proportion of central support costs allocated on the basis set out in note 6.

iv. **Helpline**
This represents the direct cost of providing the 24-hour Helpline and a proportion of central support costs allocated on the basis set out in note 6.

v. **Raising awareness and improving access**
This represents the direct costs of publicising and promoting our services directly to veterans, their families and medical health professionals. It includes a proportion of central support costs allocated on the basis set out in note 6.

vi. **Substance Misuse Case Management Service**
This represents the direct cost of providing the substance misuse case management service and a proportion of central support costs allocated on the basis set out in note 6.

g. Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation and provision for impairment. Only items over £1,000 are capitalised. Repairs are written off as incurred. Depreciation is provided from the month following the date assets are brought into use, to write down cost to estimated residual value over the estimated useful life by equal annual instalments, as follows:

Freehold property	40 years
Furniture and equipment	5 years
Computer equipment	3 years
Computer software – Patient Administration System	6 years
Plant	10 years

h. **Investments**
Investments are stated at fair value (bid price). Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the consolidated statement of financial activities as net gains/(losses) on investments.

i. **Pension costs**
Pension costs and the pension provision for the defined benefit scheme are calculated on the basis of actuarial advice and are charged to the statement of financial activities on a basis to spread the costs over the employees' working lives. Pension costs for the defined contribution scheme are charged to the accounts on an accruals basis in accordance with FRS 102 and SORP 2015. A pensions reserve has been created within unrestricted funds in compliance with SORP 2015. Details of the pension schemes are disclosed in note 17 of the accounts.

j. **Leases**
Rentals applicable to operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

k. **Employee benefits**
Expenditure is recognised for all employee benefits resulting from their service to Combat Stress during the period. A liability has been included for the cost of annual leave to which employees are entitled at the reporting date that has yet to be paid.

l. **Financial instruments**
The group and parent financial instruments comprise fixed asset investments measured at fair value through profit or loss and other financial assets which comprise cash, group debtors, and other debtors and financial liabilities which comprise trade creditors, and other creditors, measured at amortised cost.

2. Results of the parent charity

	Unrestricted	Restricted	Total	Total
			2017	2016
	£'000	£'000	£'000	£'000
Charity total incoming resources	11,564	4,079	15,643	12,986
Charity resources expended	(12,868)	(4,114)	(16,982)	(16,535)
Transfers between funds	395	(395)	-	-
Charity net incoming resources	(909)	(430)	(1,339)	(3,549)
(Loss)/gain on investment assets	654	-	654	(783)
Actuarial gain/(loss) on defined benefit scheme	79	-	79	(69)
Charity net movement in funds	(176)	(430)	(606)	(4,401)
Funds balance brought forward	15,776	3,988	19,764	24,165
Funds balance carried forward	15,600	3,558	19,158	19,764

The total incoming resources figure for the Charity excluding the subsidiary includes the gift aid donation from Combat Stress Trading Limited of £14,428 (2015/16: £29,242). This will result in no tax having to be paid on the net profits.

As permitted by section 408 of the Companies Act 2006 no separate Statement of Financial Activities is presented in respect of the parent company.

3. Voluntary income

Group voluntary income

	Unrestricted	Restricted	Total	Total
			2017	2016
Donations	4,203	3,393	7,596	5,503
Statutory grants	-	482	482	589
Legacies	2,019	201	2,220	1,372
	6,222	4,076	10,298	7,464

The voluntary income in 2015/16 was £7,464K of which £1,837K was restricted.

Charity voluntary income

	Unrestricted	Restricted	Total	Total
			2017	2016
	£'000	£'000	£'000	£'000
Donations	4,218	3,393	7,611	5,532
Statutory grants (See below)	-	482	482	589
Legacies	2,019	201	2,220	1,372
	6,237	4,076	10,313	7,493

The voluntary income in 2015/16 was £7,493K of which £1,837K was restricted.

The Charity's voluntary income includes a donation from the subsidiary trading company of £14k (2015/16: £29k).

