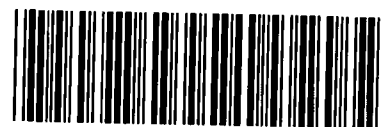


# **THE WARRIOR PROGRAMME**

**Financial Statements of the year ended 31 March 2018**

FRIDAY



\*L7KA0W15\*  
LD6 07/12/2018 #102  
COMPANIES HOUSE

**Charity number 1120893**  
**Company registration number 06263721**

# THE WARRIOR PROGRAMME

## MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

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

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2018**

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 31 March 2018.

#### **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 and to date were as follows:

J Newstead  
C Cole  
C Smith  
K Boorman (resigned 21 August 2018)  
Professor Nicola Fear  
F Howes (appointed 19 September 2018)  
J Mallalieu (appointed 19 September 2018)  
D Rutter (appointed 19 September 2018)

#### **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 ensure that we have the board that has the required breadth of skill and experience to support the future development of the charity the Memorandum and Articles of Association were revised at the General Meeting on 19 September 2018 to increase the maximum number of members to 11, including the remaining Founder Member.

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 2018**

### **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 have either served, are the spouses of those who have served or both, including past beneficiaries of the Programme.

External professionals have delivered specialist services including the training element of the programme, evaluation, book keeping and assistance with fundraising. 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 1800 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 have continued to focus 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. In April 2017 we were awarded funding from the Armed Forces Covenant Fund under their 'Families in Stress' initiative, to work with Army families experiencing difficulties coping with service life and the added pressure this can cause. Our service delivery has therefore broadened during the financial period to include working with the families of Serving Army personnel.

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2018**

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

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

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

### **ACHIEVEMENTS AND PERFORMANCE**

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

The focus during the period has been to:

- Continue to deliver high quality programmes to Veterans and family members
- Develop and deliver the programme for the families of Army Serving families
- Develop and reinforce the 12 month post course support including 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
- Identify and secure funding to extend programme to the families of Serving Navy and RAF families, and to Serving personnel
- Implement and embed the Stakeholder Group, ensuring that beneficiaries and partner organisations can feedback directly to the trustee board and effect on going development and improvement
- Develop and implement a Training, Advisory and Assurance Board, chaired by Professor Nicola Fear, to oversee the development of the programme and promote best practice

#### **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

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2018**

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 Randomised Controlled Trial report which is available on our website.

During 2017/18, we consolidated the scaling up of our operations and delivered 10 programmes, including our first dedicated programme for families of Serving Army families. 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. Two new dedicated Serving families co-ordinators have joined our team, increasing our delivery capacity and broadening the experience base of the team. Feedback to our external evaluator from those who have attended Warrior consistently identifies the dedication, professionalism and real empathy shown by our outreach team, all of whom have lived experience of serving, being a service spouse/partner, or both.

All of the veterans/veterans' family courses delivered in the period were residential. Eight of the programmes were run in the South West, from Seale Hayne, where we have established a regular calendar of programmes and support structure. We also ran our second programme from Gamecock Barracks in Nuneaton. This was once again a very successful course and we extend our thanks to Commanding Officer Lt Col Hannah Stoy for letting us use the facilities at Gamecock once again and for being so welcoming to our Warriors. Our first Serving families programme was run in Catterick with the option of being residential or attending on a daily basis. This was to ensure we could support individuals with different caring responsibilities to attend.

Whilst Warriors are referred to Warrior from across England and Wales, and are supported by our outreach Regional Co-ordinators, our strategic aim remains to deliver the courses on a regional basis, alongside our partner organisations, and where possible from existing charity hubs. Our growing team of Regional Co-ordinators, has enabled us to expand the regions in which we operate, notably to reinforce our capability in the North East, 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 2017/18, we have continued to develop and deliver the core Programmes for Veterans and family members. An important part of this has been the continued strengthening and development 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. In 2017/18 we have increased the number of these refresher days. The refresher days are well supported and are enabling Warriors to embed the learnings more effectively and build more robust peer support networks.

Having established the Veterans and Families Programmes, we have been keen to develop the programme for the wider Armed Forces community. 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 families under the Families in Stress initiative.

