

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2017

Charity number 1120893
Company registration number 06263721

THE WARRIOR PROGRAMME

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

Registered charity name	The Warrior Programme
Charity number	1120893
Company registration number	06263721
Principal office	First Floor 1 Thorpe Close London W10 5XL
Registered office	Quadrant House Floor 6 4 Thomas More Square London E1W 1YW
Trustees	J Newstead C Cole C Smith K Boorman Professor Nicola Fear
Independent auditor	UHY Hacker Young 4 Thomas More Square London E1W 1YW
Bankers	TSB Bank Market Square Somerton Somerset
Solicitors	SNR Denton UK LLP One Fleet Place London EC4M 7WS

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2017

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2017.

REFERENCE AND ADMINISTRATIVE DETAILS

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

THE TRUSTEES

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

J Newstead
C Cole
C Smith
K Boorman
Professor Nicola Fear

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

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

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Members. Under the requirements of the Memorandum and Articles of Association there are two Founder Members who are elected to serve for life and up to five additional members who are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. One of the Founder Members, resigned as a trustee in March 2010.

In order to build a broad skill mix, members of the Board of Trustees have been recruited from a wide range of relevant backgrounds. This includes extensive experience of working in the not for profit sector with disadvantaged individuals, operational and business experience, accountancy, legal and professional services, people development, marketing, fundraising and academia. In order to better understand the programme our clients go on our trustees attend one of the courses and two, including the Founder Member, are trained in the processes used on our programmes.

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

Risk Management

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

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

Organisational Structure

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

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

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

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

OBJECTIVES AND ACTIVITIES

Since its establishment in 2007, The Warrior Programme has worked with over 1500 individuals. The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a 3 day training Programme with 12 months structured support and signposting.

The main objectives and activities for the year focused on working with ex Service personnel experiencing difficulties in adjusting to civilian life and on working with their family members who are struggling as a consequence of the veteran's issues.

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

- Running training and education programmes to teach participants tools which enable them to improve performance and motivation and to help overcome emotional problems

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

- Developing and delivering a 12 month support network for individuals who have been through the programme
- Working in partnership with other agencies to provide a pathway that best matches the needs of its client population.

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

The Trustees have complied with the 2011 Charities Act, having due regard for the Charity Commission's guidance on public benefit.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

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

The focus during the period has been to:

- Continue to deliver high quality programmes to veterans and family members
- Develop and reinforce the 12 month post course support including embedding the Monitoring Co-ordinator function
- Continue to build and reinforce referral and funding partnerships with leading organisations working with our client group
- Increase the level and quality of audit evidence supporting the efficacy of the programme
- Raise funds to support the core team and delivery capability
- Work with partner organisations to develop the programme for veterans and ex gang members

Programme delivery

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

During 2016/17, we increased the number of courses that we delivered, further consolidating the scaling up of our operations. With the increase in our Regional Co-ordinator team capacity, we have continued to develop our 12 month post course support Programme and this has resulted in sustained improvement in participants' recovery and reintegration into society.

All of the courses delivered in the period were residential. Seven of the programmes

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

were run in the South West, from Seale Hayne, where we have established a regular calendar of programmes and support structure. We also ran programmes at Calvert Trust, a specialist facility in North Devon, Maindy Barracks in Cardiff, and our first programme in the Midlands from Gamecock Barracks in Nuneaton.

Our strategic aim remains to roll out the Warrior Programme to veterans on a regional basis, alongside our partner organisations, and where possible from existing charity hubs, in particular The Royal British Legion Pop-in centres. Our growing team of Regional Co-ordinators, all of whom are veterans and graduates from The Warrior Programme, has enabled us to expand the regions in which we operate, notably in to Wales, and to reinforce our capability in the North West, West Midlands, South East and South West England.

