

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2019

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 Professor Nicola Fear D Rutter J Mallalieu B Howes
Independent auditor	UHY Hacker Young 4 Thomas More Square London E1W 1YW
Bankers	TSB Bank Market Square Somerton Somerset
Solicitors	Dentons UK LLP One Fleet Place London EC4M 7WS

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2019

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 2019.

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
Professor Nicola Fear
K Boorman (resigned 21/08/18)
D Rutter (appointed 19/09/18)
J Mallalieu (appointed 19/09/18)
B Howes (appointed 19/09/18)

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 in March 2010 and in October 2019 the articles were amended to include a minimum number of three trustees, including the existing Founder Member, but no maximum.

In order to build a broad skill mix, members of the Board of Trustees have been recruited from a wide range of relevant backgrounds. This includes extensive experience of working in the not for profit sector with disadvantaged individuals, the military, operational and business experience, accountancy, legal and professional services, people development, marketing, fundraising and academia. In order to gain a better understanding, our Trustees experience the courses our clients participate in.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

Risk Management and Governance

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 Board regularly reviews our performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. In 2019 we have undergone a process to elect a Vice Chair and have formalised our one to one review process for individual Trustees as part of this exercise.

During the period we were invited to be part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool. Cobseo seeks to assist Member organisations to meet the rising expectations over governance arrangements and the Working Group were involved in preparing an Aide Memoire on governance practices setting out a minimum set of expectations Member organisations should aspire to achieve, and developing a self-reporting and evaluation scheme for members to use. We have implemented this tool as part of our ongoing review of good governance.

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 seven 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.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

OBJECTIVES AND ACTIVITIES

Since its establishment in 2007, The Warrior Programme has worked with over 2,500 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 focus on working with the military community. We have continued to work 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. This support has been broadened to include Serving personnel (from 2019) and their families (from 2018), in particular families experiencing difficulties coping with service life and the added pressure this can cause.

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

- Running training and education programmes to teach participants tools which enable them to improve performance and motivation and to help overcome emotional problems
- Developing and delivering a 12 month support network for individuals who have been 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 Navy and RAF Serving families and embed within our successful Army Serving families programme
- Successfully develop the programme for Serving personnel and commence delivery with our first dedicated programme in March 2019
- Develop and reinforce the 12 month post course support including developing on line support
- Launch a new website designed to support the whole military community, with dedicated areas for Serving personnel, Serving families, veterans and veterans' families

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

- Continue to build and reinforce referral and funding partnerships with leading organisations working with our client group
- Increase the level and quality of audit evidence supporting the efficacy of the programme, including the metrics for the evaluation of the Serving personnel programmes
- Drive efficiency through building capacity to decrease the cost of supporting an individual through the 12 month programme
- Develop the Stakeholder Group, ensuring that beneficiaries and partner organisations can feedback directly to the trustee board and effect on going development and improvement
- Develop the Training, Advisory and Assurance Board, chaired by Professor Nicola Fear, to oversee the development of the programme and promote best practice

Programme delivery

During 2018/19 we consolidated the scaling up of our operations and delivered 15 programmes supporting 291 participants to full programme completion, including our first dedicated programme for Serving personnel, and supported a record number of individuals on the programme.

In December 2018 we completed our 3 year grant from The Big Lottery. This grant enabled us to develop the regional footprint for our support of Veterans and family programmes and to enhance our post course monitoring and support capability in line with the recommendations made in our 2015 Randomised Controlled Trial report (available on our website). We delivered evidenced beneficiary outcomes in line with plan and within budget.

Our Families in Stress programme, delivered to approximately 80 Serving families with funding from the Covenant Fund Trust, has developed traction with increased numbers attending and very positive outcomes recorded. Our Covenant funded project for Serving Army families concluded in June 2019, however it is our intention to continue to meet this need and to support Serving Army families on to the programme alongside those of the Navy and RAF.

Our dedicated Serving personnel co-ordinator joined the team in August 2018 to lead the development of the Serving personnel programme. Despite being tri service, with all the complications that this involves, there has been a very positive response and our first course was run in March. Within eight months over 160 individuals have attended the programme with courses booked up to March 2020. Our challenge is to manage the need and expectations in line with our Libor funded grant whilst we seek additional funding to ensure we can continue to maintain and grow this support to meet demand.