Certain legacies had been notified to Combat Stress as at 31 March 2017 but have not been included in the accounts as they do not meet the criteria to enable them to be measured or the entitlement is not yet certain. None are considered to be material but their combined value is estimated to be £420k (2016: £106k).

3. Voluntary income (continued)

The details of government (statutory) grants received were as follows:

		Total 2017 £'000	Total 2016 £'000
	Purpose		
Victims and Survivors Service Northern Ireland	Grant to fund the community team working with victims of the conflict in Northern Ireland	103	101
Scottish Executive	Grant from the Scottish Government to fund part of the community services in Scotland	200	200
Armed Forces Covenant Fund	Two year grant for 2014/15 and 2015/16 to fully fund the costs of the Helpline	-	288
Armed Forces Covenant Fund	Grant to fund the community team working in Northern Ireland	179	-
		482	589

None of the above grants have any unfulfilled conditions or contingencies.

4. Incoming resources from charitable activities (Group and Charity)

	Unrestricted	Restricted	Total 2017 £'000	Total 2016 £'000
	£'000	£'000	£'000	£'000
Clinical services				
Ministry of Defence – Veterans' Agency fees	24	-	24	67
Contract funding	4,474	-	4,474	4,554
Performance related grant	320	-	320	170
	4,818	-	4,818	4,791

5. Total group resources expended

	Activities undertaken directly	Allocated support costs	Total 2017 £'000	Total 2016 £'000
	£'000	£'000	£'000	£'000
Cost of generating funds				
Cost of generating voluntary income	2,014	214	2,228	2,375
Cost of trading activity	67	-	67	58
Investment management fees	28	-	28	32
	2,109	214	2,323	2,465
Charitable activities				
Clinical services	8,334	1,521	9,855	9,644
Community and outreach services	3,037	466	3,503	3,417
Helpline	221	8	229	303
Awareness raising and improving access	333	62	395	298
Substance misuse case management service	653	90	743	465
	12,578	2,147	14,725	14,127
Total	14,687	2,361	17,048	16,592

5. Total group resources expended (Continued)

	2017 £'000	2016 £'000
Resources expended included:		
Audit fee – charity	21	24
Audit fee – trading company	1	1
Audit fee – pension scheme	7	5
Operating leases	193	224
Depreciation	545	512

6. Support costs

2016/17 Allocations:	Finance	Management	Governance	Human Resources	Information Technology	2017 Total £'000
	£'000	£'000	£'000	£'000	£'000	£'000
Activities for generating funds	72	40	14	36	52	214
Clinical services	299	345	116	314	447	1,521
Community services	109	103	35	94	125	466
Helpline	8	-	-	-	-	8
Awareness raising and improving access	12	14	5	14	17	62
Substance misuse case management service	23	20	7	17	23	90
	523	522	177	475	664	2,361

2015/16 Allocations:	Finance	Management	Governance	Human Resources	Information Technology	2016 Total £'000
	£'000	£'000	£'000	£'000	£'000	£'000
Activities for generating funds	62	19	15	50	54	200
Clinical services	233	165	133	439	525	1,495
Community services	84	56	45	148	157	490
Helpline	8	-	-	1	3	12
Awareness raising and improving access	8	4	3	10	10	35
Substance misuse case management service	13	1	1	4	4	23
	408	244	197	652	754	2,255

Basis of allocation

The support costs expenditure is allocated on the following basis:

Finance costs	On the basis of the value of direct costs incurred by each activity
Management costs	On the basis of full time equivalent numbers of employees directly employed in each activity.
Governance	On the basis of full time equivalent numbers of employees directly employed in each activity.
Human Resource costs	On the basis of full time equivalent numbers of employees directly employed in each activity.
Information technology	On the basis of the number of employees directly employed in each activity.

7. Trustee expenses and donations

Out of pocket expenses were reimbursed as follows.

	2017		2016	
	Number	£'000	Number	£'000
Travel and sundry expenses	7	3	8	7

No members of the Board of Trustees received any remuneration or emoluments in respect of services during the year (2015/16: £Nil), nor had any beneficial interest in any contract with Combat Stress during the year.

