

THE WARRIOR PROGRAMME

England & Wales · Charity number 1120893

Details

Status Registered

Legal form Charitable company

Company number [06263721](#)

Registered 2007-09-18

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: TO HELP RELIEVE THE EMOTIONAL PAIN SUFFERED BY INDIVIDUALS ARISING FROM STRESS, DEPRESSION AND ANXIETY, IN PARTICULAR BUT NOT EXCLUSIVELY, THROUGH A FOUR STAGE PROCESS DESIGNED TO:1) CREATE A SAFE ENVIRONMENT; AND/OR2) RELIEVE EMOTIONAL PAIN; AND/OR3) RECONNECT WITH CORE VALUES; AND/OR4) CREATE A NEW FUTURE; AND/OR SUCH OTHER CHARITABLE PURPOSES BENEFICIAL TO THE COMMUNITY CONSISTENT WITH THE OBJECTS ABOVE AS THE TRUSTEES SHALL IN THEIR ABSOLUTE DISCRETION DETERMINE.

Activities: Help relieve the emotional pain suffered by individuals through a four stage process designed to:
o Create a safe environment
o Relieve emotional pain
o Reconnect with core values
o Create a new future
Undertake other charitable activities beneficial to the community consistent with the objects above. The Trustees shall use their absolute discretion determining these.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** NOT DEFINED IN PRACTICE NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£687,125	£676,102	£1,117,579	9
2024-03-31	£737,718	£588,239	£1,106,556	8
2023-03-31	£552,758	£533,059	£957,077	7
2022-03-31	£443,140	£497,173	-	-
2021-03-31	£601,828	£476,590	£991,411	4

Trustees

Name	Role	Appointed
Andrew Paul Bacon		2022-10-01
CHRISTOPHER BRIAN DAVIDSON SMITH		
JACQUELINE ANN NEWSTEAD		
Kauser Parveen Hussain		2024-09-25
Malcolm Howard Lowe-Lauri		2024-09-25
Professor Paul Andrew Farrand		2023-05-01

THE WARRIOR PROGRAMME

England & Wales - Charity number 1120893

Accounts

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2025

Charity number 1120893
Company registration number 06263721

TRUSTEES ANNUAL REPORT
YEAR ENDED 31 MARCH 2025

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THE WARRIOR PROGRAMME

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

Registered charity name	The Warrior Programme
Charity number	1120893
Company registration number	06263721
Registered office	Quadrant House Floor 6 4 Thomas More Square London E1W 1YW
Trustees	J A Newstead - Chair D M Rutter – Vice Chair (Resigned 1 October 2024) Professor Andrew P Bacon – Vice Chair (Appointed 1 October 2024) C B D Smith Professor Paul A Farrand A J Slater (Appointed 25 September 2024) K P Hussain (Appointed 25 September 2024) M H Lowe-Lauri (Appointed 25 September 2024)
Chief Executive Officer	C M Cole
Independent auditor	UHY Hacker Young 14 Park Row Nottingham NG1 6GR
Bankers	TSB Bank Market Square Somerton Somerset Natwest Business Banking PO Box 16204 Birmingham B2 2WP
Solicitors	Dentons UK LLP One Fleet Place London EC4M 7WS

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 to the financial statements and comply with the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)."

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 charity during the period were as follows:

J A Newstead – Chair
D M Rutter – Vice Chair (Resigned 1 October 2024)
Professor Andrew P Bacon – Vice Chair (From 1 October 2024)
Professor Paul A Farrand
C B D Smith
A J Slater (Appointed 25 September 2024)
K P Hussain (Appointed 25 September 2024)
M H Lowe-Lauri (Appointed 25 September 2024)

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 is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term.

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,

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fundraising and academia.

In order to ensure that the skill mix of the Board continues to meet the strategic requirements of the charity the Board conducted a review of the expertise and experience the charity would need to achieve its objectives and identified key areas where additional skill sets were required. As a result of this review the Board sought applications from a broad range of backgrounds, particularly focusing on individuals who could support the charity in developing sustainable funding.

We had a very positive response and are delighted that as a result we offered three individuals the position of Trustee, which they have accepted.

- A J Slater is a senior executive with nearly 30 years' experience across management consulting, mobile telecoms and healthcare. As Managing Director for Bupa, Angus set up an internal employee assistance programme to help his staff with a range of issues, including mental health, physical health and financial worries. He also designed a "workplace health" service to provide confidential support, advice, and counselling for personal and work-related issues for employees of his enterprise clients. Angus is certified in mental health first aid and served in the Territorial Army for 5 years.
- M H Lowe-Lauri has spent the last 45 years working for or with health services. He has a particular focus on partnerships between the NHS, academic institutions, industry and health charities. He is similarly interested in how the NHS creates and sustains the delivery models and the workforce of tomorrow.
- K P Hussain is a senior leader at Flow Neuroscience, she is a scientist by background with over 13 years' experience within the biotechnology and health innovation field. She is passionate about innovation in mental health and committed to raising awareness. Responsible for overseeing business development for the UK and International markets, and roll out to partners in the Middle East, Asia and Europe. She has designed and managed campaigns to raise awareness around depression and mental health for large retailers like Boots as well as clinics and healthcare organisations in Europe. She believes that we can use innovative programs and techniques to improve mental health for everyone.

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. The trustees review the frequency of these meetings and increase the frequency where necessary. 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 performance against the good governance code and implements improvements where necessary to ensure compliance with best practice, including a formal one to one review process for individual trustees.

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During 2025 the board have created 4 sub groups to address specific areas of risk and focus on specific areas of development. They are;

- Audit and Finance
- Research and Evaluation
- Remuneration and team Development
- Commercial Service Development

Each group is chaired by a trustee with at least 2 other trustees being members. The CEO is a member of each group and attends as required.

Warrior is an active member of Cobseo, The Confederation of British Service Charities. Within Cobseo we are members of the Employment, Female Veterans and Serving Personnel and Families Cluster Groups, identifying and promoting best practice and ensuring effective partnership working between member charities and related organisations.

We were part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool, setting out a minimum set of expectations that Member organisations should aspire to achieve and we continue to implement this as part of our ongoing review of good governance. Our aim is to recruit diverse individuals and to address any imbalances or skill shortages that we have identified.

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 at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of between five and 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 Chief Executive and Director of Operations. They are supported by an 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.

OBJECTIVES AND ACTIVITIES

During the year to 31 March 2025 1,005 individuals have attended our course and support workshops, compared with 943 in the previous year, 900 - 1110 during Covid and just 407 attending (Courses and refresher days) pre Covid in the year to 31 March 2020, which was then the highest annual number to date.

The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a core training Programme

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with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid 19 from March 2020 to March 2022 the course was delivered live online over 5 half days. Post Covid, from April 2022, we have delivered a hybrid service including both physical and live online courses and workshops.

The main objectives and activities focus on working with the military community. We work with:

- Ex Service personnel experiencing difficulties in adjusting to civilian life
- Their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or who have received medical intervention but still require additional support and motivation on return to the workplace. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability.
- Serving families, 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and when formulating strategy.

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.

Programme delivery

During 2024/25 we have continued to deliver a hybrid service with pre and post course workshops online and foundation courses available online and in person. This ability to offer both alternatives continues to provide much needed bespoke support to our beneficiaries; in general, Serving personnel and family members prefer online as it offers flexibility to accommodate other priorities/responsibilities, and veterans often prefer in person courses as

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they value the camaraderie and opportunity to share experiences.

The participant profile in 2024/25 is in line with the previous year; In this financial year veterans have represented 56% of participants and Serving personnel 29%, this compares with the previous year when veterans represented 53% of participants and Serving personnel 28%. Going forward into 2025/26 these ratios are set to change with the number of Serving personnel increasing significantly due to new multiyear funding from both the RAF for Serving RAF and from the Army Central Fund (to support Serving Army and their families).

The number of individuals supported has risen year on year with attendees on the foundation course up 6% to 286 and attendance on the pre course support workshops up 11% to 325. These workshops are fortnightly and are a critical part of the pathway to stabilise individuals and introduce them to the concepts and thinking behind the programme prior to attending the Foundation course. It is particularly important in supporting referrals from our Op Courage NHS partners, ensuring we can provide a seamless and comprehensive service. All attendees on the courses now attend at least one pre course workshop and the feedback has been very positive.

We have continued to develop our post course monthly online workshop support, developing the curriculum of subjects addressed in the monthly workshops. The improved content, continuity and structure has led to an increase in the number of individuals attending, up 11% year on year to 337. In addition, 57 individuals attended our one day post course refresher days where they can revisit all the techniques learnt on the course.

This extensive 12 month programme represents the provision of a minimum of 100 hours of dedicated support per individual.

The need for our services and support remains high and we have supported over four times the number of individuals that we have historically, pre pandemic, with 1005 supported vs an average of 235 individuals per year over the five years prior to Covid.

During the period our services to veterans and their families have been supported by grants from the Armed Forces Covenant Fund Trust, The Veterans' Foundation, Army Benevolent Fund, The National Lottery, NHS England and the Royal Navy and Royal Marines Charity and Greenwich Hospital. Our contract with NHS Op Courage East of England partnership commenced on 1 April 2023 and in our second year (of the four year contract) we have met all our KPIs and supported an additional 58 individuals versus a budget of 50.

The individuals being referred by Op Courage are some of the most vulnerable, chaotic and unwell individuals. On referral approximately a third are not in work and not looking for work. The remainder will be involved in a combination of looking for work, or volunteering, training, education or employment.

Positive outcomes are consistently achieved by participants. After 6 months over half (57%) of those who were furthest from being economically active, i/e/ were not in work or looking for work, were now in training, education or employment. This represents a significant improvement in their circumstances and attitude and underlines the progress they have made in stabilising their lives and taking control of their future.

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Our services to Serving personnel have been supported by grants from the Armed Forces Covenant Fund Trust, the Royal Navy, the Royal Navy and Royal Marines Charity and Greenwich Hospital, the Army Central Fund and the Royal Air Force.

We would like to thank all our funders for their continued support and partnership with us. We not only value their financial contribution but also their observations on, and input to, our future development of services.

We continue to deliver our in person residential courses at the Services Cotswold Centre, Corsham, and we are very grateful for the support they give the programme and their understanding of our requirements.

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 Report on our Randomised Controlled Trial in 2015 (as published in Occupational Medicine in 2021) 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.
- Independent external evaluation involving individual and group interviews to report on qualitative differences made to people's lives.
- Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis for 12 months and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

Outcomes - There continue to be consistent significant and wide-ranging beneficial outcomes for participants

Across all cohorts there are some common positive outcomes, key impacts being:

- **Reducing anxiety, fear, stress and anger;**
- **Increasing engagement in positive activities;**
- **Increasing self-esteem, self-worth and self-confidence;**
- **Improved family relationships and resilience;**
- **Improving careers/work.**

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Cohort Specific Outcomes

Veterans

The 12 month data consistently indicates improvements in 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

In the year to 31 March 2025;

- **a third of veterans participating in Warrior were not working or looking for work at the point that they started the programme**
- **after 12 months two thirds (65%) of these individuals were now in work, training or education.**

Many of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult.

In addition, 98% of all veterans were making progress on their goals across all areas of their life.

This is a cohort that statutory and charitable agencies find particularly difficult to reach and represents a sustained improvement. In particular, those individuals referred by Op Courage are often experiencing more complex and acute issues, both medical and socio economic, and this has been evident through our monitoring and evaluation framework.

In January 2024 we introduced the ONS Life Satisfaction question into our suite of evaluation metrics. This uses a scale of zero to 10 (poor to good) and is used by the ONS to gauge sentiment within the population as a whole. The score for the UK population is between 7 and 8 with the latest published score being 7.45 for 2022/23.

This financial year:

- **only 15% of our Op Courage referrals recorded Life Satisfaction scores of 7 or above before starting Warrior and**
- **only 13% of all our veterans scored 7 or above before starting Warrior**

Twelve months after attending the programme:

- **83% of our Op Courage referrals were scoring 7 or above and**
- **66% of all our veterans were scoring 7 or above.**

This measure is clearly only a general indication; however, consistent results of this magnitude underline the difference the programme is making and the improvements in personal circumstances that individuals are experiencing.

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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.

Family members of Serving and veterans

The Warrior Programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation.

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

- **Our evidence demonstrates that 89% of family members report making progress on their goals within 12 months**
- **62% of those previously not in work or not looking for work are now in work, training or education after 6 months**

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. 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.

As well as spouses/partners benefitting from the programme, as was anticipated, participants consider that the children in their families have also experienced positive impacts resulting from the increased resilience and stability of their parents.

External qualitative evaluation continues to show that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety and frustration, as well as being more effective at work and pursuing work-related ambitions. Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/work life balance much better than they did before.

Serving Personnel

During the financial period we have secured funding for referrals from all three Services; We are very grateful to the Army Central Fund for their three year grant to support Serving Army

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personnel, and that from 2025 they have increased this grant to supporting 100 Serving Army per annum for 3 years, the Armed Forces Covenant Fund Trust who have supported female Serving personnel (Tri service) experiencing workplace bullying and harassment and separately male and female Serving personnel (Tri service) experiencing domestic abuse and/or sexual violence, the Royal Navy and the Royal Navy and Royal Marines Charity and Greenwich Hospital who have supported Serving Navy personnel to attend the programme. We are also delighted to be working with the Royal Air Force who from September 2024 are supporting circa 80 Serving personnel through the programme, with the provision to extend to future years.