We have continued to develop our 12 month post course support Programme and this has resulted in sustained improvement in participants' recovery and reintegration into society.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

Feedback to our external evaluator, JH Consulting, 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, the majority being run in the South West, from Seale Hayne, where we have established a regular calendar of programmes and support structure. We also ran our third 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 Serving families courses were run in a number of locations in Catterick and Wiltshire 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. Our first Serving personnel course was run at the Services Cotswold Centre, Wiltshire, by kind permission of Commanding Officer Army Welfare Service. We are grateful for the opportunity to run courses for Serving personnel and their families at this site.

Whilst participants 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 and Service accommodation where appropriate. 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

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 was 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.

We started to deliver these new Programmes in 2018/19 and are now therefore working with and supporting the whole Military Community, Serving and their families and veterans and their families.

During 2018/19 we have continued to develop the Programme specifically for serving families. The project was designed to deliver rapid support to military families in stress, providing a safe and supportive environment for partners/spouses from which they could start to stabilise their situation and develop:

- the resilience and confidence to deal with personal challenges, and
- the ability to engage effectively with, and benefit from, existing welfare and other support services.

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.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

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.

The Programme for Serving personnel was designed to teach tools and strategies so individuals can understand, manage and stabilise their emotions and respond positively and resourcefully to stress or provocation with the following outcomes:

- Increased resilience and confidence to cope with high levels of domestic and workplace stress
- enhanced or sustained operational capability based within a stronger and better supported family or other domestic setting
- better able to cope with and manage their eventual transition out of Service to civilian life.

From initial external evaluation of the project and participant testimonials it is clear that the programme is resulting in a range of positive impacts for serving personnel, bringing benefits to their personal, home and professional lives.

Our work with the broader military family has necessitated a thorough review of how we deliver the crucial post course 12 month support. It is clear from feedback and our participant surveys that although our existing Refresher Days are well supported and valued, in particular with veterans, they are difficult to attend for many. There was a clear desire expressed, in particular from family members with caring responsibilities and Serving personnel, to have access to more support on line to enable remote access at a time and place convenient to the individual.

In response we have developed on line modules covering the 3 day course content. These modules are delivered by one of the course lead trainers and can be accessed by participants once they have completed the initial course.

It is our intention to develop our digital platform to include on line access to bespoke groups addressing specific areas of interest and concern for participants, trainer/coach led sessions and peer support networking. This will enable the diverse groups we now support to benefit from tailored support and to have enhanced access to that support.

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. During the period we were invited to be part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool. Cobseo seeks to assist Member organisations to meet the rising expectations over governance arrangements and the Working Group were involved in preparing an Aide Memoire on governance practices setting out a minimum set of expectations Member organisations should aspire to achieve, and developing a self-reporting and evaluation scheme for members to use.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

Evidence

The Trustees are committed to developing evidence based methods, rigorous evaluation and working effectively with other organisations, both statutory and charitable, to improve efficiencies and maximise the use of existing resources.

Following on from the RCT Report in 2015 we have developed our monitoring and evaluation framework. Our outcome evidence is based on the following:

- recognised clinical research measures used to monitor quantitative change throughout the Programme. The data is analysed and reported on by Kings Centre for Military Health Research, King's College London
- Independent external evaluation conducting individual and group interviews to report on qualitative differences made to people's lives. This year the external validation has continued to be 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 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 before and during the foundation course and this enables them to form a strong relationship with each participant, guiding and encouraging them during the 12 month support phase and linking them to the services they need.

Veterans and their family members

The 12 month data consistently indicates improvements in self-esteem, functional impairment, well-being, mood and anxiety, together, crucially, with improvements in relationships with family and friends.

There is also consistently a significant improvement in activity levels. The majority of veterans participating in Warrior are not working at the point that they start the programme and are not looking for work.

Our evidence demonstrates that after 6 months:

94% of those not in work at the start are now in work, training or volunteering

And

91% of those with chronic health issues report making some or good progress

This is a cohort that statutory agencies find particularly difficult to reach and represents a sustained improvement.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

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 ability to help those who are experiencing really challenging emotional, behavioural and health issues that are affecting many areas of their lives.

"Warrior clearly provides a unique and vital service in an area that is complex and fraught with difficulties for Veterans. As a charity partner we would find it impossible to meet some of those unmet needs around resilience and coping that Warrior gives to both Veterans and their partners"

Clinical Lead, Midlands and East Veterans TILS

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.