The total amount of donations received from Trustees during the year was £14k (2015/16: £15k).

8. Staff costs

Combat Stress Trading Limited, the only subsidiary in the group, does not have any employees and does not pay directors. Consequently, all of the information in this note relates to the group and to the Charity.

	2017	2016
	£'000	£'000
Wages and salaries	9,743	9,097
Social security costs	910	887
Redundancy and termination payments	114	120
Pension costs	545	479
Decrease in pension provision	(150)	(163)
Other costs	786	817
	11,948	11,237

Emoluments for employees above £60,000

	2017	2017	2017	2016
	Executive	Clinical	Total	Total
Between £60,001 - £70,000	2	1	3	-
Between £70,001 - £80,000	1	2	3	2
Between £80,001 - £90,000	2	-	2	2
Between £90,001 - £100,000	-	1	1	1
Between £110,001 - £120,000	-	1	1	-
Between £120,001 - £130,000	-	-	-	1
Between £130,001 - £140,000	1	-	1	-
Between £140,001 - £150,000		1	1	
Between £180,001 - £190,000	-	-	-	1
	6	6	12	7

The total remuneration cost of the CEO and Executive Directors in 2016/17 was £788k (2016: £698k), excluding superannuation contributions.

The structure of the Executive Team was reviewed in the 2017 financial year. As a consequence, the number of Director-level posts was reduced from 7 to 5. This will produce savings of around £150k in a full financial year. In 2017, the Executive team figures include emoluments for four Directors that include compensation for loss of office.

The increase in number of employees with emoluments over £60,000 in 2016/17 is due to:

- 3 executive directors who were employed for part of 2015/16 did not receive emoluments high enough to show in the above table.
- 2 senior clinical staff appear in the 2016/17 numbers, having been recruited to reduce spending on agency fees.

8. Staff costs (Continued)

As a charity providing complex clinical services, we employ senior clinicians, including psychiatrists and psychologists. The highest paid Director is the Medical Director, a Consultant Psychiatrist, who leads the research and design of the treatment programmes. It is essential that we have a leading expert in the field of Veterans Mental Health for this post.

Benefits provided to all staff include matched contributions of up to 10% into the Group Personal Pension Scheme, childcare voucher scheme, cycle to work scheme and free car parking.

Pension contributions for employees above £60,000

	2017		2016	
	Number	£'000	Number	£'000
Defined contribution schemes	12	68,517	7	46

The number of employees including bank and casual staff, analysed by function was:

	2017		2016	
	Number	FTE*	Number	FTE*
Clinical services	209	184	212	179
Community and outreach services	59	55	53	53
Substance misuse service case management	11	11	4	4
Fundraising and communications	32	30	24	23
Management and administration	24	21	23	22
	335	301	316	281

* FTE = Full Time Equivalent

9. Tangible fixed assets for use by the Group and the Charity

	Assets in the course of construction	Freehold property	IT projects in progress	Furniture and Equipment	Plant	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Asset cost						
At 1 April 2016	10	12,121	3	1,572	84	13,790
Additions	106	-	9	8	-	123
Disposals	(8)	-	-	-	-	(8)
Transfers	(108)	108	-	-	-	-
At 31 March 2017	-	12,229	12	1,580	84	13,905
Accumulated depreciation						
At 1 April 2016	-	3,240	-	783	13	4,036
Charge for period	-	317	-	219	9	545
Disposals	-	-	-	-	-	-
At 31 March 2017	-	3,557	-	1,002	22	4,581
Net book values						
At 1 April 2016	10	8,881	3	789	71	9,754
At 31 March 2017	-	8,672	12	578	62	9,324

The value of Freehold Property above includes an amount of £1.4m which is represented by a restricted fund. Details are provided in Note 14.