Programme Development

The Warrior Programme enables individuals to make extraordinary changes to their lives, and crucially, markedly increases their engagement with specialist and mainstream services. In 2016/17, we have continued to develop and deliver the core Programmes for veterans and family members. An important part of this development has been the implementation of the recommendations made by KCMHR in their peer review of our Randomised Controlled Trial (RCT).

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

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

Having established the Veterans and Families Programmes, we are now in a position to develop the Programme to meet the needs of wider beneficiary groups. During 2016/17, we were delighted to be successful in our bid for Armed Forces Covenant Funding to enable us to offer the Programme to the families of Serving Army personnel under the Families in Stress initiative. We are now developing this Programme and recruiting two dedicated Co-ordinators to roll out the service in 2018. It is our intention that in time, we will be able to offer the same service to the Royal Navy and RAF, making the Programme Tri-Service.

During 2016/17 we have continued to work with St Giles Trust to develop a new Programme utilizing our core Programme and combining veterans with former London gang members as co-beneficiaries. The project aims to sustain rehabilitation and build resilience and community cohesion. We have been successful in being awarded funding by the Armed Forces Covenant Funding, The Tudor Trust and Monument Trust. The first pilot commenced in November 2016. In order to accommodate individuals on the Programme at the point where it is will be most beneficial for them we are now bringing them onto existing veterans' programmes with very positive results.

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

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

Evidence

Following on from the RCT we have developed our monitoring and evaluation framework. We use recognised research measures to monitor quantitative change throughout the Programme and an external evaluator conducts individual and group interviews to report on qualitative differences made to people's lives.

Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

The process of evaluation is embedded in the Programme through a whole team approach. The foundation course delivery team collect quantitative evaluation data during the course and during the Refresher Days. The Coordinators get to know each participant during the foundation course and this enables them to form a strong relationship with them, guiding and encouraging them during the 12 month support phase. This helps ensure they can link participants to the services they need and that they are getting the most from these services.

In 2016/17, we have set up a Stakeholder Group as part of our evaluation framework. The group meets every 3-4 months and is chaired by a trustee, with representatives from beneficiary groups and referrers. Feedback ensures that all stakeholders' views are represented at Board level and informs how our service develops.

The majority of individuals participating in Warrior are signed off sick or not working at the point that they start the programme. Our monthly monitoring continues to demonstrate that after 12 months over 60% of these individuals are in work, training or education and a further 10% are looking for work. This is a cohort that statutory agencies find particularly difficult to reach and represents a sustained improvement.

FINANCIAL REVIEW

In the period to 31 March 2017, our statutory accounts show a surplus of £40,487, made up of surpluses in unrestricted funds of £2,995 and designated funds of £84,077 respectively, and a deficit in restricted funds of £46,585. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result, as in this case, in a mis-match between funds received and funds expended in the period. The £46,585 deficit relates to activities delivered in this financial period but funded by grants received in the previous accounting period.

In 2015, we were successful in our application to the Big Lottery for a 3 year grant. We were awarded £1.07m over three years to develop and deliver the Veterans and Families programmes and to develop new funding streams to sustain the charities activities in the long term. We are extremely grateful to the Big Lottery not only for the award of this grant, but also for their continued support, advice and interest in the programme. It is invaluable to be able to have access to the knowledge and ideas

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

from members of their team and we look forward to continuing this relationship as we go forward. The statutory accounts to 31 March 2017 include the second and third tranches of this grant and we are on plan for delivery of programmes and budget.

The designated funds relates to grants made by The Royal British Legion and ABF, The Soldiers Charity and the balance at 31 March 2017 represents the funds received in the financial year ended 31 March 2017 but expended in the following financial period. The grants were made to support our programmes and work with veterans and their families. We are extremely grateful to both organisations for their continued support and value our close working relationships with both. Their support is a key element in ensuring we continue to deliver an outstanding service to our veteran and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2016/17, we have continued to deliver on a key objective, to maintain and add to our reserves whilst raising sufficient funds to support the development and delivery of our programme and core team.