These contractual arrangements underline the value that Warrior is delivering in support of the welfare of our Serving personnel and we look forward to working with the Services to develop and refine our service offering further and to extend the positive impact of the programme within the Services.

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. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

- 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
- Abuse or harassment in the workplace.

Many 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 as anticipated.

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing. Key impacts reported by participants include:

- **Reducing anxiety, stress and anger**
- **Increasing self-confidence and motivation**
- **Improving careers and work**
- **Improving communication and relationships**
- **Providing a 'safe space' to tackle difficult issues.**

The clinical outcome evidence continues to indicate improvements in self-efficacy, anxiety, functional impairment, well-being and relationship satisfaction and monthly monitoring information demonstrates that after 6 months:

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The percentage of participants rating their relationships with family as very good increases from 40% to 61%

89% are making progress on their goals.

Serving women continue to outnumber Serving men on Warrior, representing 51% of participants despite representing just 11% of the Armed Forces. The issues they report: bullying and harassment, loss of confidence, unequal treatment by male colleagues and working harder to prove themselves, are limiting their careers or causing them to leave. Their needs often remain hidden, as victims do not feel safe or confident facing up to the individual/s involved or raising a complaint for fear of exacerbating the situation.

In 2022 we undertook additional external analysis, Qualitative Data Analysis, to better understand their situations and how specifically Warrior is able to assist them.

This study concluded that The Warrior Programme provides social support to women service personnel that is instrumental in helping them resolve challenging situations at work, family and in personal relationships. Retention in Service is an important issue and participants described how attendance on The Warrior Programme supported them in accessing the help they need from the system, advocating for themselves with the chain of command, or the authorities, and in their own personal relationships too. This in turn enabled many to remain in Service, when they otherwise would not have.

The needs are compelling, as the impact on their lives, mental health and wellbeing can be severe enough for them to consider self-medicating, leaving their families, accepting medical downgrade or leaving Service.

Our funding from the Navy and RAF is to support male and female Serving personnel and is focused on retention and enhancing their Service career experience. We are working with the in Service welfare teams to assess impact and develop the programme going forward. Our funding from the Army Central Fund is to support Serving Army personnel to focus on specific areas of concern and to also support their families.

We 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 2025, our statutory accounts show a surplus of £11,023 made up of marginal decreases in restricted funds of £2,287, and designated funds of £12,852 and an increase in general unrestricted funds of £26,162. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result in a mismatch between funds received and funds expended in the period. In this financial period the funds received marginally exceeded those expended as some of the funding was to support delivery in subsequent periods.

The restricted income principally relates to a number of grant awards that are cohort specific from the Armed Forces Covenant Fund Trust (AFCFT), funding from The Big Lottery and a grant

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from The Veterans' Foundation. The AFCFT funding includes two Veterans' PPP grants, Reaching and Supporting Round 1 (Serving females experiencing discriminating and abusive behaviour in the workplace) and Reaching and Supporting Round 2 (for Serving personnel affected by domestic abuse and/or sexual violence). The funding from the Big Lottery relates to the third year tranche of a 3 year grant to support our charitable work with veterans and to fund the development of our commercial offering to be provided through a wholly owned subsidiary which will return all profit to the charity.

The designated funds principally relate to grants made by the Army Central Fund, the Army Benevolent Fund, the Royal Navy and Royal Marines Charity and Greenwich Hospital together with the Op Courage contract for the East of England and the MOD contracts for the Royal Navy and Royal Air Force. The balance at 31 March 2025 represents the funds received in the financial year ended 31 March 2025 to be expended in the following financial period. The grants were made to support our programmes and work with veterans and their families, with the exception of the-ACF and MOD which-are to support Serving personnel.

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, Serving and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2024/25, 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.

The cost of charitable activities has increased by £85,670 or 15% to £640,538. This is the result of a number of factors; higher numbers of participants and a higher proportion requiring in person physical courses, and increased delivery costs, particularly team costs. In previous periods we were operating below strength in team numbers, and this year we have recruited new team members to take us to capacity, in order to be able to drive forward development and deliver on our goals.

We continue to make cost savings where possible to mitigate these cost pressures, whilst ensuring that we do not negatively impact our front line service delivery. In March 2025 we streamlined our operational and admin functions to ensure we could operate without a permanent physical dedicated office. The team had effectively been operating remotely since the Covid restrictions and we took the decision to formalise the new working practices. This enabled us to give up our office lease as of 31 March 2025 and hence from 1 April 2025 we will not incur office costs. Instead, we have negotiated an agreement with Forces Employment Charity that up to 2 Warrior employees can hot desk at their offices in Mountbarrow House, Victoria, when working in London. This also has the added advantage of better integration and networking with the other military charities and organisations co located in those premises.

Trade debtors have increased from £27,863 in 2024 to £140,263 in 2025 as a result of a block RAF payment. This payment was due pre year end for services to be delivered in 2025/26 however was not received until April 2025. The payment of £140,000 has therefore been shown in trade debtors and income in advance in creditors.

The board seeks to maximise the benefit for our beneficiaries from all our funding and managing our cash reserves is a key part of this. During the period the charity held funds

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deposited in a NatWest business savings account under a 95-day notice arrangement. These funds are working capital but are monitored and managed so that we can give 95 days' notice of requiring the funds.

In accordance with FRS 102, Section 7 – Statement of Cash Flows, cash and cash equivalents are defined as cash on hand and demand deposits, together with short-term, highly liquid investments that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, normally with a maturity of three months or less from the date of acquisition.

As the funds in this account require 95 days' notice for withdrawal, they do not meet the definition of cash and cash equivalents under FRS 102. Consequently, these funds are required to be classified and disclosed as cash investments rather than cash and cash equivalents in the financial statements. They are therefore also shown as a purchase of current investments in the cash flow statement. In the prior year these funds had been held in an on-demand account.

The level of need of our beneficiaries showed no sign of decreasing and in an increasingly difficult funding environment Warrior continues to attract funding support, based on the strong evidence of the positive impact of the programme across all cohorts and we expect to maintain or increase funded delivery levels in the coming year.

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 2025/26 is £935,996 and therefore the target is £233,999 to £467,998 in general funds. The reserves are needed to meet the working capital requirements of the charity and the Board of Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of general reserves available to the charity is £377,408, which meets this 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

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years, subject to satisfactory funding arrangements.

We are now in our third year (of four) of the NHS Op Courage East of England contract and the collaborative is working well, meeting the complex needs of our beneficiaries and ensuring an enhanced and joined up delivery of services. The composition of the partnership, with all parties attending the Multi-Disciplinary Team meetings, enables our innovative non clinical services to work alongside the clinical pathway, enhancing outcomes for individuals, ensuring a co-ordinated experience for our beneficiaries. Clinicians continue to observe how being able to refer individuals to Warrior has enhanced their ability to work with them and has helped with their own work load management. We look forward to continuing this successful partnership through the contract and into the extended two year period.

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As a result of our one-off grant from NHS England in 2023 we continue to develop relationships with other Op Courage partnerships, building similar strong and robust pathways. We will continue to develop those relationships across England.

During 2025 we have consolidated and broadened our work with Serving personnel. We are now in our second year of our Navy contract and in discussions to extend and increase the numbers supported. Our new funding from the Royal Air Force is enabling circa 80 Serving personnel to access our services per year and we are delighted that in 2025 we have been able to offer the same level of access to Serving Army personnel and their families through our new 3 year funding from the Army Central Fund. This has built on their previous 3 year grant funding and now ensures we can focus our services where the Army identify they will have the most impact.

This recurring funding for each of the Services is an important step forward and is setting the foundations for our future work with Serving personnel. We are developing our evaluation matrix to ensure it meets the priorities of the Serving referral partners and enables them to demonstrate the positive impact against their objectives.

We continue to develop opportunities to access similar multiyear sustainable funding for Serving personnel across all three Services and are grateful to the Army Central Fund, the RAF and Royal Navy and the Armed Forces Covenant Fund Trust for their continued multiyear funding to support our work with specific Serving cohorts.

The charity is committed to the long-term strategic objective of developing sustainable unrestricted funding, via a commercial offering, that would support our charitable services. In 2025 we have continued to develop this strategy and identify potential opportunities.

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

Responsibilities of the Management Committee

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

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

The Board of Trustees is responsible for maintaining proper 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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2025


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

DocuSigned by:

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Professor Andrew P Bacon
Vice Chair of the Board of Trustees

Date 15/12/2025



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2025 and of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the financial statements. 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.

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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine



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Nottingham NG1 6GR

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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the 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.

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.



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 14 Park Row
 Nottingham NG1 6GR

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statements' disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Signed by:

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David Allum
(Senior Statutory Auditor)

17/12/2025
 Date.....

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

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
INCOME FROM:					
Donations	3	116,358	293,863	410,221	535,656
Charitable activities	4	253,600	-	253,600	190,000
Investments	5	23,304	-	23,304	12,062
TOTAL INCOME		393,262	293,863	687,125	737,718
EXPENDITURE ON:					
Raising funds	6	(19,752)	(15,812)	(35,564)	(33,371)
Charitable activities	7/8	(360,200)	(280,338)	(640,538)	(554,868)
TOTAL EXPENDITURE		(379,952)	(296,150)	(676,102)	(588,239)
NET INCOME/(EXPENDITURE)		13,310	(2,287)	11,023	149,479
NET MOVEMENT IN FUNDS		13,310	(2,287)	11,023	149,479
RECONCILIATION OF FUNDS					
Total funds brought forward		521,858	584,698	1,106,556	957,077
TOTAL FUNDS CARRIED FORWARD		535,168	582,411	1,117,579	1,106,556
REPRESENTING:					
Restricted Funds	16	-	582,411	582,411	584,698
Designated Funds	17	154,603	-	154,603	167,455
General Funds	17	380,565	-	380,565	354,403
TOTAL FUNDS CARRIED FORWARD		535,168	582,411	1,117,579	1,106,556

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 2025

	Note	£	2025 £	2024 £
FIXED ASSETS				
Tangible assets	11		3,156	4,115
Investments	12		1	1
			<u>3,157</u>	<u>4,116</u>
CURRENT ASSETS				
Current asset investments	13	511,144		-
Debtors	14	141,188		27,897
Cash at bank and on deposit		671,200		1,107,235
		<u>1,323,532</u>		<u>1,135,132</u>
Creditors: Amounts falling due within one year	15	(209,110)		(32,692)
			<u>1,114,422</u>	<u>1,102,440</u>
NET CURRENT ASSETS			<u>1,114,422</u>	<u>1,102,440</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>1,117,579</u>	<u>1,106,556</u>
TOTAL NET ASSETS			<u>1,117,579</u>	<u>1,106,556</u>
FUNDS				
Restricted income funds	16		582,411	584,698
Designated income funds	17		154,603	167,455
General income funds	17		380,565	354,403
			<u>1,117,579</u>	<u>1,106,556</u>
TOTAL FUNDS			<u>1,117,579</u>	<u>1,106,556</u>

These financial statements were approved and authorised for issue by the members of the committee on the 12 December 2025 and are signed on their behalf by:

DocuSigned by:

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JACKIE NEWSTEAD
 Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

STATEMENT OF CASH FLOW

YEAR ENDED 31 MARCH 2025

	Note	2025	2024
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by/(used in) operating activities	19	54,404	112,536
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	11	(2,599)	(987)
Purchase of current investments	13	(500,000)	-
Net cash flow from investing activities		<u>(502,599)</u>	<u>(987)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	5	12,160	12,062
Net cash flow from financing activities		<u>12,160</u>	<u>11,075</u>
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		<u>(436,035)</u>	<u>123,611</u>
Cash and cash equivalents brought forward		<u>1,107,235</u>	<u>983,624</u>
CASH AND CASH EQUIVALENTS CARRIED FORWARD		<u><u>671,200</u></u>	<u><u>1,107,235</u></u>

THE WARRIOR PROGRAMME

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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) and the Charities Acts 2011 and 2022 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and when formulating strategy.

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

Current asset investments

Current asset investments relate to cash amounts held on deposit which requires notice of longer than 3 months to be withdrawn.