10. Investments

Fixed asset investments

	Group and Charity	
	2017	2016
	£'000	£'000
Investments at start of the period	8,579	13,632
Less cash held by investment manager	6	1,384
Market value at start of the period	8,573	12,248
Additions at cost	106	-
Disposal proceeds	(3,507)	(2,892)
	5,172	9,356
Net investment gain / (loss)	654	(783)
Market value at end of period	5,826	8,573
Cash held by investment manager	2,265	6
	8,091	8,579
Analysis of investments held at end of the period		
Cazenove Charity Multi Asset Fund	5,826	8,573
Historical cost of listed investments at end of period	4,824	7,990
Unrealised gains / (losses)	1,002	583

The cash held by the investment manager is held for cash management purposes.

11. Debtors

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Fees	22	38	4	37
Accrued income	1,277	755	1,277	755
Income tax recoverable	19	21	19	21
VAT recoverable	-	1	-	-
Other debtors	18	24	118	134
Prepayments	84	188	84	188
	1,420	1,027	1,502	1,135

12. Creditors: amounts falling due within one year

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Trade creditors	75	390	75	387
Other taxes & national insurance	252	256	252	256
Accruals & deferred income	148	149	147	149
Accrued holiday pay	198	150	198	150
VAT Payable	3	-	-	-
Pension fund	58	-	58	-
Sundry creditors	100	134	100	134
	834	1,079	830	1,076

13. Capital and financial commitments

	Group and Charity	
	2017	2016
	£'000	£'000
Total commitments under non-cancellable leases – total payments due over lease term:		
In less than one year	49	103
In two to five years	6	44
In later years	-	-
	55	147

14. Group and Charity contingent liabilities

In 2011/12 restricted funding of £3.5m was received from Help for Heroes for refurbishment and to extend the facilities at Tyrwhitt House as follows:

- the refurbishment and extension to the Welfare Block
- the extension to the Activities Centre
- the extension of Tyrwhitt House – the “Living Zone”
- the reorganisation of the ground floor of Tyrwhitt House including the construction of a new main entrance
- other associated work including professional fees and expenses for design and project management, infrastructure, external works, furnishings and equipment

If Combat Stress disposes of Tyrwhitt House or ceases to make use of it in accordance with its charitable objects then for a period of ten years from 31 March 2011 funding shall be repayable on reducing terms calculated as a proportion of the period yet to expire. The remaining value of the restricted fund at 31 March 2017 is £1.40m (2016: £1.75m).

15. Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the year.

The subsidiary company makes qualifying donations of all taxable profit to the Charity. No corporation tax liability arises in the accounts.

16. Trading subsidiary

The charity has one wholly owned trading subsidiary, Combat Stress Trading Limited, which is registered in England and Wales (Company registration number 07839816) and has its registered office at Tyrwhitt House, Oaklawn Road, Leatherhead KT22 0BX. The company was incorporated on 9 November 2011 and started to trade on 1 April 2013. The following is a summary of the assets and liabilities at 31 March 2017.

	2017	2016
	£	£
Net assets at 31 March		
Current assets	104,849	112,856
Current liabilities	(104,848)	(112,855)
Share capital	1	1

Combat Stress Trading Limited's issued share capital comprises one £1 ordinary share, which is held by the Charity.

During the year the directors of the trading company, who were all executive directors of the Charity, were Sue Freeth and Robert Marsh.

The office of Company Secretary was held by Victoria Reynolds (to 30.11.16), Jeff Harrison (01.12.16 to 08.01.17) and Richard Whitley (09.01.17 onwards).

The main source of income for the company was the sale of merchandise, such as Christmas cards, clothing and badges and promotional material bearing the Combat Stress logo. An agreement is in place between Combat Stress and the trading subsidiary such that the profits are gifted annually to Combat Stress.

	2017	2016
	£	£
Royalty income	-	2,075
Sale of merchandise and event income	104,844	90,213
Total turnover	104,844	92,288
Cost of sales	81,904	(50,902)
Gross profit	22,940	41,386
Administrative costs	(8,512)	(12,144)
Profit for the year	14,428	29,242
Gift aid donation to Combat Stress	(14,428)	(29,242)
Retained profit for the year	-	-

17. Pension costs

	Group and Charity	
	2017	2016
	£'000	£'000
Defined benefit scheme	150	163
Defined contribution scheme	389	316
	539	479

Defined contribution scheme:

The defined contribution scheme is a Group Personal Pension Scheme provided by Scottish Life. Employee contributions into the scheme are matched by Combat Stress up to a maximum of 10% of basic salary.