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

The net voluntary income includes grants from a number of charitable trusts and foundations in addition to the Big Lottery grant. These include the £50,000 grant from ABF The Soldiers Charity and the £50,000 grant from The Royal British Legion.

A number of organisations have supported the charity through pro bono work. In particular SNR Denton LLP and Hogan Lovells LLP have provided legal advice.

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

The cost of charitable activities has increased by £92,469 or 25% to £463,104 reflecting the enhancement of post course support and the increased level of course activity, however the cost of supporting a Warrior through the programme has continued to reduce. This demonstrates the economies achievable through increasing scale and, importantly, achieving security of funding. The ability to plan effectively in the medium term increases our ability to work with national partners and ensures courses and aftercare support are run at capacity.

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

Reserves Policy

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure. Budgeted expenditure for 2016/17 is £650,000 and therefore the target is £162,000 to £325,000 in general funds. The reserves are needed to meet the working capital requirements of the charity and the Board of Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

reserves available to the charity is £305,068 thereby meeting the requirement. The strategy is to continue to build reserves through planned operating surpluses, and in the short term the Board of Trustees has considered the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

PLANS FOR FUTURE PERIODS

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

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

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

As the programme is developed as a cost effective element of the broader care pathway, and the possibilities arising from our service are better understood, we believe we can offer more to help prevent individuals reaching acute and critical states. Part of this process involves developing Warrior to meet the needs of wider beneficiary groups and an important step is our new initiative working with those in need within Serving Families. Alongside this core activity, we will continue to develop our service, to work with groups most in need of this support within society. As with our work with Veterans, we will continue to offer a holistic approach, including family members in our support.

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

Responsibilities of the Management Committee

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

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

The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the

THE WARRIOR PROGRAMME

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2017

charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Trustees

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

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

Signed by order of the Trustees


5/12/17

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME

We have audited the financial statements of The Warrior Programme on pages 12 to 21 for the year ended 31 March 2017, which comprise the Statement of Financial Activities, the Balance Sheet, the 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) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on pages 8 to 9, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Trustees' Report (which incorporates the strategic report and the directors' report required by company law) for the financial year for which the financial statements are prepared is consistent with the financial statements and the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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



Subarna Banerjee (Senior Statutory Auditor)

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

4 Thomas More Square
London E1W 1YW

Date: 6/12/17

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2017

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2017 £	Total Funds 2016 £
INCOME FROM:					
Donations	3	109,086	418,500	527,586	394,696
Charitable activities	4	-	-	-	-
Investments	5	849	-	849	886
TOTAL INCOME		<u>109,935</u>	<u>418,500</u>	<u>528,435</u>	<u>395,582</u>
EXPENDITURE ON:					
Raising funds	6	(4,792)	(20,052)	(24,844)	(23,695)
Charitable activities	7/8	(18,071)	(445,033)	(463,104)	(370,635)
TOTAL EXPENDITURE		<u>(22,863)</u>	<u>(465,085)</u>	<u>(487,948)</u>	<u>(394,330)</u>
NET INCOME/(EXPENDITURE)		87,072	(46,585)	40,487	1,252
GROSS TRANSFERS BETWEEN FUNDS		46,209	(46,209)	-	-
NET MOVEMENT IN FUNDS		<u>133,281</u>	<u>(92,794)</u>	<u>40,487</u>	<u>1,252</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		255,864	237,825	493,689	492,437
TOTAL FUNDS CARRIED FORWARD		<u>389,145</u>	<u>145,031</u>	<u>534,176</u>	<u>493,689</u>
REPRESENTING:					
Restricted Funds	14	-	145,031	145,031	237,825
Designated Funds	15	84,077	-	84,077	-
General Funds	15	305,068	-	305,068	255,864
TOTAL FUNDS CARRIED FORWARD		<u>389,145</u>	<u>145,031</u>	<u>534,176</u>	<u>493,689</u>

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

All of the above amounts relate to continuing activities.