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 2025

3. DONATIONS

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Donations						
Partners & Trust Funds	113,500	293,863	407,363	126,814	406,273	533,087
Individuals	2,858	-	2,858	2,569	-	2,569
Gifts						
Gifts in Kind	-	-	-	-	-	-
	<u>116,358</u>	<u>293,863</u>	<u>410,221</u>	<u>129,383</u>	<u>406,273</u>	<u>535,656</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Contracted services	253,600	253,600	190,000	190,000
	<u>253,600</u>	<u>253,600</u>	<u>190,000</u>	<u>190,000</u>

5. INCOME FROM INVESTMENTS

	Unrestricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Bank interest	12,160	12,160	12,062	12,062
Investment income	11,144	11,144	-	-
	<u>23,304</u>	<u>23,304</u>	<u>12,062</u>	<u>12,062</u>

THE WARRIOR PROGRAMME

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Fees	17,504	14,013	31,517	12,898	16,540	29,438
Support costs	2,248	1,799	4,047	1,723	2,210	3,933
	<u>19,752</u>	<u>15,812</u>	<u>35,564</u>	<u>14,621</u>	<u>18,750</u>	<u>33,371</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Warrior programmes	316,961	246,687	563,648	236,614	243,530	480,144
Support costs	43,239	33,651	76,890	36,824	37,900	74,724
	<u>360,200</u>	<u>280,338</u>	<u>640,538</u>	<u>273,438</u>	<u>281,430</u>	<u>554,868</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2025 £	Support costs 2025 £	Total costs 2025 £	Direct costs 2024 £	Support costs 2024 £	Total costs 2024 £
Warrior programmes	563,648	76,890	640,538	480,144	74,724	554,868
	<u>563,648</u>	<u>76,890</u>	<u>640,538</u>	<u>480,144</u>	<u>74,724</u>	<u>554,868</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

9. SUPPORT COSTS

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Total support costs	<u>45,487</u>	<u>35,450</u>	<u>80,937</u>	<u>38,547</u>	<u>40,110</u>	<u>78,657</u>
Governance costs within support costs						
Auditor's fee	9,408	7,332	16,740	7,057	7,343	14,400
Accountancy fees	288	224	512	239	249	488
Legal and professional fees	8,057	6,280	14,337	5,689	5,919	11,608
Bank charges	-	-	-	100	104	204
	<u>17,753</u>	<u>13,836</u>	<u>31,589</u>	<u>13,085</u>	<u>13,615</u>	<u>26,700</u>

10. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2025 £	2024 £
Wages and salaries	259,849	238,340
Social security costs	19,686	17,356
Pension contributions	5,795	5,130
	<u>285,330</u>	<u>260,826</u>

Particulars of employees:	2025 No.	2024 No.
The average headcount of employees during the year was:	8.80	8.42

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

Number of operational staff	<u>6.89</u>	<u>6.63</u>
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No employee received remuneration of more than £60,000 during the year.

The total compensation of the key management personnel during the year was £64,334 (2024 - £61,605).

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

11. TANGIBLE FIXED ASSETS

	2025
	Office
	Equipment
	£
Cost	
At 1 April 2024	12,157
Additions	2,599
Disposals	(779)
	13,977
Depreciation	
At 1 April 2024	8,042
Charge for the year	3,558
Disposals	(779)
	10,821
Net Book Value	
At 31 March 2025	3,156
At 31 March 2024	4,115

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

12. INVESTMENTS

	2025 Shares in subsidiary undertaking £
Cost	
At 1 April 2024	1
Additions	-
Disposals	-
At 31 March 2025	<u>1</u>
 Net book value	
At 31 March 2025	<u>1</u>
 At 31 March 2024	<u>1</u>

13. CURRENT ASSET INVESTMENTS

	2025 £	2024 £
Current asset investments	500,000	-
Interest received from investment	11,144	-
	<u>511,144</u>	<u>-</u>

The charity held funds deposited in a NatWest business savings account under a 95-day notice arrangement. In accordance with FRS 102, Section 7 – Statement of Cash Flows, cash and cash equivalents are defined as cash on hand and demand deposits, together with short-term, highly liquid investments that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, normally with a maturity of three months or less from the date of acquisition.

As the funds in this account require 95 days' notice for withdrawal, they do not meet the definition of cash and cash equivalents under FRS 102. Consequently, these funds have been classified and disclosed as cash investments rather than cash and cash equivalents in the financial statements.

14. DEBTORS

	2025 £	2024 £
Current asset investments	511,144	-
Trade debtors	140,263	27,863
Prepayments	925	34
	<u>652,332</u>	<u>27,897</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

15. CREDITORS: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	44,251	20,453
Accrued expenditure	22,859	12,239
Income in advance	142,000	-
	<u>209,110</u>	<u>32,692</u>

16. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2024 £	Income £	Expenditure £	Balance at 31 Mar 2025 £
Ministry of Defence – Armed Forces Covenant Fund	444,198	143,863	(43,150)	544,911
The National Lottery Community Fund – commercial development project, veterans and families	62,500	135,000	(163,750)	33,750
NHS England – veterans project	78,000	-	(78,000)	-
The Veterans' Foundation	-	15,000	(11,250)	3,750
	<u>584,698</u>	<u>293,863</u>	<u>(296,150)</u>	<u>582,411</u>

17. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2024 £	Income £	Expenditure £	Balance at 31 Mar 2025 £
Designated Funds	167,455	367,100	(379,952)	154,603
General Funds	354,403	26,162	-	380,565
	<u>521,858</u>	<u>393,262</u>	<u>(379,952)</u>	<u>535,168</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets
	£	£	2025 £
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund	-	544,911	544,911
The National Lottery Community Fund – commercial development project, veterans and families	-	33,750	33,750
The Veterans' Foundation	-	3,750	3,750
	—	—	—
	-	582,411	582,411
	—	—	—
Unrestricted Income Funds:			
Designated Funds	-	154,603	154,603
General Funds	3,157	377,408	380,565
	—	—	—
	3,157	532,011	535,168
	—	—	—
Total Funds	3,157	1,114,422	1,117,579

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

	2025 £	2024 £
Net income/(expenditure) for the reporting period	11,023	149,479
Adjusted for:		
(Increase)/decrease in debtors	(113,291)	(27,526)
Increase)/(decrease) in creditors	176,418	(710)
Depreciation of tangible fixed assets	3,558	3,355
Interest received	(12,160)	(12,062)
Investment income	(11,144)	-
	—	—
Net cash provided by/(used in) operating activities	54,404	112,536

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

20. 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:

	2025	2024
	£	£
Within one year	—	800

21. RELATED PARTY TRANSACTIONS

No Trustee or person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year, other than for the reimbursement of Trustee travel expenses amounting to £127 (2024 - £Nil).

22. SUBSIDIARIES

The subsidiary did not trade during the year.

Name of Undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
Think Warrior Ltd	England and Wales	Dormant	Ordinary	100.00

23. 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:

Ministry of Defence – Armed Forces Covenant Fund	£143,863
The National Lottery Community Fund	£135,000
Army Benevolent Fund	£50,000
The Army Central Fund	£50,000
The Veterans' Foundation	£15,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£13,500

THE WARRIOR PROGRAMME

England & Wales - Charity number 1120893

Accounts

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2024

Charity number 1120893
Company registration number 06263721

THE WARRIOR PROGRAMME

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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 - Chair D Rutter – Vice Chair (Resigned 1 October 2024) C Smith Prof Andy Bacon Prof Paul Farrand (Appointed 1 May 2023) Angus Slater (Appointed 25 September 2024) Kausar Hussain (Appointed 25 September 2024) Malcolm Lowe-Lauri (Appointed 25 September 2024)
Chief Executive Officer	C Cole
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

TRUSTEES ANNUAL REPORT

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The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2024.

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 charity during the period were as follows:

J Newstead – Chair
D Rutter – Vice Chair
Professor Andy Bacon
Professor Paul Farrand (Appointed 1 May 2023)
C Smith

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 is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term.

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.

We are delighted that Professor Paul Farrand joined the Board during the year. Paul is Professor of Evidence based Psychological Practice and Research, and Director of the Low-Intensity Cognitive Behavioural Therapy portfolio within Clinical Education, Development and Research (CEDAR), Psychology, University of Exeter. Paul also holds several Expert Advisor positions, including for the NHS Talking Therapies: Anxiety and Depression programme, Psychological

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Practice in Physical Health Care and National Institute of Health and Care Excellence (NICE) Medical Technology Advisory Group. Paul's knowledge and experience is invaluable as we progress our partnership working with the NHS and continue to develop our evaluation metrics and process.

In order to ensure that the skill mix of the Board continues to meet the strategic requirements of the charity the Board conducted a review of the expertise and experience the charity would need to achieve its objectives and identified key areas where additional skill sets were required. As a result of this review the Board sought applications from a broad range of backgrounds, particularly focusing on individuals who could support the charity in developing sustainable funding.

We had a very positive response and are delighted that as a result we offered three individuals the position of Trustee, which they have accepted.

- Angus Slater is a senior executive with nearly 30 years' experience across management consulting, mobile telecoms and healthcare. As Managing Director for Bupa, Angus set up an internal employee assistance programme to help his staff with a range of issues, including mental health, physical health and financial worries. He also designed a "workplace health" service to provide confidential support, advice, and counselling for personal and work-related issues for employees of his enterprise clients. Angus is certified in mental health first aid and served in the Territorial Army for 5 years.
- Malcolm Lowe-Lauri has spent the last 45 years working for or with health services. He has a particular focus on partnerships between the NHS, academic institutions, industry and health charities. He is similarly interested in how the NHS creates and sustains the delivery models and the workforce of tomorrow.
- Kauser Hussain is a senior leader at Flow Neuroscience, she is a scientist by background with over 13 years' experience within the biotechnology and health innovation field. She is passionate about innovation in mental health and committed to raising awareness. Responsible for overseeing business development for the UK and International markets, and roll out to partners in the Middle East, Asia and Europe. She has designed and managed campaigns to raise awareness around depression and mental health for large retailers like Boots as well as clinics and healthcare organisations in Europe. She believes that we can use innovative programs and techniques to improve mental health for everyone.

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. The trustees review the frequency of these meeting and increase the frequency where necessary. 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 performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. We are in the

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process or electing a new Vice Chair and a formal one to one review process for individual trustees.

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

We were part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool, setting out a minimum set of expectations that Member organisations should aspire to achieve and we continue to implement this as part of our ongoing review of good governance. Our aim is to recruit diverse individuals and to address any imbalances or skill shortages that we have identified.

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 at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of four 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 Chief Executive and Director of Operations. They are supported by an 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.

OBJECTIVES AND ACTIVITIES

During the year to 31 March 2024 943 individuals have attended our course and support workshops, compared with 900 - 1110 during Covid and just 407 attending (Courses and refresher days) pre Covid in the year to 31 March 2020, which was then the highest annual number to date.

The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a core training Programme with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid 19 from March 2020 to March 2022 the course was delivered live online over 5 half days. Post Covid, from April 2022, we have delivered a hybrid service including both physical and live online courses and workshops.

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The main objectives and activities focus on working with the military community. We work with:

- Ex Service personnel experiencing difficulties in adjusting to civilian life
- Their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or who have received medical intervention but still require additional support and motivation on return to the workplace. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability
- Serving families, 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and when formulating strategy.

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.

Programme delivery

During 2023/24 we have continued to deliver a hybrid service with pre and post course workshops online and foundation courses available online and in person. This ability to offer both alternatives continues to provide much needed bespoke support to our beneficiaries; in general, Serving personnel and family members prefer online as it offers flexibility to accommodate other priorities/responsibilities, and veterans often prefer in person courses as they value the camaraderie and opportunity to share experiences.

We have seen a significant change in participant profile in 2023/24 compared with previous

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recent years; In this financial year veterans have represented 53% of participants and Serving personnel 28%, this compares with the previous year when veterans represented 36% of participants and Serving personnel 44%. In actual numbers, veteran numbers are up 64% and Serving personnel down 31%. This is a direct result of a change in funding streams with funding for Serving personnel being limited and specific to certain cohorts, Funding for veterans has expanded with the introduction of Op Courage and NHSE grant funding during the year, enabling us to reach a wider cohort of veterans in need of our support.

The number of individuals supported has risen year on year with attendees on the foundation course up 11% to 269 and attendance on the pre course support workshops up 5% to 294. These workshops are fortnightly and are a critical part of the pathway to stabilise individuals and introduce them to the concepts and thinking behind the programme prior to attending the Foundation course. It is particularly important in supporting referrals from our Op Courage NHS partners, ensuring we can provide a seamless and comprehensive service. All attendees on the courses now attend at least one pre course workshop and the feedback has been very positive.

We have continued to develop our post course monthly online workshop support, developing the curriculum of subjects addressed in the monthly workshops. The improved content, continuity and structure has led to an increase in the number of individuals attending, up 20% year on year to 303, and the number of sessions each individual attends, with over 50% now attending 3 or more workshops. In addition, 77 individuals attended our one day post course refresher days where they can revisit all the techniques learnt on the course.

This extensive 12 month programme represents the provision of a minimum of 100 hours of dedicated support per individual.

The need for our services and support remains high and we have supported over three and a half times the number of individuals that we have historically, pre pandemic, with 943 supported vs an average of 235 individuals per year over the five years prior to Covid.

During the period our services to veterans and their families have been supported by grants from the Armed Forces Covenant Fund Trust, The Veterans' Foundation, Army Benevolent Fund, The National Lottery, NHS England, the Royal Navy and Royal Marines Charity and Greenwich Hospital and The RAF Benevolent Fund. Our contract with NHS Op Courage East of England partnership commenced on 1 April 2023 and in our first year (of the four year contract) we have met all our KPIs and supported 70 individuals versus a budget of 50, with a further 35 expressions of interest.

Our services to Serving personnel have been supported by grants from the Armed Forces Covenant Fund Trust, the Royal Navy and Royal Marines Charity and Greenwich Hospital and the Army Central Fund.

We would like to thank all our funders for their continued support and partnership with us. We not only value their financial contribution but also their observations on, and input to, our future development of services.

We continue to deliver our in person residential courses at the Services Cotswold Centre, Corsham, and we are very grateful for the support they give the programme and their understanding of our requirements.

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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 Report on our Randomised Controlled Trial in 2015 (as published in Occupational Medicine in 2021) 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.
- Independent external evaluation involving individual and group interviews to report on qualitative differences made to people's lives.
- Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis for 12 months and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

Outcomes - There continue to be consistent significant and wide-ranging beneficial outcomes for participants

Across all cohorts there are some common positive outcomes, key impacts being:

- **Reducing anxiety, fear, stress and anger;**
- **Increasing engagement in positive activities;**
- **Increasing self-esteem, self-worth and self-confidence;**
- **Improved family relationships and resilience;**
- **Improving careers/work.**

Cohort Specific Outcomes

Veterans and their family members

The 12 month data consistently indicates improvements in 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. In the year to 31 March 2024 a third of veterans participating in Warrior were not working or looking for work at the point that they started the programme and many of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult.