17. Pension costs (Continued)

Ex-Services Mental Welfare Society 1974 Pension & Life Assurance Scheme:

Combat Stress (the “Employer”) operates a defined benefit pension arrangement called the Ex-Services Mental Welfare Society 1974 Pension and Life Assurance Scheme (the “Scheme”). The scheme was closed to new entrants on 31 August 2000 and closed to future accrual on 31 March 2013. The Scheme provides benefits based on final salary and length of service on retirement, leaving service or death.

The Employer expects to contribute £150,000 to the Scheme during the year to 31 March 2018.

The Scheme is subject to the Statutory Funding Objective under the Pensions Act 2004. A valuation of the Scheme is carried out at least once every three years to determine whether the Statutory Funding Objective is met. As part of the process the Employer must agree with the Trustees of the Scheme the contributions to be paid to address any shortfall against the Statutory Funding Objective.

The most recent comprehensive actuarial valuation of the Scheme was carried out as at 30 September 2014. The results of that valuation were updated by an independent qualified actuary to 31 March 2017 allowing for cashflows in and out of the Scheme and changes to assumptions over the period.

Explanation of amounts in the financial statements

The amounts recognised in the Balance Sheet at 31 March 2017 are as follows:

	2017	2016
	£'000	£'000
Present value of scheme obligations	(12,797)	(12,114)
Fair value of scheme assets	12,760	11,854
Net defined benefit liability at 31 March	(37)	(260)

The amounts recognised in the Statement of Financial Activities (SoFA) over the year are as follows:

	2017	2016
	£'000	£'000
Current service cost	-	-
Administration costs	-	-
Interest on liabilities	397	396
Interest on assets	(391)	(387)
Past service cost	-	-
Settlement cost	-	-
	6	9

Remeasurements over the year:

	2017	2016
	£'000	£'000
Loss / (gain) on scheme assets in excess of interest	(892)	572
Experience losses / (gains) on liabilities	-	-
Losses / (gains) from changes to demographic assumptions	(763)	-
Losses / (gains) from changes to financial assumptions	1,576	(503)
Changes in effect of asset ceiling	-	-
Total remeasurements	(79)	69

Reconciliation of assets and Defined Benefit obligation.

Analysis of changes in the present value of the defined benefit obligations and fair value of assets

	Present value of defined benefit obligation		Value of Scheme Assets		Net (Asset) / Liability Recognised in the Balance Sheet	
	2017	2016	2017	2016	2017	2016
	£'000	£'000	£'000	£'000	£'000	£'000
Scheme liabilities at the start of the year	12,114	12,975	11,854	12,630	260	345
Current service cost	-	-	-	-	-	-
Interest cost	397	396	-	-	397	396
Interest on scheme assets	-	-	391	387	(391)	(387)
Employer contributions	-	-	150	163	(150)	(163)
Members contributions	-	-	-	-	-	-
Benefits received / (paid)	(527)	(754)	(527)	(754)	-	-
Changes to demographic assumptions	(763)	-	-	-	(763)	-
Changes to financial assumptions	1,576	(503)	-	-	1,576	(503)
Return on plan assets less interest	-	-	892	(572)	(892)	572
Scheme liabilities at the end of the year	12,797	12,114	12,760	11,854	37	260

Assets

The major categories of assets as a percentage of total assets are:

Asset category	2017	2016
UK equities	6%	6%
Overseas equities	13%	11%
Bonds	11%	12%
Annuities	58%	61%
Property	6%	6%
Other assets	3%	2%
Cash	3%	2%
Total	100%	100%

The actual return on the Scheme's assets over the period to the Review Date was £1.3m.
The Scheme has no investments in the Charity or the Group or in property occupied by the Charity or the Group.