Serving Families

The programme for Serving families is enabling spouses/partners to access empowering and supportive training and development that is helping them to tackle a range of personal, family and work-related challenges. The positive impact is not only being felt by those directly participating in the Warrior programme, but also by their children and wider family, including enabling serving family members to be able to focus more effectively on their jobs.

The outcome evidence indicates improvements self efficacy, anxiety, self-esteem, functional impairment and well-being.

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 feel *"less isolated and desperate - you realise that other people are going through the same things, that you're not mad and that you can feel better."* It is clear that participants' resilience and ability to manage the stresses of service life are improved by the programme, including *"feeling like you have control over your own destiny even though you know you'll still be following him around."*

An estimated 120 children have benefited from the positive changes experienced by spouses/partners participating in the Warrior programme. In addition to the beneficial effects of reduced family tensions and improved relationships, feedback indicates that the new skills and *"ways of thinking and reacting"* acquired on the programme are enabling more confident and effective parenting that is resulting in improvements in children's attitudes and behaviour. Being able to focus on relationships of mutual respect, and appropriate boundary setting were particularly highlighted.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

Feedback indicates that the Warrior programme is helping the serving personnel of the families in stress to be more effective in their roles.

Serving Personnel

Early indications are that The Warrior programme is resulting in a range of positive impacts for Serving personnel, bringing benefits to their personal, home and professional lives.

Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues including:

- Loss of focus or direction and motivation
- Stress, anxiety and loss of self-confidence
- Real/perceived pressure not to *"admit to having a problem or mental health needs"*-
- Complex family challenges including spouses/partners also serving in the military or transitioning out, children and blended families. This particularly affects female Serving personnel
- Anxiety about transitioning out of the services

Participants report how improvements in their ability to handle their emotions and issues in their personal lives is having positive impacts at work, indicating that the programme is helping to improve work performance levels. In addition, for those approaching transition out of the services, the programme is enabling them to make positive decisions about future work options whilst maximising their contribution to the services during their remaining period of service. Importantly, those participants with children are clear that the tools provided by Warrior are helping them to have more positive relationships with their children, demonstrating that the programme is having the wider impact for families anticipated in the project plan.

We will continue to develop our evaluation and evidence matrix to enable us to support each group as effectively as possible and to ensure they gain the maximum benefit from attending the programme.

FINANCIAL REVIEW

In the period to 31 March 2019, our statutory accounts show a surplus of £97,787, made up of surpluses in general unrestricted funds and restricted funds of £10,190 and of £100,985 respectively, and a deficit in designated funds of £13,388. 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 £100,985 restricted fund surplus relates to grants received in this financial period for activities to be delivered in the following accounting period.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

In December 2018 we concluded our 3 year grant from the Big Lottery, awarded 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 and we look forward to continuing this relationship as we go forward. The statutory accounts to 31 March 2019 include the final tranche of this grant, included as restricted income.

The remaining restricted income relates to our Families in Stress awards from the Armed Forces Covenant Fund and the first year funding from our Libor grant to support our work with Serving personnel.

The designated funds principally relate to grants made by ABF, The Soldiers Charity and RNRMC, and the balance at 31 March 2019 represents the funds received in the financial year ended 31 March 2019 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 2018/19, 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 £129,044 or 24% to £660,300 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 Serving personnel programme, however the cost of supporting a Warrior through the programme has been reduced by 10% compared with the previous year. 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 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 2019/20 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

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

current activities of the charity in the event of a significant drop in funding. The present level of reserves available to the charity is £319,168 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 for veterans and families, markedly increases their engagement with specialist and mainstream support services.

Our key priority now is to continue to evidence, quantify and articulate the consequential benefits for individuals attending the programme. This will identify how Warrior can enable better use of existing infrastructure and investment as participants engage more effectively with support, both in service and statutory and non-statutory, and the lead time to leading more focused, productive and rewarding lives is therefore reduced.

As the Programme is developed as a cost effective element of the broader care pathways, 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 such as our work with Serving families and Serving personnel. 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 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 WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

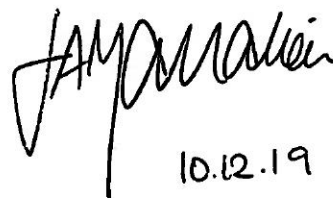
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is 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



10.12.19

JOHN MALLALIEU

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

Opinion

We have audited the financial statements of The Warrior Programme on pages 17 to 26 for the year ended 31 March 2019, 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 2019, 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 have 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.