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Even given these very significant obstacles, our evidence demonstrates that after 12 months 25% of these individuals were now in work, training or education.

In addition, 91% of all veterans were making progress on their goals across all areas of their life.

This is a cohort that statutory and charitable agencies find particularly difficult to reach and represents a sustained improvement. In particular, those individuals referred by Op Courage are often experiencing more complex and acute issues, both medical and socio economic, and this has been evident through our monitoring and evaluation framework.

In January 2024 we introduced the ONS Life Satisfaction question into our suite of evaluation metrics. This uses a scale of zero to 10 (poor to good) and is used by the ONS to gauge sentiment within the population as a whole. The score for the UK population is between 7 and 8 with the latest published score being 7.45 for 2022/23.

Only 4% of our Op Courage referrals recorded Life Satisfaction scores of 7 or above before starting Warrior and only 11% of all our veterans scored 7 or above. Six months after attending the programme 60% of our Op Courage referrals and 51% of all our veterans were scoring 7 or above. This measure is clearly only a general indication; however, consistent results of this magnitude underline the difference the programme is making and the improvements in personal circumstances that individuals are experiencing.

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.

Family members of Serving and veterans

The Warrior Programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation.

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

- **Our evidence demonstrates that 93% of family members report making progress on their goals within 6 months**
- **50% of those previously not in work or not looking for work are now in work, training or education**

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

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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.

As well as spouses/partners benefitting from the programme, as was anticipated, participants consider that the children in their families have also experienced positive impacts resulting from the increased resilience and stability of their parents.

External qualitative evaluation continues to show that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety and frustration, as well as being more effective at work and pursuing work-related ambitions. Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/work life balance much better than they did before.

Serving Personnel

We are particularly grateful to the Army Central Fund for their three year grant to support Serving Army personnel, the Armed Forces Covenant Fund Trust who have supported female Serving personnel (Tri service) experiencing workplace bullying and harassment and separately male and female Serving personnel (Tri service) experiencing domestic abuse and/or sexual violence, and the Royal Navy and Royal Marines Charity and Greenwich Hospital who have supported Serving Navy personnel to attend the programme. Our expressions of interest from Serving personnel continued to increase during the year but we have had to limit our support, focusing on those that met the criteria of these funding streams.

We have continued to work with partners to identify funding to ensure we can offer our services to cohorts across all three Services, and we are delighted that post year end we signed a three year contract with the Navy to support 12 Serving personnel a year to attend the programme.

We are currently in discussions with the RAF to finalise a contract to enable up to 100 Serving personnel to attend the programme, with the provision to extend to future years.

These contractual arrangements underline the value that Warrior is delivering in support of the welfare of our Serving personnel and we look forward to working with the Services to develop and refine our service offering.

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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. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

- 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
- Abuse or harassment in the workplace.

Many 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 as anticipated.

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing. Key impacts reported by participants include:

- **Reducing anxiety, stress and anger**
- **Increasing self-confidence and motivation**
- **Improving careers and work**
- **Improving communication and relationships**
- **Providing a 'safe space' to tackle difficult issues.**

The clinical outcome evidence continues to indicate improvements in self-efficacy, anxiety, functional impairment, well-being and relationship satisfaction and monthly monitoring information demonstrates that after 6 months:

The percentage of participants rating their relationships with family as very good increases from 44% to 74%

92% are making progress on their goals.

Serving women continue to outnumber Serving men on Warrior, despite representing just 11% of the Armed Forces. The issues they report: bullying and harassment, loss of confidence, unequal treatment by male colleagues and working harder to prove themselves, are limiting their careers or causing them to leave. Their needs often remain hidden, as victims do not feel safe or confident facing up to the individual/s involved or raising a complaint for fear of exacerbating the situation.

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In 2022 we undertook additional external analysis, Qualitative Data Analysis, to better understand their situations and how specifically Warrior is able to assist them. This evidence of need supported our successful request to the Armed Forces Covenant Fund Trust under their Supporting Communities grant category for funding to support female Serving personnel experiencing bullying and abusive treatment in the workplace. The resulting 2 year funding is enabling us to empower 25 Serving women per year to overcome discriminating and abusive workplace pressures and rebuild their careers.

Our 2022 study concluded that The Warrior Programme is providing social support to women service personnel that is instrumental in helping them resolve challenging situations at work, family and in personal relationships. Retention in Service is an important issue and participants described how attendance on The Warrior Programme supported them in accessing the help they need from the system, advocating for themselves with the chain of command, or the authorities, and in their own personal relationships too. This in turn enabled many to remain in Service, when they otherwise would not have.

The needs are compelling, as the impact on their lives, mental health and wellbeing can be severe enough for them to consider self-medicating, leaving their families, accepting medical downgrade or leaving Service.

New funding from the Navy and RAF is to support male and female Serving personnel and is focused on retention and enhancing their Service career experience. We are working with the in Service welfare teams to assess impact and develop the programme going forward.

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 2024, our statutory accounts show a surplus of £149,479 made up of a marginal decrease in general unrestricted funds of £4,055, an increase in restricted funds of £106,093 and an increase in designated funds of £47,441. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result in a mismatch between funds received and funds expended in the period. In this financial period the funds received exceeded those expended as some of the funding was to support delivery in subsequent periods.

The restricted income principally relates to a number of grant awards that are cohort specific from the Armed Forces Covenant Fund Trust (AFCFT), funding from The Big Lottery and a grant from NHS England. The AFCFT funding includes two Veterans' PPP grants, Reaching and Supporting Round 1 (Serving females experiencing discriminating and abusive behaviour in the workplace) and Reaching and Supporting Round 2 (for Serving personnel affected by domestic abuse and/or sexual violence). The funding from the Big Lottery relates to the second year tranches of a 3 year grant to support our charitable work with veterans and to fund the development of our commercial offering to be provided through a wholly owned subsidiary which will return all profit to the charity. The grant from NHS England was to enable us to support

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veterans referred from Op Courage where we are not funded as part of the Op Courage partnership and to develop lasting funded referral pathways.

The designated funds principally relate to grants made by the Army Central Fund, the Army Benevolent Fund, the Royal Navy and Royal Marines Charity and Greenwich Hospital, RAF Benevolent Fund and the Veterans' Foundation together with the Op Courage contract for the East of England. The balance at 31 March 2024 represents the funds received in the financial year ended 31 March 2024 to be expended in the following financial period. The grants were made to support our programmes and work with veterans and their families, with the exception of the ACF which is to support Serving personnel.

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, Serving and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2023/24, 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.

The cost of charitable activities has increased by £55,959 or 11.2% to £554,868. This is in line with the 11.2% increase in the number of beneficiaries supported through the programme compared with the previous year. Further cost pressures are being experienced through a higher proportion of beneficiaries requiring in person physical courses as our Op Courage veteran cohort grows, together with more general cost of living rises, and we continue to make cost savings where possible to mitigate this, ensuring that we do not negatively impact our front line service delivery.

Trade debtors have increased from zero in 2023 to £27,863 in 2024 due to two contract payments for services delivered in January and March being received in early April.

The level of need of our beneficiaries showed no sign of decreasing and in an increasingly difficult funding environment Warrior continues to attract funding support, based on the strong evidence of the positive impact of the programme across all cohorts and we expect to maintain or increase funded delivery levels in the coming year.

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 2024/25 is £836,424 and therefore the target is £209,106 to £418,212 in general funds. The reserves are needed to meet the working capital requirements of the charity and the Board of Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of general reserves available to the charity is £350,287, which meets this 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.

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PLANS FOR FUTURE PERIODS

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years, subject to satisfactory funding arrangements.

We are now in our second year of the NHS Op Courage East of England contract and the systems and working protocols have bedded in. Being part of a partnership pathway with all parties attending Multi-Disciplinary Team meetings ensures a co-ordinated experience for our beneficiaries and benefits veterans' recovery and progress. Clinicians have remarked how being able to refer individuals to Warrior has enhanced their ability to work with them and has helped with their own work load management.

During the first year referrals to Warrior were approximately double that originally predicted and budgeted for and we demonstrated significant success in supporting this cohort (see Life Satisfaction and activity metric results in Veterans Evidence above). This level of referrals mirrored very high referrals into the Op Courage service as a whole. Steps have now been taken by the partnership to refine the triage for individuals meeting the Op Courage criteria and consequently the number of referrals to our programme has reduced significantly. This will enable us to stay within the financial limits of the contract, however we are mindful that many of those who are being triaged away from the Op Courage services were in need of our support and would benefit enormously from attending our programme. They are no longer within a funded pathway and therefore there would be very restricted access to our services. We will continue to review this situation and discuss with relevant partner organisations how we can collectively ensure that these individuals can benefit from a co-ordinated funded pathway to meet their often very complicated needs.

Our one-off grant from NHS England in 2023 has enabled us to develop relationships with other Op Courage partnerships, building similar strong and robust pathways. We will continue to develop those relationships across England.

Our new contract with the Navy and the contract under negotiation with the RAF represent a significant step for the charity. We have been supporting Serving personnel since 2018 with very positive results and feedback, however this has to date been funded by grants, usually focused on specific cohorts specified by the funding body. These new contracts will enable us to work with the individual Services to identify their specific needs and ensure we can co-create a pathway that supports these priorities within their overall strategy.

We continue to develop opportunities to access similar multiyear sustainable funding for Serving personnel across all three Services and are grateful to the Army Central Fund and the Armed Forces Covenant Fund Trust for their continued multiyear funding to support our work with specific Serving cohorts.

The charity is committed to the long-term strategic objective of developing sustainable unrestricted funding, via a commercial offering, that would support our charitable services. In May 2022 we were awarded a three year grant by the National Lottery Community Fund (NLCF). The purpose of this grant is two-fold; Firstly, to fund the development of a commercial

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Warrior offering in order to generate sustainable income to support our core charitable activities and secondly to provide funding to support core services for veterans during this period.

During 2020/21 and 2021/22 we refined our plan to market and during 2022/23 we set up a dedicated wholly owned subsidiary of the charity to undertake our commercial work, called Think Warrior. The company is a wholly owned subsidiary of the charity and all surpluses will be used by the charity to support its core charitable objectives. During the financial year to 31 March 2024 the subsidiary was dormant (see Note 12 and 21), however, lottery grant funding made to the charity specifically to develop Think Warrior has enabled one of our team members to be focused on Think Warrior 3 days a week since 1 January 2024 and this is now resulting in significant results. We are engaged with potential customers about piloting our new service and in certain circumstances creating joint services to deliver to third parties. The services we developed in response to Covid 19 are enabling us to develop bespoke solutions to meet the needs of the corporate market and we are currently under a Non-Disclosure Agreement with a multinational company in order to design a bespoke solution for a third party

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

Responsibilities of the Management Committee

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

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

The Board of Trustees is responsible for maintaining proper 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.

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Members of the Board of Trustees

Members of the Management Committee, who are directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

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

Signed by order of the trustees

DocuSigned by:
Andy Bacon
A89942028B22447...

Professor Andrew Bacon

Date 04/12/2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2024 and of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the financial statements. 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.

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 course of 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the 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.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures

are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statements' disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Signed by:

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David Allum
(Senior Statutory Auditor)

12.12.2024

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

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
INCOME FROM:					
Donations	3	129,383	406,273	535,656	547,282
Charitable activities	4	190,000	-	190,000	-
Investments	5	12,062	-	12,062	5,476
TOTAL INCOME		331,445	406,273	737,718	552,758
EXPENDITURE ON:					
Raising funds	6	(14,621)	(18,750)	(33,371)	(34,150)
Charitable activities	7/8	(273,438)	(281,430)	(554,868)	(498,909)
TOTAL EXPENDITURE		(288,059)	(300,180)	(588,239)	(533,059)
NET INCOME/(EXPENDITURE)		43,386	106,093	149,479	19,699
NET MOVEMENT IN FUNDS		43,386	106,093	149,479	19,699
RECONCILIATION OF FUNDS					
Total funds brought forward		478,472	478,605	957,077	937,378
TOTAL FUNDS CARRIED FORWARD		521,858	584,698	1,106,556	957,077
REPRESENTING:					
Restricted Funds	15	-	584,698	584,698	478,605
Designated Funds	16	167,455	-	167,455	120,014
General Funds	16	354,403	-	354,403	358,458
TOTAL FUNDS CARRIED FORWARD		521,858	584,698	1,106,556	957,077

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

All of the above amounts relate to continuing activities.

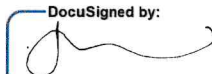
THE WARRIOR PROGRAMME

BALANCE SHEET

31 MARCH 2024

	Note	£	2024 £	2023 £
FIXED ASSETS				
Tangible assets	11		4,115	6,483
Investments	12		1	1
			<u>4,116</u>	<u>6,484</u>
CURRENT ASSETS				
Debtors	13	27,897		371
Cash at bank		1,107,235		983,624
			<u>1,135,132</u>	<u>983,995</u>
Creditors: Amounts falling due within one year	14	(32,692)		(33,402)
			<u>1,102,440</u>	<u>950,593</u>
NET CURRENT ASSETS			<u>1,102,440</u>	<u>950,593</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>1,106,556</u>	<u>957,077</u>
TOTAL NET ASSETS			<u>1,106,556</u>	<u>957,077</u>
FUNDS				
Restricted income funds	15		584,698	478,605
Designated income funds	16		167,455	120,014
General income funds	16		354,403	358,458
			<u>1,106,556</u>	<u>957,077</u>
TOTAL FUNDS			<u>1,106,556</u>	<u>957,077</u>

These financial statements were approved and authorised for issue by the members of the committee on the 13 November 2024 and are signed on their behalf by:

DocuSigned by:

 AFF66B85DFF945D...