Actuarial assumptions

The principal assumptions used to calculate the Scheme's liabilities include:

	2017	2016
Discount rate	2.80% p.a.	3.35% p.a.
Retail Prices Index (RPI) inflation	3.65% p.a.	3.20% p.a.
Consumer Prices Index (CPI) inflation	2.65% p.a.	N/A
Pensionable salary increases	3.65% p.a.	3.20% p.a.
Increases to pension in payment at 5% or RPI if less, subject to a minimum of 3% pa	3.85% p.a.	3.65% p.a.
Mortality base table	90% S2PXA	90% S1PXA
Mortality projections	CMI 2016 with a long term rate of 1.5% (males) / 1.0% (females)	CMI 2012 with a long term rate of 1.5% (males) / 1.0% (females)
Tax free cash	Members will commute 20% of their pension for a cash lump sum on retirement	Members will commute 20% of their pension for a cash lump sum on retirement

18. Related party transactions

COBSEO

A payment of £5,583 (2015/16: £7,500) was made during the year for a subscription to The Confederation of Service Charities, Cobseo, of which the Chief Executive of Combat Stress serves as a Board member by virtue of their position at Combat Stress.

Combat Stress Trading Limited

- During the year Combat Stress Trading Ltd purchased clinical services from Combat Stress for £17,819 (2016 £0), which it sold to an external party for £17,819 (2016 £0). These figures represent the cost to Combat Stress of providing these services.
- All profits of Combat Stress Trading Limited are donated to its ultimate parent undertaking, Combat Stress. For the year ended 31 March 2017 this was £14,428 (31 March 2016 £29,242).
- There are no employees within Combat Stress Trading Limited. Work undertaken by the ultimate parent undertaking, Combat Stress, on behalf of Combat Stress Trading Limited has been charged as a management fee. For the year ended 31 March 2017 this was £6,200 (31 March 2016 £4,955).
- At 31 March 2017 Combat Stress Trading Limited owed Combat Stress £100,291 (2016 109,753).
- All of these items have been eliminated on consolidation into these group accounts.

19. Analysis of net assets between funds

Group

Fund balances at 31 March 2017 are represented by:

	Restricted Funds	Designated Funds	Investment Revaluation reserve	General Funds	Total
	£'000	£'000	£'000	£'000	£'000
Tangible fixed assets	1,400	7,924	-	-	9,324
Investments	1,300	1,450	1,002	4,339	8,091
Current assets	858	-	-	1,756	2,614
Current liabilities	-	-	-	(834)	(834)
Defined benefit pension scheme liability	-	-	-	(37)	(37)
	3,558	9,374	1,002	5,224	19,158

Fund balances at 31 March 2016 were represented by:

	Restricted Funds	Designated Funds	Investment Revaluation reserve	General Funds	Total
	£'000	£'000	£'000	£'000	£'000
Tangible fixed assets	1,750	7,999	-	5	9,754
Investments	1,500	900	583	5,596	8,579
Current assets	738	-	-	2,032	2,770
Current liabilities	-	-	-	(1,079)	(1,079)
Defined benefit pension scheme liability	-	-	-	(260)	(260)
	3,988	8,899	583	6,294	19,764

Analysis of net assets between funds is materially the same for the parent charity as the group figures shown above.

20. Disclosure of Funding

In addition to those funders mentioned in note 22, funding is acknowledged under the terms and conditions of the following grants and donations:

Funder	Purpose	Funding Received £'000
ABF – The Soldiers' Charity	Occupational Therapy	250
ABF The Soldiers' Charity Scotland	Residential treatment in Scotland	20
Help for Heroes	Community services	1,000
Royal Air Force Benevolent Fund	Community services and residential treatment for ex-RAF personnel	301
Royal Navy and Royal Marines Charity	Unrestricted	30
Scottish Government (Section 10 Grant)	Community services in Scotland	200
The Corporation of Trinity House	Unrestricted	62
Tudor Foundation	Anger management residential treatment	30
Victims & Survivors Service Northern Ireland	Community services in Northern Ireland	103