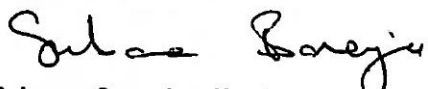
Auditor's responsibilities for the audit of the financial statements

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: 13/12/19.....

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2019

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
INCOME FROM:					
Donations	3	82,986	699,259	782,245	643,751
Charitable activities	4	-	-	-	-
Investments	5	2,975	-	2,975	296
TOTAL INCOME		85,961	699,259	785,220	644,047
EXPENDITURE ON:					
Raising funds	6	(2,787)	(24,346)	(27,133)	(29,914)
Charitable activities	7/8	(86,372)	(573,928)	(660,300)	(531,256)
TOTAL EXPENDITURE		(89,159)	(598,274)	(687,433)	(561,170)
NET INCOME/(EXPENDITURE)		(3,198)	100,985	97,787	82,877
NET MOVEMENT IN FUNDS		(3,198)	100,985	97,787	82,877
RECONCILIATION OF FUNDS					
Total funds brought forward		397,311	219,742	617,053	534,176
TOTAL FUNDS CARRIED FORWARD		394,113	320,727	714,840	617,053
REPRESENTING:					
Restricted Funds	14	-	320,727	320,727	219,742
Designated Funds	15	74,945	-	74,945	88,333
General Funds	15	319,168	-	319,168	308,978
TOTAL FUNDS CARRIED FORWARD		394,113	320,727	714,840	617,053

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

All of the above amounts relate to continuing activities.

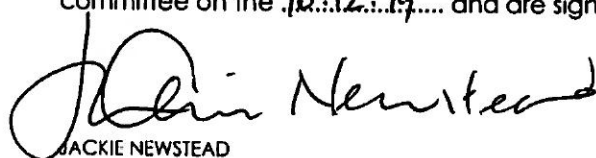
THE WARRIOR PROGRAMME

BALANCE SHEET

31 MARCH 2019

	Note	2019 £	2018 £
FIXED ASSETS			
Tangible assets	11	2,890	3,508
CURRENT ASSETS			
Debtors	12	861	8,970
Cash at bank		753,654	649,194
		<u>754,515</u>	<u>658,164</u>
CREDITORS: Amounts falling due within one year	13	<u>(42,565)</u>	<u>(44,619)</u>
NET CURRENT ASSETS		711,950	613,545
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>714,840</u>	<u>617,053</u>
TOTAL NET ASSETS		<u>714,840</u>	<u>617,053</u>
FUNDS			
Restricted income funds	14	320,727	219,742
Designated income funds	15	74,945	88,333
General income funds	15	319,168	308,978
TOTAL FUNDS		<u>714,840</u>	<u>617,053</u>

These financial statements were approved and authorised for issue by the members of the committee on the 12.12.19 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 2019

	Note	2019 £	2018 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by operating activities	17	102,487	95,297
CASH FLOWS FROM FINANCING ACTIVITIES			
Purchase of equipment	11	(1,002)	(3,665)
Bank interest received	5	2,975	296
Net cash flow from financing activities		1,973	(3,369)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		104,460	91,928
Cash and cash equivalents brought forward		649,194	557,266
CASH AND CASH EQUIVALENTS CARRIED FORWARD		753,654	649,194

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

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 2019

3. DONATIONS

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £
Donations						
Partners & Trust Funds	65,750	699,259	765,009	153,692	471,106	624,798
Individuals	2,936	-	2,936	953	-	953
Gifts						
Gifts in Kind	14,300	-	14,300	18,000	-	18,000
	<u>82,986</u>	<u>699,259</u>	<u>782,245</u>	<u>172,645</u>	<u>471,106</u>	<u>643,751</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Total Funds 2018 £
Sale of goods/services as part of direct charitable activities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

5. INCOME FROM INVESTMENTS

	Unrestricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Total Funds 2018 £
Bank interest	<u>2,975</u>	<u>2,975</u>	<u>296</u>	<u>296</u>