JACKIE NEWSTEAD
 Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

STATEMENT OF CASH FLOW

YEAR ENDED 31 MARCH 2024

	Note	2024	2023
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by/(used in) operating activities	18	112,536	52,330
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	11	(987)	(3,270)
Incorporation of subsidiary undertaking	12	-	(1)
Net cash flow from investing activities		(987)	(3,271)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	5	12,062	5,476
Net cash flow from financing activities		11,075	2,205
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		123,611	54,535
Cash and cash equivalents brought forward		983,624	929,089
CASH AND CASH EQUIVALENTS CARRIED FORWARD		1,107,235	983,624

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

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) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Acts 2011 and 2022 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and when formulating strategy.

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 2024

3. DONATIONS

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Donations						
Partners & Trust Funds	126,814	406,273	533,087	135,000	390,775	525,775
Individuals	2,569	-	2,569	4,507	-	4,507
Gifts						
Gifts in Kind	-	-	-	17,000	-	17,000
	<u>129,383</u>	<u>406,273</u>	<u>535,656</u>	<u>156,507</u>	<u>390,775</u>	<u>547,282</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Contracted services	190,000	190,000	-	-
	<u>190,000</u>	<u>190,000</u>	<u>-</u>	<u>-</u>

5. INCOME FROM INVESTMENTS

	Unrestricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Bank interest	12,062	12,062	5,476	5,476
	<u>12,062</u>	<u>12,062</u>	<u>5,476</u>	<u>5,476</u>

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Fees	12,898	16,540	29,438	7,748	22,428	30,176
Support costs	1,723	2,210	3,933	1,020	2,954	3,974
	<u>14,621</u>	<u>18,750</u>	<u>33,371</u>	<u>8,768</u>	<u>25,382</u>	<u>34,150</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Warrior programmes	236,614	243,530	480,144	151,794	271,616	423,410
Support costs	36,824	37,900	74,724	27,067	48,432	75,499
	<u>273,438</u>	<u>281,430</u>	<u>554,868</u>	<u>178,861</u>	<u>320,048</u>	<u>498,909</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2024 £	Support costs 2024 £	Total costs 2024 £	Direct costs 2023 £	Support costs 2023 £	Total costs 2023 £
Warrior programmes	480,144	74,724	554,868	423,410	75,499	498,909
	<u>480,144</u>	<u>74,724</u>	<u>554,868</u>	<u>423,410</u>	<u>75,499</u>	<u>498,909</u>

9. SUPPORT COSTS

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Total support costs	<u>38,547</u>	<u>40,110</u>	<u>78,657</u>	<u>28,087</u>	<u>51,386</u>	<u>79,473</u>
Governance costs within support costs						
Auditor's fee	7,057	7,343	14,400	4,453	8,147	12,600
Accountancy fees	239	249	488	170	310	480
Legal and professional fees	5,689	5,919	11,608	8,305	15,195	23,500
Bank charges	100	104	204	-	-	-
	<u>13,085</u>	<u>13,615</u>	<u>26,700</u>	<u>12,928</u>	<u>23,652</u>	<u>36,580</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

10. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2024	2023
	£	£
Wages and salaries	238,340	203,825
Social security costs	17,356	14,489
Pension contributions	5,130	4,058
	<u>260,826</u>	<u>222,372</u>

Particulars of employees:	2024	2023
	No.	No.

The average headcount of employees during the year was:	8.42	6.67
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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>6.63</u>	<u>5.41</u>
-----------------------------	--------------------	--------------------

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

11. TANGIBLE FIXED ASSETS

	2024
	Office Equipment
Cost	£
At 1 April 2023	11,771
Additions	987
Disposals	(601)
	<u>12,157</u>
At 31 March 2024	<u>12,157</u>
Depreciation	
At 1 April 2023	5,288
Charge for the year	3,355
Disposals	(601)
	<u>8,042</u>
At 31 March 2024	<u>8,042</u>
Net Book Value	
At 31 March 2024	<u>4,115</u>
	<u>6,483</u>
At 31 March 2023	<u>6,483</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

12. INVESTMENTS

	2024 Shares in subsidiary undertaking £
Cost	
At 1 April 2023	1
Additions	-
Disposals	-
At 31 March 2024	<u>1</u>
 Net book value	
At 31 March 2024	<u>1</u>
At 31 March 2023	<u>1</u>

13. DEBTORS

	2024 £	2023 £
Trade debtors	27,863	-
Prepayments	34	371
	<u>27,897</u>	<u>371</u>

14. CREDITORS: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	20,453	23,307
Accrued expenditure	12,239	10,095
	<u>32,692</u>	<u>33,402</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

15. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2023 £	Income £	Expenditure £	Balance at 31 Mar 2024 £
Ministry of Defence – Armed Forces Covenant Fund	359,358	106,273	(21,433)	444,198
The National Lottery Community Fund – commercial development project, veterans and families	119,247	170,000	(226,747)	62,500
NHS England – veterans project	-	130,000	(52,000)	78,000
	<u>478,605</u>	<u>406,273</u>	<u>(300,180)</u>	<u>584,698</u>

16. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2023 £	Income £	Expenditure £	Balance at 31 Mar 2024 £
Designated Funds	120,014	315,500	(268,059)	167,455
General Funds	358,458	15,945	(20,000)	354,403
	<u>478,472</u>	<u>331,445</u>	<u>(288,059)</u>	<u>521,858</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Total net assets 2024 £
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund	-	444,198	444,198
The National Lottery Community Fund – commercial development project, veterans and families	-	62,500	62,500
NHS England – veterans project		78,000	78,000
	-	<u>584,698</u>	<u>584,698</u>
Unrestricted Income Funds:			
Designated Funds	-	167,455	167,455
General Funds	4,116	350,287	354,403
	<u>4,116</u>	<u>517,742</u>	<u>521,858</u>
Total Funds	<u>4,116</u>	<u>1,102,440</u>	<u>1,106,556</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

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

	2024	2023
	£	£
Net income/(expenditure) for the reporting period	149,479	19,699
Adjusted for:		
(Increase)/decrease in debtors	(27,526)	28,217
(Decrease)/increase in creditors	(710)	7,340
Depreciation of tangible fixed assets	3,355	2,550
Interest received	(12,062)	(5,476)
Net cash provided by/(used in) operating activities	<u>112,536</u>	<u>52,330</u>

19. 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:

	2024	2023
	£	£
Within one year	<u>800</u>	<u>800</u>

20. RELATED PARTY TRANSACTIONS

The only Trustee or person related to the charity who had any personal interest in any contract or transaction entered into by the charity during the year or the previous year was the Chair of Trustees, who is a partner in Hogan Lovells LLP who provided pro bono legal advice during the previous year (2023) valued at £14,000.

21. SUBSIDIARIES

The subsidiary did not trade during the year.

Name of Undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
Think Warrior Ltd	England and Wales	Dormant	Ordinary	100.00

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2024

22. 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:

The National Lottery Community Fund	£170,000
NHS England	£130,000
Ministry of Defence – Armed Forces Covenant Fund	£106,273
Army Benevolent Fund	£50,000
The Army Central Fund	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£23,500
The Royal Air Force Benevolent Fund	£2,000

THE WARRIOR PROGRAMME

England & Wales - Charity number 1120893

Accounts

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2023

Charity number 1120893
Company registration number 06263721

THE WARRIOR PROGRAMME

C O N T E N T S

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Statement of financial activities (including income and expenditure account)	18
Balance sheet	19
Notes to the financial statements	21

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 - Chair D Rutter – Vice Chair C Smith Prof Andy Bacon (Appointed 1 October 2022) Prof Paul Farrand (Appointed 1 May 2023)
Chief Executive Officer	C Cole
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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2023.

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 charity during the period were as follows:

J Newstead – Chair
D Rutter – Vice Chair
C Smith
Professor Andy Bacon (Appointed 1 October 2022)

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 is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term.

Founder Member, Charlotte Cole, resigned on 7 June 2021 and was appointed the charity's first Chief Executive. It was recognised by the board that the charity was entering a period of change and development, and that it was necessary to have the focus, drive and strategic direction that a Chief Executive would deliver. Charlotte Cole was asked by the board to take on this role due to her extensive experience at the charity, having provided essential services under the scheme of delegation since the charity was founded.

We are delighted that Professor Andy Bacon has joined the Board. Andy has been a senior health leader for over 20 years in England and overseas and was most recently NHS England and NHS Improvement, Head of Policy and Strategy for Armed Forces. Andy brings military knowledge as an Army veteran and has also worked in the charitable/not for profit sectors. On the 1 May 2023 Professor Paul Farrand joined the Board. Paul is Professor of Evidence based

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

Psychological Practice and Research, and Director of the Low-Intensity Cognitive Behavioural Therapy portfolio within Clinical Education, Development and Research (CEDAR), Psychology University of Exeter. Paul also holds several Expert Advisor positions, including for the NHS Talking Therapies: Anxiety and Depression programme, Psychological Practice in Physical Health Care and National Institute of Health and Care Excellence (NICE) Medical Technology Advisory Group. Paul's knowledge and experience will be extremely valuable as we progress our partnership working with the NHS and continue to develop our evaluation metrics and process.

We continue to talk to a number of individuals from academia, business and the military with a view to joining the board.

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.

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. The trustees review the frequency of these meeting and increase the frequency where necessary. 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 performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. We have an elected Vice Chair and a formal one to one review process for individual trustees.

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

We were part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool, setting out a minimum set of expectations Member organisations should aspire to achieve and we continue to implement this as part of our ongoing review of good governance. Our aim is to recruit diverse individuals and to address any imbalances or skill shortages that we have identified.

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.

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

Organisational Structure

The charity has a Board of Trustees of at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of four 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 Chief Executive and Director of Operations. They 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.

OBJECTIVES AND ACTIVITIES

During the year to 31 March 2023 over 900 individuals have attended our course and support workshops, compared with 900 - 1110 during Covid and just 407 attending (Courses and refresher days) pre Covid in the year to 31 March 2020, which was then the highest annual number to date. The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a core training Programme with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid 19 from March 2020 to March 2022 the course was delivered live on line over 5 half days. Post Covid, from April 2022, we have delivered a hybrid service including both physical and live on line courses and workshops.

The main objectives and activities focus on working with the military community. We work with:

- ex Service personnel experiencing difficulties in adjusting to civilian life
- their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or who have received medical intervention but still require additional support and motivation on return to the work place. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability
- Serving families, 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

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through the programme

- Working in partnership with other agencies to provide a pathway that best matches the needs of its client population.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charities aims and objectives and when formulating strategy.

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.

Programme delivery

As the effects of Covid 19 decreased and normal operations could be reintroduced we planned to restart our physical courses in April 2022. Tragically, our Lead Co-ordinator died of a heart attack in April 2022 and we had to postpone the April course. However, from May 2022 we have delivered a blended service with a choice of online and physical courses. This ability to offer both alternatives has provided much needed bespoke support to our beneficiaries; in general Serving personnel and family members prefer online as it offers flexibility to accommodate other priorities/responsibilities, and veterans often prefer in person courses as they value the camaraderie and opportunity to share experiences.

Despite the impact of losing our Lead Co-ordinator we supported the same number of individuals through the Foundation courses in the year to 31 March 2023 (242) as in the previous year.

We have continued to develop our post course online workshop support, structuring a curriculum built around the quarterly Refresher Days and, in the light of removal of Covid 19 restrictions, reducing the frequency from fortnightly to monthly. The change to monthly has reduced the number of post course workshop sessions delivered by almost 50% to 386 from 755, however the improved content continuity and structure has led to an increase in the number of workshops individuals attend with over 50% now attending 3 or more workshops.

The number of pre course Nurture workshop sessions delivered has remained broadly the same as during Covid 19, with 531 sessions delivered in 2022/23 versus 586 in 2021/22. These workshops remain fortnightly and are now a critical part of the pathway to stabilise individuals and introduce them to the concepts and thinking behind the programme prior to attending the Foundation course. It is proving particularly important in supporting referrals from our Op Courage NHS partners, ensuring we can provide a seamless and comprehensive service.

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This extensive 12 month programme now represents the provision of a minimum of 100 hours of dedicated support per individual.

The need for our services and support remained high during the year and we have supported over three and a half times the number of individuals that we have historically, pre pandemic, with 852 supported vs an average of 235 individuals per year over the five years prior to Covid. As at 30 September 2023 we have 61 individuals booked on courses before 31 December and over 360 further expressions of interest.

During the period our services to veterans and their families have been supported by grants from the Armed Forces Covenant Fund Trust, The Veterans' Foundation, ABF The Soldiers Charity, The National Lottery, RNRMC, The RAF Benevolent Fund and St. James' Place Foundation. Our Services to Serving personnel have been supported by grants from the Armed Forces Covenant Fund Trust and the Army Central Fund. We would like to thank all our funders for their continued support and partnership with us. We not only value their financial contribution but also their observations on, and input to, our future development of services.