21. Statement of changes in reserves

Statement of changes in reserves 2016/17	At 1 April 2016	Income	Expenditure	Gains/ (Losses)	Transfers	At 31 March 2017
	£'000	£'000	£'000	£'000	£'000	£'000
General reserves	6,554	11,630	(13,078)	-	155	5,261
Investment revaluation reserve	583	-	-	654	(235)	1,002
Defined benefit pension scheme asset / (liability)	(260)	-	144	79	-	(37)
Designated funds						
Fixed asset fund	7,999	-	-	-	(75)	7,924
Audley Court landscaping	50	-	-	-	(50)	-
Tyrwhitt House project	500	-	-	-	-	500
IT development fund	200	-	-	-	-	200
Property maintenance fund	150	-	-	-	100	250
Strategy implementation fund	-	-	-	-	500	500
Total unrestricted funds	15,776	11,630	(12,934)	733	395	15,600
Restricted funds						
Community services	-	1,827	(1,827)	-	-	-
Community occupational Therapists	408	507	(513)	-	-	402
Peer Support	-	366	(46)	-	-	320
Helpline	3	118	(121)	-	-	-
Reservists	84	5	(89)	-	-	-
Improving access	15	126	(141)	-	-	-
Clinical services	-	794	(544)	-	-	250
Medical research	-	182	(34)	-	-	148
Substance misuse case management service	1,619	97	(742)	-	-	974
Patient Administration System	50	50	(50)	-	-	50
Peterborough veterans	3	-	-	-	-	3
Veterans' Hardship Fund	9	2	-	-	-	11
Property – Audley Court	47	2	(4)	-	(45)	-
Property – Hollybush House	-	-	-	-	-	-
Property – Tyrwhitt House	1,750	3	(3)	-	(350)	1,400
Total restricted funds	3,988	4,079	(4,114)	-	(395)	3,558
Total funds	19,764	15,709	(17,048)	733	-	19,158

Statement of changes in reserves:

- General (Free) Reserves: these are funds which are available for general use and are not designated or restricted to particular purposes.
- Investment Revaluation Reserve: this represents the excess of the market value of investments over their historical cost at the balance sheet date.
- Defined Benefits Pension Scheme liability: this represents the actuarial deficit calculated under the requirements of FRS 102. At 31 March 2017 the valuation of the pension scheme showed a deficit of £37k (2016: deficit of £260k).

Other than general and revaluation reserves the only funds that moved by a material amount in 2015/16 were:

- Community Occupational Therapists funding is a three year grant. The first funding of £483k was received in 2015/16, and £75k was expended. Consequently, the restricted fund was £0k at 1 April 2015 and £408k at 31 March 2016.
- As described in note 14, in 2011/12 restricted funding of £3.5m was received from Help for Heroes for refurbishment and to extend the facilities at Tyrwhitt House. This restricted funding is being reduced by £350k each year for 10 years, in line with the grant conditions. During 2015/16 the restricted fund reduced from £2.10m to £1.75m.

Designated funds:

Total net transfers of £475k during the year to designated funds from general reserves (2015: £102k from designated funds to general reserves) as detailed below:

- Fixed Asset Fund: this represents the net book value of fixed assets, less amounts represented by restricted funds, and reflects the fact that the reserve value is tied up in property and assets and therefore the funds cannot be spent on operational activity.
- Audley Court, Tyrwhitt House and Hollybush House Project Funds: these are designated funds which have been set aside for planned capital work. Landscaping work at Audley Court was completed during 2016/17.
- IT Development Fund enables Combat Stress to undertake planned

development of the Information Technology infrastructure and database software. The IT Development Fund has been set aside to complete the implementation of the Patient Administration System within the community teams, to purchase and implement a new HR system, an intranet and to redevelop the website, all of which are expected to be completed during 2017/18.

- The Property Maintenance Fund is to ensure that sufficient funds are set aside for any unforeseen major property issues and to provide a sinking fund for regular, but costly maintenance, such as internal and external redecoration. It is expected that redecoration costs may result in these funds being required within the next two years.
- The Strategy Implementation fund represents the estimated one-off costs relating to our new corporate strategy. These costs will be incurred in 2017/18.