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2018**

The project was to deliver rapid support to Army families in stress, providing:

- A safe and supportive environment from which they can start to stabilise their situation
- The resilience and confidence to deal with personal challenges
- The ability to engage effectively with, and benefit from, existing welfare and other support services.

The project was developed in consultation with all stakeholders involved with the referral, commissioning and delivery of welfare services for families. The organisations consulted see Warrior as complementary to their services, ensuring better choice and alternative solutions to enable personal empowerment and resilience.

During 2017/18 we have developed the programme specifically for serving families, recruited two dedicated Co-ordinators and delivered the first dedicated programme in Catterick. To date over 50 individuals have attended with another estimated 45-50 expected to attend by 31 December 2018. Results to date are positive with those attending reporting significant benefits to their well-being including being more motivated and focused, with the resilience to address their problems. They also report feeling better equipped to deal proactively with future challenges.

During 2017/18 we were informed that we had been successful in our application for Armed Forces Covenant funding to roll out our families programme to Serving Navy and RAF families, and in our Libor application to develop programmes for Serving personnel Tri Service. This is a very positive step forward and enables us to deliver our service and support to members of the Armed Forces community when and where their need is greatest, irrespective of what stage they are at. These new programmes will start to be delivered in 2019.

From 2018/19 we will therefore be working with and supporting the whole Armed Forces Community, Serving and their families and veterans and their families.

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, and the Governance Working Group, identifying and promoting best practice and ensuring effective partnership working between member Charities and related organisations.

#### **Evidence**

Following on from the RCT Report in 2015 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. This year the external validation has been broadened to include interviews with the families, friends and colleagues of those who have participated on the programme.

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

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2018**

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, 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.

The majority of veterans participating in Warrior are not working at the point that they start the programme and are not looking for work. Our monthly monitoring continues to demonstrate significant improvement after 12 months with those not working or not looking for work reducing by 78% to only 8%, and those in Work/Training/Volunteering increasing by 87% to 63%. This is a cohort that statutory agencies find particularly difficult to reach and represents a sustained improvement.

The families, friends and colleagues of veteran participants report noticing a positive difference, indicating the programme is having wider impacts for additional people who experience the challenges and stresses of living alongside veterans with a range of emotional and behavioural issues. The increased 'calmness and motivation', as well as 'communicating and talking more', is enhancing family life as well as enabling Warriors to establish or re-establish positive work relationships. This wider impact is reinforced by key family members attending Warrior in their own right, thereby developing the resilience, motivation and focus to manage their lives positively and support their veteran effectively.

Partner organisations continue to be very positive about Warrior and recognise its unique ability to help those who are experiencing really challenging emotional, behavioural and health issues that are affecting many areas of their lives. Individuals who attend Warrior are reported to make substantial positive changes to their lives and increase the effectiveness of their engagement with specialist and mainstream services funded by Government and other charities.

Although in its infancy the Families in Stress project working with Serving Army families is already producing positive results. Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/life balance much better than they did before. A typical comment is that they 'used to put myself at the bottom of the pecking order and now I self-care more. That helps to build self confidence and self esteem – a bit of me has come back!'. Participants describe how from a force's wife point of view they felt they had suffered a loss of identity and had constantly put things on hold. Their experience of Warrior is that it teaches you that you don't have to be that way - you are capable of so much more. Participants are reporting improved relationships and family life and those who work report being more effective in their role.

We are looking forward to rolling the programme out to the Navy and RAF serving families in 2018/19.

In 2016/17, we set up a Stakeholder Group as part of our evaluation framework. The group has met 3 times in the year 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 WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2018**

### **FINANCIAL REVIEW**

In the period to 31 March 2018, our statutory accounts show a surplus of £82,877, made up of surpluses in general unrestricted funds and designated funds of £3,910 and of £4,256 respectively, and a surplus in restricted funds of £74,711. 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 £74,711 restricted fund surplus relates to grants received in this financial period for activities delivered in the following 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 charity's activities in the long term. We are extremely grateful to the Big Lottery not only for the award of this grant, but also for their continued support, advice and interest in the programme. It is invaluable to be able to have access to the knowledge and ideas from members of their team and we look forward to continuing this relationship as we go forward. The statutory accounts to 31 March 2018 include the fourth and fifth tranches of this grant and we are on plan for delivery of programmes and budget.