THE WARRIOR PROGRAMME

BALANCE SHEET

31 MARCH 2017

	Note	2017 £	2016 £
FIXED ASSETS			
Tangible assets	11	619	934
CURRENT ASSETS			
Debtors	12	13,905	507
Cash at bank		557,266	526,575
		<u>571,171</u>	<u>527,082</u>
CREDITORS: Amounts falling due within one year	13	<u>(37,614)</u>	<u>(34,327)</u>
NET CURRENT ASSETS		533,557	492,755
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>534,176</u>	<u>493,689</u>
TOTAL NET ASSETS		<u>534,176</u>	<u>493,689</u>
FUNDS			
Restricted income funds	14	145,031	237,825
Designated income funds	15	84,077	-
General income funds	15	305,068	255,864
TOTAL FUNDS		<u>534,176</u>	<u>493,689</u>

These financial statements were approved and authorised for issue by the members of the committee on the ~~5~~ 12.17 and are signed on their behalf by:



JACKIE NEWSTEAD
Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

Statement of Cash Flow

YEAR ENDED 31 MARCH 2017

	Note	2017 £	2016 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by operating activities	17	30,280	53,599
CASH FLOWS FROM FINANCING ACTIVITIES			
Purchase of equipment		(438)	-
Bank interest received		849	886
Net cash flow from financing activities		411	886
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		30,691	54,485
Cash and cash equivalents brought forward		526,575	472,090
CASH AND CASH EQUIVALENTS CARRIED FORWARD		557,266	526,575

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

1. STATUTORY INFORMATION

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

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

2. ACCOUNTING POLICIES

Basis of accounting

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

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

Fixed assets

All fixed assets are initially recorded at cost.

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

Course and Office Equipment - 1/3 on Cost

Debtors

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

Creditors

Short term creditors are measured at the transaction price.

Income

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

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

ACCOUNTING POLICIES (continued)

Allocation of Expenditure

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

Designated reserves

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

3. DONATIONS

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £
Donations						
Partners & Trust Funds	100,000	418,500	518,500	60,000	322,617	382,617
Individuals	9,086	-	9,086	7,179	-	7,179
Gifts						
Gifts in Kind	-	-	-	4,900	-	4,900
	<u>109,086</u>	<u>418,500</u>	<u>527,586</u>	<u>72,079</u>	<u>322,617</u>	<u>394,696</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Total Funds 2016 £
Sale of goods/services as part of direct charitable activities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

5. INCOME FROM INVESTMENTS

	Unrestricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Total Funds 2016 £
Bank interest	<u>849</u>	<u>849</u>	<u>886</u>	<u>886</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £
Fees	4,429	18,534	22,963	17,591	4,220	21,811
Support costs	363	1,518	1,881	1,320	564	1,884
	<u>4,792</u>	<u>20,052</u>	<u>24,844</u>	<u>18,911</u>	<u>4,784</u>	<u>23,695</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £
Warrior programmes	16,677	410,696	427,373	264,131	70,694	334,825
Support costs	1,394	34,337	35,731	25,096	10,714	35,810
	<u>18,071</u>	<u>445,033</u>	<u>463,104</u>	<u>289,227</u>	<u>81,408</u>	<u>370,635</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2017 £	Support costs 2017 £	Total costs 2017 £	Direct costs 2016 £	Support costs 2016 £	Total costs 2016 £
Warrior programmes	427,373	35,731	463,104	334,825	35,810	370,635
	<u>427,373</u>	<u>35,731</u>	<u>463,104</u>	<u>334,825</u>	<u>35,810</u>	<u>370,635</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

9. SUPPORT COSTS

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £
Total support costs	<u>1,762</u>	<u>35,850</u>	<u>37,612</u>	<u>26,416</u>	<u>11,278</u>	<u>37,694</u>
Governance costs within support costs						
Auditor's fee	280	5,720	6,000	2,104	3,896	6,000
Accountancy fees	20	400	420	329	91	420
Legal and professional fees	24	481	505	994	765	1,759
Bank charges	3	72	75	65	-	65
	<u>327</u>	<u>6,673</u>	<u>7,000</u>	<u>3,492</u>	<u>4,752</u>	<u>8,244</u>

10. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2017 £	2016 £
Wages and salaries	100,954	88,074
Social security costs	5,801	4,368
Pension contributions	102	-
	<u>106,857</u>	<u>92,442</u>

Particulars of employees:	2017 No.	2016 No.
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The average headcount of employees during the year was:	4.67	5.25
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The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

Number of operational staff	<u>3.78</u>	<u>3.35</u>
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No employee received remuneration of more than £60,000 during the year.

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

11. TANGIBLE FIXED ASSETS

	2017 Office Equipment £
Cost	
At 1 April 2016	2,649
Additions	438
At 31 March 2017	<u>3,087</u>
Depreciation	
At 1 April 2016	1,715
Charge for the year	753
At 31 March 2017	<u>2,468</u>
Net Book Value	
At 31 March 2017	<u>619</u>
At 31 March 2016	<u>934</u>

12. DEBTORS

	2017 £	2016 £
Trade debtors	13,500	-
Accrued income	29	202
Prepayments	376	305
	<u>13,905</u>	<u>507</u>

13. CREDITORS: Amounts falling due within one year

	2017 £	2016 £
Trade creditors	29,814	28,225
Accrued expenditure	7,800	6,102
	<u>37,614</u>	<u>34,327</u>

14. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2016 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2017 £
Big Lottery Fund Grant	115,208	375,000	(420,992)	(37,999)	31,217
Southwark Council					
Community Covenant	52,617	-	(18,921)	(3,523)	30,173
Monument Trust	30,000	30,000	(10,788)	(2,009)	47,203
Tudor Trust	40,000	-	(14,384)	(2,678)	22,938
Camden & Islington					
NHS Trust	-	13,500	-	-	13,500
	<u>237,825</u>	<u>418,500</u>	<u>(465,085)</u>	<u>(46,209)</u>	<u>145,031</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

15. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2016 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Mar 2017 £
Designated Funds	-	100,000	(15,923)	-	84,077
General Funds	255,864	9,935	(6,940)	46,209	305,068
	<u>255,864</u>	<u>109,935</u>	<u>(22,863)</u>	<u>46,209</u>	<u>389,145</u>

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Total net assets 2017 £
Restricted Income Funds:			
Big Lottery Fund Grant	-	31,217	31,217
Southwark Council Community Covenant	-	30,173	30,173
Monument Trust	-	47,203	47,203
Tudor Trust	-	22,938	22,938
Camden & Islington NHS Trust	-	13,500	13,500
	<u>-</u>	<u>145,031</u>	<u>145,031</u>
Unrestricted Income Funds:			
General Funds	619	388,526	389,145
	<u>619</u>	<u>388,526</u>	<u>389,145</u>
Total Funds	<u>619</u>	<u>533,557</u>	<u>534,176</u>

17. Reconciliation of net income to net cash flows from operating activities

	2017 £	2016 £
Net income in the reporting period	40,487	1,252
Adjusted for:		
(Increase)/Decrease in debtors	(13,398)	39,000
Increase in creditors	3,287	13,350
Depreciation of tangible fixed assets	753	883
Interest received	(849)	(886)
	<u>30,280</u>	<u>53,599</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

18. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £40,000 and travel and conference expenses totalling £3,095 (2016 – fees £40,000, expenses £2,651) in connection with carrying out operational duties. This is completely separate from her duty as trustee for which she received no remuneration. The fees paid to the trustee were sanctioned by the Board of Trustees, in accordance with the provisions in the memorandum and articles.

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

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2016 - Nil).

19. ACKNOWLEDGEMENTS

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

Big Lottery Fund	£375,000
ABF The Soldiers' Charity	£50,000
The Royal British Legion	£50,000