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 Report on our Randomised Controlled Trial in 2015 (as published in Occupational Medicine in 2021) 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.
- Independent external evaluation involving individual and group interviews to report on qualitative differences made to people's lives.
- Our Monitoring Coordinator is in touch with each beneficiary on at least a monthly basis for 12 months and records the individuals' progress and the challenges they are facing, checking performance against their plans and goals set.

Outcomes - There continue to be consistent significant and wide-ranging beneficial outcomes for participants

Across all cohorts there are some common positive outcomes, key impacts being:

- **Reducing anxiety, fear, stress and anger;**
- **Increasing engagement in positive activities;**
- **Increasing self-esteem, self-worth and self-confidence;**

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- **Improved family relationships and resilience:**
- **Improving careers/work;**

Cohort Specific Outcomes

Veterans and their family members

The 12 month data consistently indicates improvements in 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 and in year to 31 March 2023 84% of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult.

Even given these very significant obstacles, our evidence demonstrates that after 12 months:

- **There is an 38% reduction in those not working and not looking for work**
- **The percentage of those in work, training or volunteering has increased by 50%**
- **The number actively looking for work has increased by 57%**
- **79% are making some or good progress on their goals**

In addition, a third of those who had been retired have now taken up paid positions or are actively looking for work.

This is a cohort that statutory and charitable 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.

The Warrior Programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation.

- **Our evidence demonstrates that 73% of family members report making progress on their goals**

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. Individuals who attend Warrior are reported to make

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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

Our support for Serving families is delivered under our Removing Barriers to Family Life and Sustaining Support projects and is part of our Tackling Loneliness project (together with female veterans and veterans families), each funded by the Armed Forces Covenant Fund Trust. Together they are 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,
- the ability to engage effectively with, and benefit from, existing welfare and other support services
- Engagement with both digital and face to face learning and networking opportunities

As well as spouses/partners benefitting from the programme, as was anticipated, participants consider that the children in their families have also experienced positive impacts resulting from the increased resilience and stability of their parents.

External qualitative evaluation continues to show that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety and frustration, as well as being more effective at work and pursuing work-related ambitions.

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases by 45% to 94%

and

81% are making some or good progress on their goals

Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/work life balance much better than they did before.

Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

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Serving Personnel

We are particularly grateful to the Army Central Fund for their three year grant to support Serving Army personnel and to the Armed Forces Covenant Fund Trust who have supported female Serving personnel (Tri service) experiencing workplace bullying and harassment. Our expressions of interest from Serving personnel continue to increase, but during this year we have had to limit our support, focusing on those that met the criteria of these funding streams. We continue to work with partners to identify funding to ensure we can offer our services to cohorts across all three Services.

Over 600 Serving personnel have now attended Warrior and 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. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

- 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
- Abuse or harassment in the workplace

Many 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 as anticipated.

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing. Key impacts reported by participants include:

- **Reducing anxiety, stress and anger**
- **Increasing self confidence and motivation**
- **Improving careers and work**
- **Improving communication and relationships**
- **Providing a ‘safe space’ to tackle difficult issues**

The clinical outcome evidence continues to indicate improvements in self efficacy, anxiety, functional impairment, well-being and relationship satisfaction and monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases by 109% to 50%

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And

The percentage of participants rating their relationships with friends as very good increases by 73% to 40%

And

79% are making progress on their goals

Over the last two years, Serving women have outnumbered Serving men on Warrior, despite representing just 11% of the Armed Forces. The issues they report: bullying and harassment, loss of confidence, unequal treatment by male colleagues and working harder to prove themselves, are limiting their careers or causing them to leave. Their needs often remain hidden, as victims do not feel safe or confident facing up to the individual/s involved or raising a complaint for fear of exacerbating the situation.

In 2022 we undertook additional external analysis, Qualitative Data Analysis, to better understand their situations and how specifically Warrior is able to assist them.

Qualitative data analysis seeks to interpret and gain insight into the lived experience of individuals and groups. The analysis was conducted by coding the text recorded during the support phone calls.

This qualitative study provided an in-depth insight into the lived experience of 151 service women who completed TWP between November 2020 and June 2022. The data set comprised of contemporaneous notes taken during follow-up support calls (1:1 phone call conversations, once a month) offered to TWP participants for the 12 months following their program. This data set contains a total of 1058 opportunities for 1:1 conversations. Analysis identified that the categories of topics discussed by women on the support calls were family, significant relationships, health, mental health, workplace issues.

The study concluded that TWP is providing social support to women service personnel that is instrumental in helping them resolve challenging situations at work, family and in personal relationships. Retention in Service is an important issue and participants described how attendance on TWP supported them in accessing the help they need from the system, advocating for themselves with the chain of command, or the authorities, and in their own personal relationships too. This in turn enabled many to remain in Service, when they otherwise would not have.

The needs are compelling as the impact on their lives, mental health and wellbeing can be severe enough for them to consider self medicating, leaving their families, accepting medical downgrade or leaving Service.

This evidence of need supported our request to the Armed Forces Covenant Fund Trust for funding to support female Serving personnel experiencing bullying and abusive treatment in the workplace. We are delighted that we were awarded a 2 year grant under the Reaching and Supporting Communities grant category which will enable us to empower 25 Serving

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women per year to overcome discriminating and abusive workplace pressures and rebuild their careers.

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 2023, our statutory accounts show a surplus of £19,699 made up of a marginal surplus in general unrestricted funds of £9,983, an increase in restricted funds of £45,345 and a decrease in designated funds of £35,629. Under UK accounting regulations the full amount of a grant is recognised in the financial period in which it is received, which can result in a mis-match between funds received and funds expended in the period. In this financial period the funds received and expended were broadly matched in total.

The restricted income principally relates to a number of grant awards that are cohort specific from the Armed Forces Covenant Fund Trust (AFCFT) and to new funding from The Big Lottery. The AFCFT funding includes Removing Barriers to Family Life (Serving families), Tackling Loneliness (female Serving personnel and Serving and veteran families), two Positive Pathways awards (veterans), Sustaining Support (Afghan project - Serving families), two Veterans' PPP grants and Reaching and Supporting (Serving females experiencing discriminating and abusive behavior in the workplace). The new funding from the Big Lottery relates to the first tranches of a 3 year grant to support our charitable work with veterans and to fund the development of our commercial offering to be provided through a wholly owned subsidiary which will return all profit to the charity.

The designated funds principally relate to grants made by the Army Central Fund, ABF, The Soldiers Charity, the RNRMC, RAF Benevolent Fund and the Veterans Foundation. The balance at 31 March 2023 represents the funds received in the financial year ended 31 March 2023 to be expended in the following financial period. The grants were made to support our programmes and work with veterans and their families, with the exception of the ACF which is to support Serving personnel.

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, Serving and family beneficiaries and their input is invaluable in enabling us to continue to develop and improve all we do.

During 2022/23, 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.

The cost of charitable activities has increased by £39,085 or 8.5% to £498,909. This is due to the increased cost of delivering physical courses compared with only on line courses during Covid. The need of our beneficiaries showed no sign of decreasing and as we moved out of the pandemic at the beginning of this financial year, we started to re-introduce physical courses alongside our online service provision. This level of need, the additional costs associated with face to face support and some operational costs relating to our outreach team returning to

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pre Covid levels have increased costs during the year.

In an increasingly difficult funding environment Warrior continues to attract funding support, based on the strong evidence of the positive impact of the programme across all cohorts and we expect to maintain or increase funded delivery levels in the coming year.

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 2023/24 is £803,472 and therefore the target is £200,868 to £401,736 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 £358,458, which meets this 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

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years, subject to satisfactory funding arrangements.

During the year we were invited to be a partner in the Essex Partnership University Trust's Op Courage submission to NHS England for Integrated Veterans' Mental Health Services in the East of England. Historically we have had a close referral pathway with EPUT and this contract would result in Warrior supplying services to the partnership over a 4 year (extendable to 6 year) period. The partners were successful in their submission and the contract went live on 1 April 2023. As of 30 September 2023, 6 months into the first year, 52 individuals have been referred to Warrior with over 20 having attended or allocated to attend a course, against an annual budget of 50. Our team has been integrated into the Op Courage pathway, and our outreach team attends the weekly Multi discipline Team meetings. This enables us to deliver a coherent and seamless service and benefits veterans' recovery and progress.

We have also secured further funding from NHS England which is enabling us to develop relationships with other Op Courage partnerships, building similar strong and robust pathways. We will continue to develop those relationships across England.

We continue to develop opportunities to access similar multi year sustainable funding for Serving personnel and are grateful to the Army Central Fund and the Armed Forces Covenant Fund Trust for their continued multi year funding to support our work with specific Serving cohorts.

The charity is keen to explore opportunities to provide our Warrior support programme across all regions of the United Kingdom. Currently as a charity registered in England and Wales we can only deliver our services in these regions. In order to broaden our remit we have submitted

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an application to the Office of the Scottish Charity Regulator to register the charity in Scotland. We are currently awaiting the outcome of this application.

It has been a long term strategic objective for the charity to develop sustainable unrestricted funding, via a commercial offering, that would support our charitable services. In May 2022 we were awarded a three year grant by the National Lottery Community Fund (NLCF). The purpose of this grant is two-fold; Firstly to fund the development of a commercial Warrior offering in order to generate sustainable income to support our core charitable activities and secondly to provide funding to support core services for veterans during this period.

In 2019 we made a successful application for a development grant to NLCF to commission a feasibility study to analyse the market potential for a commercial Warrior offering and to develop a business plan to implement the concept if feasible. The interim report concluded that there is strong evidence from the research and market analysis conducted to date that our ambition to generate sustainable income is achievable: there is a clear need within the business community for this type of service; our offering is relevant; and there is a keen appetite within the market for the service.

During 2020/21 and 2021/22 we refined our plan to market and during 2022/23 we have set up a dedicated wholly owned subsidiary of the charity to undertake our commercial work, called Think Warrior. The company is a wholly owned subsidiary of the charity and all surpluses will be used by the charity to support its core charitable objectives. During the financial year to 31 March 2023 the subsidiary was dormant (see Note 12 and 20), however in March 2023 we undertook a soft launch of Think Warrior at the Health and Wellbeing at Work conference at the NEC Birmingham and post year end, we are actively engaged with potential customers about piloting our new service over the next 12 months. The services we have developed in response to Covid 19, and the mechanisms for delivery, are enabling us develop bespoke solutions to meet the needs of the corporate market.

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

Responsibilities of the Management Committee

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

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

The Board of Trustees is responsible for maintaining proper accounting records which disclose

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

Members of the Board of Trustees

Members of the Management Committee, who are directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

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

Signed by order of the trustees

DocuSigned by:
David Rutter
E8383CA244574AC...

David Rutter

Date 08/12/23

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2023 and of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the financial statements. 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.

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 course of 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the 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.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and

determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statements' disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Auditor

11 December 2023

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations	3	156,507	390,775	547,282	440,291
Investments	4	5,476	-	5,476	2,849
TOTAL INCOME		<u>161,983</u>	<u>390,775</u>	<u>552,758</u>	<u>443,140</u>
EXPENDITURE ON:					
Raising funds	5	(8,768)	(25,382)	(34,150)	(37,349)
Charitable activities	6/7	(178,861)	(320,048)	(498,909)	(459,824)
TOTAL EXPENDITURE		<u>(187,629)</u>	<u>(345,430)</u>	<u>(533,059)</u>	<u>(497,173)</u>
NET INCOME/(EXPENDITURE)		<u>(25,646)</u>	<u>45,345</u>	<u>19,699</u>	<u>(54,033)</u>
NET MOVEMENT IN FUNDS		<u>(25,646)</u>	<u>45,345</u>	<u>19,699</u>	<u>(54,033)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		504,118	433,260	937,378	991,411
TOTAL FUNDS CARRIED FORWARD		<u>478,472</u>	<u>478,605</u>	<u>957,077</u>	<u>937,378</u>
REPRESENTING:					
Restricted Funds	14	-	478,605	478,605	433,260
Designated Funds	15	120,014	-	120,014	155,643
General Funds	15	358,458	-	358,458	348,475
TOTAL FUNDS CARRIED FORWARD		<u>478,472</u>	<u>478,605</u>	<u>957,077</u>	<u>937,378</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 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible assets	10	6,483	5,763
Investments	11	1	-
		<u>6,484</u>	<u>5,763</u>
CURRENT ASSETS			
Debtors	12	371	28,588
Cash at bank		983,624	929,089
		<u>983,995</u>	<u>957,677</u>
CREDITORS: Amounts falling due within one year	13	<u>(33,402)</u>	<u>(26,062)</u>
NET CURRENT ASSETS		950,593	931,615
TOTAL ASSETS LESS CURRENT LIABILITIES		957,077	937,378
TOTAL NET ASSETS		957,077	937,378
FUNDS			
Restricted income funds	14	478,605	433,260
Designated income funds	15	120,014	155,643
General income funds	15	358,458	348,475
TOTAL FUNDS		957,077	937,378

These financial statements were approved and authorised for issue by the members of the committee on the 15 November 2023 and are signed on their behalf by:

DocuSigned by:

 AFF66B85DFF945D...

JACKIE NEWSTEAD
 Chair of the Board of Trustees

Company Registration Number: 06263721

THE WARRIOR PROGRAMME

STATEMENT OF CASH FLOW

YEAR ENDED 31 MARCH 2023

	Note	2023	2022
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by/(used in) operating activities	17	52,330	(101,886)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	10	(3,270)	(5,891)
Incorporation of subsidiary undertaking	11	(1)	-
Net cash flow from investing activities		(3,271)	(5,891)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	4	5,476	2,849
Net cash flow from financing activities		5,476	2,849
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		54,535	(104,928)
Cash and cash equivalents brought forward		929,089	1,034,017
CASH AND CASH EQUIVALENTS CARRIED FORWARD		983,624	929,089

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

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) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Acts 2011 and 2022 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and when formulating strategy.