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £
Fees	2,431	21,235	23,666	1,993	24,623	26,616
Support costs	356	3,111	3,467	247	3,051	3,298
	<u>2,787</u>	<u>24,346</u>	<u>27,133</u>	<u>2,240</u>	<u>27,674</u>	<u>29,914</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £
Warrior programmes	77,754	516,665	594,419	143,364	325,230	468,594
Support costs	8,618	57,263	65,881	19,171	43,491	62,662
	<u>86,372</u>	<u>573,928</u>	<u>660,300</u>	<u>162,535</u>	<u>368,721</u>	<u>531,256</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2019 £	Support costs 2019 £	Total costs 2019 £	Direct costs 2018 £	Support costs 2018 £	Total costs 2018 £
Warrior programmes	594,419	65,881	660,300	468,594	62,662	531,256
	<u>594,419</u>	<u>65,881</u>	<u>660,300</u>	<u>468,594</u>	<u>62,662</u>	<u>531,256</u>

9. SUPPORT COSTS

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £
Total support costs	<u>8,974</u>	<u>60,374</u>	<u>69,348</u>	<u>19,418</u>	<u>46,542</u>	<u>65,960</u>
Governance costs within support costs						
Auditor's fee	823	5,537	6,360	1,766	4,234	6,000
Accountancy fees	54	366	420	124	296	420
Legal and professional fees	3,700	24,890	28,590	4,046	9,699	13,745
Bank charges	5	34	39	9	21	30
	<u>4,582</u>	<u>30,827</u>	<u>35,409</u>	<u>5,945</u>	<u>14,250</u>	<u>20,195</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

10. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2019	2018
	£	£
Wages and salaries	163,704	115,653
Social security costs	11,872	7,667
Pension contributions	2,133	723
	<u>177,709</u>	<u>124,043</u>

Particulars of employees:	2019	2018
	No.	No.

The average headcount of employees during the year was:	6.67	4.67
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The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

Number of operational staff	<u>5.87</u>	<u>4.30</u>
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No employee received remuneration of more than £60,000 during the year.

11. TANGIBLE FIXED ASSETS

	2019
	Office
	Equipment
	£
Cost	
At 1 April 2018	6,752
Additions	1,002
At 31 March 2019	<u>7,754</u>
Depreciation	
At 1 April 2018	3,244
Charge for the year	1,620
At 31 March 2019	<u>4,864</u>
Net Book Value	
At 31 March 2019	<u>2,890</u>
At 31 March 2018	<u>3,508</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

12. DEBTORS

	2019	2018
	£	£
Trade debtors	-	5,500
Accrued income	29	29
Prepayments	832	3,441
	<u>861</u>	<u>8,970</u>

13. CREDITORS: Amounts falling due within one year

	2019	2018
	£	£
Trade creditors	33,685	36,819
Accrued expenditure	8,880	7,800
	<u>42,565</u>	<u>44,619</u>

14. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2018	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2019
	£	£	£	£	£
Big Lottery Fund Grant	91,920	160,000	(251,920)	-	-
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	539,259	(346,354)	-	265,210
	<u>219,742</u>	<u>699,259</u>	<u>(598,274)</u>	<u>-</u>	<u>320,727</u>

15. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2018	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2019
	£	£	£	£	£
Designated Funds	88,333	60,000	(73,388)	-	74,945
General Funds	308,978	25,961	(15,771)	-	319,168
	<u>397,311</u>	<u>85,961</u>	<u>(89,159)</u>	<u>-</u>	<u>394,113</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets 2019
	£	£	£
Restricted Income Funds:			
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	-	265,210	265,210
	—	320,727	320,727
	—	—	—
Unrestricted Income Funds:			
Designated Funds	-	74,945	74,945
General Funds	2,890	316,278	319,168
	2,890	391,223	394,113
	—	—	—
Total Funds	2,890	711,950	714,840
	—	—	—

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

	2019 £	2018 £
Net income for the reporting period	97,787	82,877
Adjusted for:		
Decrease in debtors	8,109	4,935
(Decrease)/Increase in creditors	(2,054)	7,005
Depreciation of tangible fixed assets	1,620	776
Interest received	(2,975)	(296)
	102,487	95,297

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2019

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:

	2019	2018
	£	£
Within one year	735	735

19. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £42,000 and travel and conference expenses totalling £1,823 (2018 – fees £41,000, expenses £2,230) 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 but were reimbursed travel expenses amounting to £532 (2018 – £Nil).

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 (2018 - 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	£160,000
Ministry of Defence – Armed Forces Covenant Fund	£539,259
ABF The Soldiers' Charity	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£10,000