Restricted funds:

- Treatment Centres: These funds have been received for use within the specific treatment centres.
- Community Services: These funds represent donations or grants which have been received for regional Community Services.
- Community Occupational Therapists: £1.5m has been donated by The Royal British Legion over three years commencing in 2015/16 to pay for the salary costs, line management and administration of the Occupational Therapists based in The Royal British Legion Pop-In Centres in England and Wales.
- Helpline: This represents grant funding for running the Helpline, and includes £79k from Lloyd's Patriotic Fund.
- Reservists: This funding is from the Duke of Westminster's Foundation and funds our work with those who have served in the Territorial Army or Reservists.
- Improving Access: This funding has been provided by Comic Relief to address stigma issues and to work to improve knowledge of the mental health problems encountered by veterans so that ex-service personnel are informed about our services and

can access them more easily.

- Clinical Services: This funding allows us to provide ongoing services at our residential centres.
- Medical Research: Funding of £139K from The Royal British Legion, £26k from the Forces in Mind Trust and £12k from the Armed Forces Covenant allow us to continue our research into which treatments provide the best outcomes for veterans.
- Substance Misuse Case Management Service: This funding has been provided by the Ministry of Defence Armed Forces Covenant Team from the fund set up from collection of penalties incurred by banks for LIBOR fixing. The funding of £2m is to run a UK wide multi-year project providing a case management service for those veterans with substance misuse disorders who may also have underlying mental health issues.
- Substance Misuse Case Management Service: The Big Lottery have committed funding of £629k to provide substance misuse case management services in Scotland over 3 years commencing in 2014/15. £98k of this was received in 2016/17 (2015/16: £213k).
- Patient Administration System: BAE Systems Plc are providing funding of £150k over three years to help pay for the new Patient Administration System (CareNotes).
- Peterborough veterans: This is the balance of funding received from a local supporters group to help provide additional help to veterans living in the Peterborough area.
- Veterans' Hardship Fund: This Fund is to help pay for veterans' travel if they are unable to attend treatment due to financial hardship.
- Property – Audley Court: This fund came from a number of funders and was used on building improvements at Audley Court.
- Property – Tyrwhitt House: £350K of this restricted funding is detailed in Note 15 above. The transfer of £350k from the restricted fund to general reserves reflects the release of the restriction for 2016/17. The remaining £3k was used on the buildings at Tyrwhitt House.

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Charity Registration No. 206002
Charity Registration Scotland No. SC038828
combatstress.org.uk

A SPECIAL THANK YOU

Combat Stress is sincerely grateful for all donations, which make a real difference to the veterans we help. Our supporters are a crucial part of our success and we would like to acknowledge their generosity and encouragement. In particular, we would like to thank the following who have contributed £10,000 or more to our work this year:

- Help for Heroes
The Royal British Legion
- ABF The Soldiers' Charity
And one anonymous funder
- BAE Systems Plc
Big Lottery Fund
Mrs G M Bramall
Comic Relief
The Corporation of Trinity House
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Lloyd's Patriotic Fund
Royal Air Force Benevolent Fund
Scottish Government
The Specialist Works
And two anonymous funders
- The Committee of the Families & Armed Forces Raceday at Wincanton Race Course
Compass Group
Forces in Mind Trust
Grace Anderson Charitable Trust
JSL Productions



“
For me, being a Benefactor is an opportunity to bring mental health issues into the spotlight and play my part in helping those who do so much for us in the line of duty.”
Dr Rami Ranger CBE

- MCKS Charitable Foundation UK
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We are also very grateful to all those who left us a gift in their Will – this year we received over 100 legacies totalling £2.2million. This remarkable group of supporters have left a special, lasting legacy, and in doing so will ensure that Combat Stress is here for the veterans of the future who will turn to us for help.

£2.2M

The value of legacies received during the year

26

Our Benefactor programme launched in 2015 and we now have 26 Benefactors.*

*as at 31 March 2017

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