The remaining restricted income relates to our Families in Stress award from the Armed Forces Covenant Fund. The total award is for £297,021 over 3 years, of which £136,106 was received in the year.

The designated funds principally relate to grants made by The Royal British Legion, ABF, The Soldiers Charity, The RAF Benevolent Fund and RNRMC, and the balance at 31 March 2018 represents the funds received in the financial year ended 31 March 2018 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 these organisations for their continued support and value our close working relationships with them. Their support is a key element in ensuring we continue to deliver an outstanding service to our veteran and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2017/18, 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.

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 £68,152 or 15% to £531,526 reflecting the enhancement of post course support, the increased participant numbers and additional impact of the set up costs associated with the commencement of the Families in Stress project, however the cost of supporting a Warrior through the programme has remained in line with 2017. 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.

# **THE WARRIOR PROGRAMME**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2018**

Our challenge now is to develop commissioned services 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 2018/19 is £770,182 and therefore the target is £192,545 to £385,091 in general funds. The reserves are needed to meet the working capital requirements of the charity and the Board of Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of reserves available to the charity is £308,978 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 our work with Serving families and Serving personnel is an important part of this evolution. 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

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2018

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.

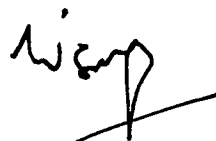
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Members of the Board of Trustees

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

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

Signed by order of the trustees

A handwritten signature in black ink, appearing to be 'N. Singh', written over a horizontal line.

5.12.18

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

---

### **Opinion**

We have audited the financial statements of The Warrior Programme on pages 14 to 23 for the year ended 31 March 2018, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes, including a summary of significant accounting policies. 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".

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 2018, 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.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees, who are also the directors for the purposes of Company Law, use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

---

### **Other Information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies, or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **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 director's 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;

### **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 10, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

---

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

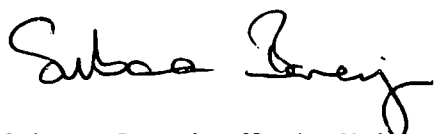
### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

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



**Subarna Banerjee (Senior Statutory Auditor)**

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

4 Thomas More Square  
London E1W 1YW

Date: 7/12/18 .....

# THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2018

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £	Total Funds 2017 £
<b>INCOME FROM:</b>					
Donations	3	172,645	471,106	643,751	527,586
Charitable activities	4	-	-	-	-
Investments	5	296	-	296	849
<b>TOTAL INCOME</b>		<u>172,941</u>	<u>471,106</u>	<u>644,047</u>	<u>528,435</u>
<b>EXPENDITURE ON:</b>					
Raising funds	6	(2,240)	(27,674)	(29,914)	(24,844)
Charitable activities	7/8	(162,535)	(368,721)	(531,256)	(463,104)
<b>TOTAL EXPENDITURE</b>		<u>(164,775)</u>	<u>(396,395)</u>	<u>(561,170)</u>	<u>(487,948)</u>
<b>NET INCOME</b>		<u>8,166</u>	<u>74,711</u>	<u>82,877</u>	<u>40,487</u>
<b>NET MOVEMENT IN FUNDS</b>		<u>8,166</u>	<u>74,711</u>	<u>82,877</u>	<u>40,487</u>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		389,145	145,031	534,176	493,689
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>397,311</u>	<u>219,742</u>	<u>617,053</u>	<u>534,176</u>
<b>REPRESENTING:</b>					
Restricted Funds	14	-	219,742	219,742	145,031
Designated Funds	15	88,333	-	88,333	84,077
General Funds	15	308,978	-	308,978	305,068
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>397,311</u>	<u>219,742</u>	<u>617,053</u>	<u>534,176</u>

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

All of the above amounts relate to continuing activities.