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.

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

Designated reserves

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

3. DONATIONS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Donations						
Partners & Trust Funds	135,000	390,775	525,775	193,000	240,950	433,950
Individuals	4,507	-	4,507	6,341	-	6,341
Gifts						
Gifts in Kind	17,000	-	17,000	-	-	-
	<u>156,507</u>	<u>390,775</u>	<u>547,282</u>	<u>199,341</u>	<u>240,950</u>	<u>440,291</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Bank interest	5,476	5,476	2,849	2,849
	<u>5,476</u>	<u>5,476</u>	<u>2,849</u>	<u>2,849</u>

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Fees	7,748	22,428	30,176	15,501	19,352	34,853
Support costs	1,020	2,954	3,974	1,110	1,386	2,496
	<u>8,768</u>	<u>25,382</u>	<u>34,150</u>	<u>16,611</u>	<u>20,738</u>	<u>37,349</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Warrior programmes	151,794	271,616	423,410	34,675	377,719	412,394
Support costs	27,067	48,432	75,499	3,988	43,442	47,430
	<u>178,861</u>	<u>320,048</u>	<u>498,909</u>	<u>38,663</u>	<u>421,161</u>	<u>459,824</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2023 £	Support costs 2023 £	Total costs 2023 £	Direct costs 2022 £	Support costs 2022 £	Total costs 2022 £
Warrior programmes	423,410	75,499	498,909	412,394	47,430	459,824
	<u>423,410</u>	<u>75,499</u>	<u>498,909</u>	<u>412,394</u>	<u>47,430</u>	<u>459,824</u>

8. SUPPORT COSTS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Total support costs	<u>28,087</u>	<u>51,386</u>	<u>79,473</u>	<u>5,098</u>	<u>44,828</u>	<u>49,926</u>
Governance costs within support costs						
Auditor's fee	4,453	8,147	12,600	850	6,110	6,960
Accountancy fees	170	310	480	54	386	440
Legal and professional fees	8,305	15,195	23,500	625	4,490	5,115
	<u>12,928</u>	<u>23,652</u>	<u>36,580</u>	<u>1,529</u>	<u>10,986</u>	<u>12,515</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2023	2022
	£	£
Wages and salaries	203,825	182,776
Social security costs	14,489	14,129
Pension contributions	4,058	3,038
	<u>222,372</u>	<u>199,943</u>

Particulars of employees:	2023	2022
	No.	No.

The average headcount of employees during the year was:	6.67	5.82
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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>5.41</u>	<u>5.24</u>
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No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

Cost	2023
	Office
	Equipment
	£
At 1 April 2022	8,501
Additions	3,270
Disposals	-
	<u>11,771</u>
Depreciation	
At 1 April 2022	2,738
Charge for the year	2,550
Disposals	-
	<u>5,288</u>
Net Book Value	
At 31 March 2023	<u>6,483</u>
	<u>5,763</u>
At 31 March 2022	<u>5,763</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

11. INVESTMENTS

	Shares in subsidiary undertaking £
Cost	
At 1 April 2022	-
Additions	1
Disposals	-
At 31 March 2023	1
Net book value	
At 31 March 2023	1
At 31 March 2022	-

12. DEBTORS

	2023 £	2022 £
Trade debtors	-	28,250
Prepayments	371	338
	371	28,588

13. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	23,307	16,753
Accrued expenditure	10,095	9,309
	33,402	26,062

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

14. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2022 £	Income £	Expenditure £	Balance at 31 Mar 2023 £
Ministry of Defence – Armed Forces Covenant Fund	414,007	154,375	(209,024)	359,358
The Bridge for Heroes Ltd	12,200	26,400	(38,600)	-
The National Lottery Community Fund – commercial development project, veterans and families	7,053	190,000	(77,806)	119,247
Social Investment Business Ltd Enterprise Development Programme	-	20,000	(20,000)	-
	<u>433,260</u>	<u>390,775</u>	<u>(345,430)</u>	<u>478,605</u>

15. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2022 £	Income £	Expenditure £	Balance at 31 Mar 2023 £
Designated Funds	155,643	135,000	(170,629)	120,014
General Funds	348,475	26,983	(17,000)	358,458
	<u>504,118</u>	<u>161,983</u>	<u>(187,629)</u>	<u>478,472</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets 2023
	£	£	£
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund & The Bridge for Heroes Ltd	-	359,358	359,358
The National Lottery Community Fund – commercial development project, veterans and families	-	119,247	119,247
	-	<u>478,605</u>	<u>478,605</u>
Unrestricted Income Funds:			
Designated Funds	-	120,014	120,014
General Funds	6,484	351,974	358,458
	<u>6,484</u>	<u>471,988</u>	<u>478,472</u>
Total Funds	<u>6,484</u>	<u>950,593</u>	<u>957,077</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

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

	2023	2022
	£	£
Net income/(expenditure) for the reporting period	19,699	(54,033)
Adjusted for:		
Increase/(decrease) in debtors	28,217	(28,264)
Increase/(decrease) in creditors	7,340	(17,181)
Depreciation of tangible fixed assets	2,550	441
Interest received	(5,476)	(2,849)
	<u>52,330</u>	<u>(101,886)</u>

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:

	2023	2022
	£	£
Within one year	<u>800</u>	<u>735</u>

19. RELATED PARTY TRANSACTIONS

The only Trustee or person related to the charity who had any personal interest in any contract or transaction entered into by the charity during the year or the previous year was the Chair of Trustees, who is a partner in Hogan Lovells LLP who provided pro bono legal advice during the year valued at £14,000 (2022 – Nil).

20. SUBSIDIARIES

The charity incorporated a subsidiary undertaking in the year called, Think Warrior Ltd.

Name of Undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
Think Warrior Ltd	England and Wales	Dormant	Ordinary	100.00

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

21. 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:

The National Lottery Community Fund	£190,000
Ministry of Defence – Armed Forces Covenant Fund &The Bridge for Heroes Ltd	£180,775
ABF The Soldiers' Charity	£50,000
The Army Central Fund	£50,000
Social Investment Business Ltd Enterprise Development Programme	£20,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
The Veterans' Foundation	£15,000
The Royal Air Force Benevolent Fund	£5,000

THE WARRIOR PROGRAMME

England & Wales - Charity number 1120893

Accounts

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2022

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 - Chair D Rutter – Vice Chair C Smith Professor A Bacon (appointed 1 October 2022)
Chief Executive Officer	C Cole (appointed 7 June 2021)
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 2022

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2022.

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 charity during the period were as follows:

J Newstead – Chair

D Rutter – Vice Chair

C Smith

C Cole (resigned 7 June 2021) – (continued to serve as CEO of the charity)

Professor Nicola Fear (resigned 30 November 2021)

J Mallalieu (resigned 31 December 2021)

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 is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term.

As reported last year, Founder Member, Charlotte Cole, resigned on 7 June 2021 and was appointed the charity's first Chief Executive. It was recognised by the Board that the charity was entering a period of change and development, including the development of a commercial offering to provide sustainable funding, and that it was necessary to have the focus, drive and strategic direction that a Chief Executive would deliver. Charlotte Cole was asked by the Board to take on this role due to her extensive experience at the charity, having provided essential services under the scheme of delegation since the charity was founded. We

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

would like to thank Charlotte for all her hard work over the 14 years of her tenure as a Founder Trustee, and we look forward to working together to take the organisation forward, building more innovation into our service delivery and greater resilience through sustainable funding.

During the year, John Mallalieu and Professor Nicola Fear resigned as trustees. John Mallalieu resigned to take up a new Chief Executive position in the North of England and Professor Nicola Fear resigned after 7 years as a trustee due to work commitments reducing the time she could devote to the charity's work. Both John and Nicola remain committed supporters of the programme and we would like to thank them both for their significant contributions to the development of the charity to date.

Post year end we are delighted that Professor Andy Bacon has joined the Board and was appointed on 1 October 2022. Andy has been a senior health leader for over 20 years in England and overseas and was most recently NHS England and NHS Improvement, Head of Policy and Strategy for Armed Forces. Andy brings military knowledge as an Army veteran and has also worked in the charitable/not for profit sectors.

We are actively talking to a number of individuals from academia, business and the military with a view to joining the Board.

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.

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. The trustees review the frequency of these meetings and increase the frequency where necessary. 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 performance against the good governance code and implements improvements where necessary to ensure compliance with best practice. We have an elected Vice Chair and a formal one to one review process for individual trustees.

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

During 2019 we were invited to be part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool, setting out a minimum set of expectations Member organisations should aspire to achieve. In 2021 we were invited

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

to join the Working Group that reviews and updates this tool. 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 at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of six trustees reducing to four, 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 Chief Executive and Director of Operations. A scheme of delegation was in place to enable the Founder Member to provide services essential to the successful running of the charity and The Founder Member, Charlotte Cole, continued to act under the scheme of delegation until her resignation and appointment as Chief Executive, providing leadership in the areas of strategy, finance, fundraising and research.

The Board of Trustees, through the Chair, act as a remuneration committee in determining the remuneration of the Chief Executive Officer (CEO) and employees. The CEO submits recommendations to the Board who review the information and make the decision on the awards. The Board review the CEO's pay and remuneration separately, on an annual basis, and make an award based on performance.

The Founder Member (now Chief Executive) and Director of Operations 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.

OBJECTIVES AND ACTIVITIES

During the year to 31 March 2022 over 1,110 individuals have attended our course and support workshops, compared with 900 in the previous year and just 407 attending (Courses and refresher days) pre Covid in the year to 31 March 2020, which was then the highest annual number to date. The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a core training Programme with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid-19 since March 2020 the course has been delivered live online over 5 half days.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

The main objectives and activities focus on working with the military community. We work with:

- ex Service personnel experiencing difficulties in adjusting to civilian life
- their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or have received medical intervention but still require additional support and motivation on return to the work place. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability
- Serving families, 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charities aims and objectives and when formulating strategy.

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.

Programme delivery

Our response to the Covid-19 emergency continued to dominate our services and programme delivery throughout the financial year 2021/22.

As the threat of Covid-19 emerged in March 2020 we were quick to respond to the new restrictions and challenges ensuring a seamless transition for our beneficiaries to virtual services. We commenced these new services in March 2020 and by May 2020 had transitioned all elements of our programme on to a virtual platform and introduced new

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

additional support to meet the significantly increased demand and changing needs.

The development and delivery of this completely new suite of virtual services has been made possible through funding received from the Armed Forces Covenant Fund Trust, The National Lottery Community Fund, ABF The Soldiers' Charity, the Royal Navy and Royal Marines Charity and Greenwich Hospital, the Veterans' Foundation, the RAF Benevolent Fund and St. James's Place Charitable Foundation. We would like to thank these organisations for supporting our work and enabling us to realise our goal of providing a timely and seamless transition of our services to online for all our beneficiaries.

Our swift and positive approach continues to deliver vital support to the Armed Forces community at a time of maximum need. With the intermittent restrictions and vulnerability to the virus during 2021/22 we continued to deliver our new extended services online. These additional services, principally post foundation course workshops over the 12 month support period, were monitored carefully and the frequency and content adjusted to meet the specific needs at that time.

Once physical training sessions are possible we propose to retain the virtual services we have developed ensuring beneficiaries have a range of options to engage with our support depending on their particular needs.

The need for our services and support has increased significantly during the year and we have supported 4 times the number of individuals that we have historically, pre pandemic, and have supported 23% more individuals than in 2020/21.

In the 12 months to 31 March 2022 we delivered:

- **11 Foundation Courses** **to 242 individuals**
- **586 Nurture (Pre course) sessions** **to 369 individuals**
- **755 Post Course sessions** **to 377 individuals**
- **7 Refresher Days** **to 133 individuals**

This compares with an average of 235 individuals per year over the five years prior to Covid.

Uptake for all the elements of our support has grown significantly over the year, and there are 219 individuals allocated to future courses as at the year end, with a further over 500 expressing an interest in attending. Attendance of the Nurture and Post Course sessions, both completely new services introduced at the beginning of 2020/21 in response to Covid-19, have maintained a strong, level attendance in comparison to 2020/21 when there were peaks and troughs largely mirroring the severity of the lockdowns.

Average attendance at the Nurture workshops was 24 across the year compared with 17 in the first six months of the year 2020/21, doubling to 34 in the second half of that year and peaking at 42 in Q4.

Similarly, average attendance at the WOW workshops was 38 across the year compared with 28 in the first half of the year 2020/21, doubling to 54 in the second half of that year and peaking at 56 in Q4.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

This extensive 12 month programme now represents the provision of a minimum of 100 hours of dedicated support per individual.

In addition to these core services, we have developed and delivered support under the Armed Forces Covenant Fund Trust's Positive Pathway initiatives. During this financial period, we have delivered and concluded two programmes; Pathways to Independence and Warrior Art Attack, and set up a third programme, The Cooking Club.

Our first Positive Pathway programme, Pathways to Independence, had been designed to encourage and support veterans to embrace engaging online and to initiate peer group support and physical activities through digital contact. We were in the process of developing the programme as Covid-19 struck and therefore it was very opportune timing to gear up supporting veterans to embrace and get to grips with online communication. However, the ability of the groups to generate local physical activities was immediately curtailed by the pandemic. We therefore consulted with our veterans about how they would like to use this programme and develop it to be the most appropriate support during these very difficult times.