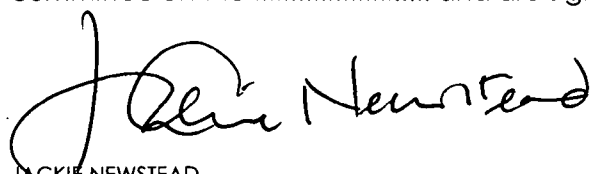
# THE WARRIOR PROGRAMME

## BALANCE SHEET

31 MARCH 2018

	Note	£	2018 £	2017 £
<b>FIXED ASSETS</b>				
Tangible assets	11		3,508	619
<b>CURRENT ASSETS</b>				
Debtors	12	8,970		13,905
Cash at bank		649,194		557,266
		<u>658,164</u>		<u>571,171</u>
<b>CREDITORS: Amounts falling due within one year</b>	13	<u>(44,619)</u>		<u>(37,614)</u>
<b>NET CURRENT ASSETS</b>			<b>613,545</b>	533,557
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u><b>617,053</b></u>	<u>534,176</u>
<b>TOTAL NET ASSETS</b>			<u><b>617,053</b></u>	<u>534,176</u>
<b>FUNDS</b>				
Restricted income funds	14		219,742	145,031
Designated income funds	15		88,333	84,077
General income funds	15		308,978	305,068
<b>TOTAL FUNDS</b>			<u><b>617,053</b></u>	<u>534,176</u>

These financial statements were approved and authorised for issue by the members of the committee on the 5.12.18 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 2018

	Note 17	2018 £	2017 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash provided by operating activities		<b>95,297</b>	30,280
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Purchase of equipment		<b>(3,665)</b>	(438)
Bank interest received		<b>296</b>	849
Net cash flow from financing activities		<b>(3,369)</b>	411
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD</b>		<b>91,928</b>	30,691
Cash and cash equivalents brought forward		<b>557,266</b>	526,575
<b>CASH AND CASH EQUIVALENTS CARRIED FORWARD</b>		<b>649,194</b>	557,266

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**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.

**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.

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**3. DONATIONS**

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
<b>Donations</b>						
Partners & Trust Funds	153,692	471,106	624,798	100,000	418,500	518,500
Individuals	953	-	953	9,086	-	9,086
<b>Gifts</b>						
Gifts in Kind	18,000	-	18,000	-	-	-
	<u>172,645</u>	<u>471,106</u>	<u>643,751</u>	<u>109,086</u>	<u>418,500</u>	<u>527,586</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Total Funds 2017 £
Sale of goods/services as part of direct charitable activities	-	-	-	-

**5. INCOME FROM INVESTMENTS**

	Unrestricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Total Funds 2017 £
Bank interest	296	296	849	849

**6. EXPENDITURE ON RAISING FUNDS**

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Fees	1,993	24,623	26,616	4,429	18,534	22,963
Support costs	247	3,051	3,298	363	1,518	1,881
	<u>2,240</u>	<u>27,674</u>	<u>29,914</u>	<u>4,792</u>	<u>20,052</u>	<u>24,844</u>

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**7. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE**

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Warrior programmes	143,364	325,230	468,594	16,677	410,696	427,373
Support costs	19,171	43,491	62,662	1,394	34,337	35,731
	<u>162,535</u>	<u>368,721</u>	<u>531,256</u>	<u>18,071</u>	<u>445,033</u>	<u>463,104</u>

**8. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE**

	Direct costs 2018 £	Support costs 2018 £	Total costs 2018 £	Direct costs 2017 £	Support costs 2017 £	Total costs 2017 £
Warrior programmes	468,594	62,662	531,256	427,373	35,731	463,104
	<u>468,594</u>	<u>62,662</u>	<u>531,256</u>	<u>427,373</u>	<u>35,731</u>	<u>463,104</u>

**9. SUPPORT COSTS**

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
<b>Total support costs</b>	<u>19,418</u>	<u>46,542</u>	<u>65,960</u>	<u>1,762</u>	<u>35,850</u>	<u>37,612</u>
<b>Governance costs within support costs</b>						
Auditor's fee	1,766	4,234	6,000	280	5,720	6,000
Accountancy fees	124	296	420	20	400	420
Legal and professional fees	4,046	9,699	13,745	24	481	505
Bank charges	9	21	30	3	72	75
	<u>5,945</u>	<u>14,250</u>	<u>20,195</u>	<u>327</u>	<u>6,673</u>	<u>7,000</u>

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**10. STAFF COSTS AND EMOLUMENTS**

Total staff costs were as follows:

	2018 £	2017 £
Wages and salaries	115,653	100,954
Social security costs	7,667	5,801
Pension contributions	723	102
	<u>124,043</u>	<u>106,857</u>

Particulars of employees:

2018 No.	2017 No
-------------	------------

The average headcount of employees during the year was:

4.67	4.67
------	------

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

Number of operational staff	<u>4.30</u>	<u>3.78</u>
-----------------------------	-------------	-------------

No employee received remuneration of more than £60,000 during the year.

**11. TANGIBLE FIXED ASSETS**

	2018 Office Equipment £	2017 Office Equipment £
<b>Cost</b>		
At 1 April 2017	3,087	2,649
Additions	3,665	438
At 31 March 2018	<u>6,752</u>	<u>3,087</u>
<b>Depreciation</b>		
At 1 April 2017	2,468	1,715
Charge for the year	776	753
At 31 March 2018	<u>3,244</u>	<u>2,468</u>
<b>Net Book Value</b>		
At 31 March 2018	<u>3,508</u>	<u>619</u>
At 31 March 2017	<u>619</u>	<u>934</u>

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**12. DEBTORS**

	2018	2017
	£	£
Trade debtors	5,500	13,500
Accrued income	29	29
Prepayments	3,441	376
	<u>8,970</u>	<u>13,905</u>

**13. CREDITORS: Amounts falling due within one year**

	2018	2017
	£	£
Trade creditors	36,819	29,814
Accrued expenditure	7,800	7,800
	<u>44,619</u>	<u>37,614</u>

**14. RESTRICTED INCOME FUNDS**

	Balance at 1 Apr 2017	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2018
	£	£	£	£	£
Big Lottery Fund Grant	31,217	335,000	(274,297)	-	91,920
Southwark Council					
Community Covenant	30,173	-	(23,904)	-	6,269
Monument Trust	47,203	-	(13,629)	-	33,574
Tudor Trust	22,938	-	(18,172)	-	4,766
Camden & Islington					
NHS Trust	13,500	-	(2,592)	-	10,908
Ministry of Defence – Armed Forces Covenant Fund	-	136,106	(63,801)	-	72,305
	<u>145,031</u>	<u>471,106</u>	<u>(396,395)</u>	<u>-</u>	<u>219,742</u>

**15. UNRESTRICTED INCOME FUNDS**

	Balance at 1 Apr 2017	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2018
	£	£	£	£	£
Designated Funds	84,077	148,192	(143,936)	-	88,333
General Funds	305,068	24,749	(20,839)	-	308,978
	<u>389,145</u>	<u>172,941</u>	<u>(164,775)</u>	<u>-</u>	<u>397,311</u>

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Fixed assets	Net current assets	Total net assets
	£	£	2018 £
<b>Restricted Income Funds:</b>			
Big Lottery Fund Grant	-	91,920	91,920
Southwark Council Community Covenant	-	6,269	6,269
Monument Trust	-	33,574	33,574
Tudor Trust	-	4,766	4,766
Camden & Islington NHS Trust	-	10,908	10,908
Ministry of Defence – Armed Forces Covenant Fund	-	72,305	72,305
	-	<u>219,742</u>	<u>219,742</u>
<b>Unrestricted Income Funds:</b>			
Designated Funds	-	88,333	88,333
General Funds	3,508	305,470	308,978
	<u>3,508</u>	<u>393,803</u>	<u>397,311</u>
<b>Total Funds</b>	<u>3,508</u>	<u>613,545</u>	<u>617,053</u>

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

	2018 £	2017 £
Net income for the reporting period	82,877	40,487
Adjusted for:		
Decrease/(Increase) in debtors	4,935	(13,398)
Increase in creditors	7,005	3,287
Depreciation of tangible fixed assets	776	753
Interest received	(296)	(849)
	<u>95,297</u>	<u>30,280</u>

**THE WARRIOR PROGRAMME**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2018**

**18. OPERATING LEASE COMMITMENTS**

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2018</b>	2017
	<b>£</b>	£
Within one year	<b><u>735</u></b>	<u>735</u>

**19. RELATED PARTY TRANSACTIONS**

During the year Charlotte Cole received fees totalling £41,000 and travel and conference expenses totalling £2,230 (2017 – fees £40,000, expenses £3,095) 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 (2017 - Nil).

**20. 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	£335,000
Ministry of Defence – Armed Forces Covenant Fund	£136,106
The Royal British Legion	£55,500
ABF The Soldiers' Charity	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£10,000
Royal Air Force Benevolent Fund	£8,000