This resulted in setting up a Veterans' Chat Forum using monthly Zoom sessions for veterans who wished to gather in a safe, online social setting with their peer group and discuss things that matter to them, separate to the concerns they raise as part of their core Warrior programme participation.

Veterans from all three services have attended and suggested the issues for discussion and relevant guest speakers have joined at the veterans' request.

The Veterans' Chat Forum has, over the 24 months of the grant, attracted over 200 veterans. They are able to dip in and out of the monthly sessions according to need and circumstances. For some, the sessions are a vital point of social contact with "people who really get you" and for others it's a place where they can get practical support from peers. The forum differs from other veteran self-help groups because all of those joining have experienced the Warrior programme. This gives them an additional point of commonality and means they can support each other to put into practice what they have learnt on the programme.

Particular benefits highlighted by participants include:

- **A place where you are listened to** – The Forum isn't simply a 'talking shop', it offers a very valuable release for veterans in a safe, moderated space.
- **Practical help and support** – Participants are keen to point out that the group is far more than a place to air feelings and problems – it offers very practical help that is clearly life-changing for some.
- **Awareness raising to give better access to opportunities and services** – A number of external speakers have come to the forum including a housing specialist (also a veteran) working for a local authority who gave advice about what veterans should expect from councils signed up to the AFC.
- **Increasing mental wellbeing by helping others** – the ability to be able to 'give as well as get' from the Forum is central to its success.

Core members of the Veteran's Chat Forum are very keen to keep the group going and committed to finding a way to do this independently, as volunteers. This highlights the confidence gained by participants and the important role that The Warrior Programme

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

(TWP) project manager has played in enabling them to feel that they can do this, not least through demonstrating how to run a group effectively, efficiently and with excellent moderation.

TWP has provided the group with the information used to establish the Forum eg: terms and conditions for joining etc. Those interested in facilitating/acting as administrators are keen to ensure that the group follows the same guidelines and is moderated well.

In January 2021 we launched our 'Warrior Art Attack' Positive Pathway programme, for veterans keen to learn about art, develop their personal skills and also to help with anxiety, relaxation and social isolation. It was a one year programme and was run by an Army veteran and Warrior graduate, with weekly sessions, one daytime, one evening.

The team have produced a short film which showcases about 20 paintings and the experiences of several participants (available to view on our website www.warriorprogramme.org.uk under 'News').

Outcomes included:

- **Building confidence through a non-judgemental and welcoming approach.**
- **Opening up new horizons and interests** - *"The art group has changed my life. The confidence you get takes you way beyond art."* One participant has had some of her work shown in an exhibition that was funded by the Armed Forces Covenant.
- **Improving wellbeing and helping veterans to deal with challenging conditions** – *"If you were having a bad time, you knew you could click in at 11 and do something that would make you feel better. Knowing that you have that there really helps you to cope the rest of the time."*
- **A safe space within an art setting** – there is clearly great value in having an art group that is specifically for veterans and that is led by a veteran who has experience of using art therapy. *"What makes it different from other art groups is that we all know why we are there."*
- **Providing purpose and supporting motivation** – for participants that really struggle with finding their way forward, particularly those with medical conditions that limit their energy levels, the motivating focus and wellbeing benefits of a weekly session are evident.

The third programme, the Cooking Club, has also been externally evaluated and found to have contributed to the ongoing development of self-confidence, self-esteem and a sense of wellbeing amongst the veterans participating. Not only does it provide a regular, fun way of developing cooking skills and good eating habits that contribute to a healthy life, but also clearly has a positive impact on the mood and mental wellbeing of participants. It is a welcome and positive extension of the work that TWP does to encourage independence and positive, active lifestyles in the veteran community.

We have also commenced delivery of services to veterans under the Armed Forces Covenant Fund Trust's Veterans' Place, Pathways and People programme (VPPP) in two regions. In the Midlands we are part of the partnership led by DMWS (Defence Medical Welfare Service) and in the East we are part of the partnership led by Bridge for Heroes. We are delighted to be working with these groups of organisations, which together are

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

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seeking to create better and more connected services for veterans. These contracts commenced in the last quarter of the financial period being reported on and we will focus on the outcomes and what has been learnt in subsequent Trustee Reports.

The development of the programme and the impact that it is having make it clear that TWP has taken the opportunity to go much further than simply digitalising the foundation course and providing online resources. What is now in place is a highly comprehensive offer that reinforces the 12 month programme and the benefits of engagement in it. In addition, the Warrior team – trainers, coaches, co-ordinators and support staff are universally praised for their skill, expertise, dedication and ability to welcome and put participants at their ease, and the quality of the delivery team is pivotal to the success of the programme.

We are, however, very aware that online support is not appropriate or desirable for all and our team have continued to work very hard over the year to maintain contact with these individuals and ensure that they are supported. As Covid restrictions have been removed and our beneficiaries gain more confidence about meeting up in person once again, we have planned the reintroduction of the option to attend physical in person courses. We will, however, retain the online services we have developed as feedback and experience has shown they are valued by a significant majority of our beneficiaries and enable us to support and work with individuals wherever they are located, including those overseas.

From April 2022 we have therefore re introduced physical courses and are delivering a blended offering, with beneficiaries able to choose whether to attend virtual or physical courses and the more extensive virtual pre and post course support remaining a permanent element of our service.

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 Report on our Randomised Controlled Trial 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.
- Independent external evaluation involving 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 our new online services. We ensured all pilot courses and workshops were evaluated so that beneficiary feedback could shape the service going forward.
- 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.

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

In addition, we commissioned external evaluation of our new online services to inform how we developed and delivered these services, and to ensure outcomes were sustained.

The benefits of digital delivery

The external report delivered in 2021/22 found that online course delivery is very successful in being able to provide the same level of benefit and positive impact for the vast majority of participants as the face-to-face course and this is clearly confirmed by those taking part in the digitally delivered courses. In addition to the quality and depth of positive impact provided, there are also a number of other benefits arising from digital delivery including:

- **Fit with work and childcare responsibilities**
Many participants highlight the advantage of a digital course in terms of fitting with their home and work circumstances.
- **Widening access**
Digital delivery has widened access for women across all cohorts, where take up has traditionally been at a lower level. In addition, serving personnel and their families who are posted overseas are also able to engage with the programme, further widening the reach and impact of Warrior.
- **Helping participants to develop their digital skills and confidence**
For some participants with little digital experience, the pre-course sessions provide an opportunity “to get to grips with using zoom and things.” This not only helps participants to get the most out of the foundation course and programme as a whole, but also by developing these skills, it means that accessing other online services feels less daunting and more achievable. There are a number of examples of participants now accessing learning, work and wellbeing services this way.
- **Providing a Covid-resilient service**
The move to highly successful digital delivery meant that the Warrior programme was able to deliver throughout lockdowns and restrictive periods. This resilience has enabled all participants to have equal access even where lockdown restrictions may vary, for example, across the UK’s devolved nations and internationally.
- **Helping individuals to deal with the impact of Covid-19 and the resulting restrictions**
The impact of successive lockdowns and the anxiety and stress caused by these and the nature of the pandemic itself are becoming well documented. For those already experiencing mental health difficulties, this has in many cases exacerbated issues and symptoms. What is striking about the Warrior cohort is that the techniques provided by the programme combined with the ongoing support is clearly helping people to cope with these added pressures.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

Significant and wide-ranging beneficial outcomes for participants

Across all cohorts there are some common positive outcomes, key impacts being:

- **Reducing anxiety, fear, stress and anger.**
- **Increasing engagement in positive activities.**
- **Increasing self-esteem, self-worth and self-confidence.**
- **Improved family relationships and resilience.**
- **Improving careers/work.**

Cohort Specific Outcomes

Veterans and their family members

The 12 month data consistently indicates improvements in 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 and in year to 31 March 2022 all of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult. Their situation was then exacerbated by the pandemic, the lockdowns and wholesale shutdown of the economy.

Even given these very significant obstacles, our evidence demonstrates that after 12 months:

- **There is an 86% reduction in those not working and not looking for work.**
- **The percentage of those in work, training or volunteering has increased by 44% to 80%.**
- **79% are making some or good progress on their goals.**

This is a cohort that statutory and charitable 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

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

resilience, motivation and focus to manage their lives positively and support their veteran effectively.

The Warrior Programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation.

- **Our evidence demonstrates that over 75% of family members report making progress on their goals.**

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. 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

Our support for Serving families is delivered under our Removing Barriers to Family Life and Sustaining Support projects and is part of our Tackling Loneliness project (together with female veterans and veterans' families), each funded by the Armed Forces Covenant Fund Trust. Together they are 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.
- The ability to engage effectively with, and benefit from, existing welfare and other support services.
- Promote both digital and face to face learning and networking opportunities.

As well as spouses/partners benefitting from the programme, as was anticipated, participants consider that the children in their families have also experienced positive impacts resulting from the increased resilience and stability of their parents.

External qualitative evaluation continues to show that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety, frustration, as well as being more effective at work and pursuing work-related ambitions.

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as poor/very poor decreases by 81% to only 4%

and

The percentage of participants rating their relationships with friends as very good increases by 82% to 62%

and

81% are making some or good progress on their goals.

Participants are reporting they now have the confidence and determination to deal with personal challenges and can manage their home/work life balance much better than they did before. At least 200 children have also benefitted from the positive changes experienced by spouses/partners participating in the Warrior Programme and 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 parents consider is resulting in improvements in their children’s attitudes and behaviour.

Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

Serving Personnel

In addition to existing grants from the Armed Forces Covenant Fund Trust we are delighted to have been awarded a three year grant by the Army Central Fund to support Serving Army personnel. We look forward to working with the ACF over the coming years and developing our relationship.

Over 400 individuals have now attended Warrior and 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. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

- 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.

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

Female Serving personnel represent 50% of the total number of Serving personnel attending to date, with that proportion continuing to grow. This cohort has not been targeted, but rather have sought out our services in response to issues and circumstances they are having to contend with.

We are undertaking additional external analysis to better understand their situations and how specifically Warrior is able to assist them. We are also seeking dedicated funding to support this cohort going forward.

Many 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 as anticipated.

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing. Key impacts reported by participants include:

- **Reducing anxiety, stress and anger.**
- **Increasing self-confidence and motivation.**
- **Improving careers and work.**
- **Improving communication and relationships.**
- **Providing a 'safe space' to tackle difficult issues.**

The clinical outcome evidence indicates improvements in self efficacy, anxiety, functional impairment, well-being and relationship satisfaction and monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases 110% to 63%

And

The percentage of participants rating their relationships with friends as very good increases 119% to 59%

And

82% are making progress on their goals

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.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

In the period to 31 March 2022, our statutory accounts show a deficit of £54,033 made up of a marginal surplus in general unrestricted funds of £9,190, a significant decrease in restricted funds of £200,949 and a significant increase in designated funds of £137,726. 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 mismatch between funds received and funds expended in the period. The £200,949 restricted fund deficit relates to grants received in the prior financial period for activities delivered in this accounting period. Similarly, the £137,726 designated fund surplus relates to grants received in this financial period for activities to be delivered in the following accounting period.

This restricted income principally relates to a number of grant awards that are cohort specific from the Armed Forces Covenant Trust, including Removing Barriers to Family Life (Serving families), Tackling Loneliness (female Serving personnel and Serving and veteran families) and two Positive Pathways awards (veterans), Sustaining Support (Afghan project - Serving families) and the initial stages of the two Veterans' PPP grants.

The designated funds principally relate to grants made by the Army Central Fund, ABF The Soldiers' Charity, the RNRMC, RAF Benevolent Fund, Veterans' Foundation and St. James's Place Charitable Foundation. The balance at 31 March 2022 represents the funds received in the financial year ended 31 March 2022 to be expended in the following financial period. The grants were made to support our programmes and work with veterans and their families, with the exception of the ACF which is to support Serving personnel.

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 2021/22, 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.

The cost of charitable activities has increased marginally by £16,540 or 3.7% to £459,824. This is despite achieving a 23% increase in the number of individuals supported. The increase in support has been achieved through larger course sizes now achieved online and an extended programme of support through our 12 month support. The increased need of our beneficiaries is showing no sign of decreasing and as we have moved out of the pandemic, post year end, we have started to re-introduce physical courses alongside our new online service provision. This increased need and the additional costs associated with face to face support will increase costs in the coming year.

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

In an increasingly difficult funding environment Warrior continues to attract funding support, based on the strong evidence of the positive impact of the programme across all cohorts and we expect to maintain or increase funded delivery levels in the coming year.

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 2022/23 is £682,072 and therefore the target is £170,518 to £341,036 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 £342,712 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

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years subject to satisfactory funding arrangements.

Our response to the Covid-19 crisis resulted in the transition of our core foundation course to online and the development and delivery of a new suite of virtual support services, which have proved very effective both in terms of beneficiary feedback and positive outcomes. These developments are having a significant impact on the future direction of the charity both in terms of how we deliver services to our beneficiaries and the opportunity to create a commercial offering for the corporate market.

From May 2022, as we have moved forward from the restrictions required in response to Covid-19, we have re-introduced physical courses and training sessions. We are now offering a blended service with the option of online or physical courses together with online pre course and 12 month post course support. This ensures that beneficiaries can access our services in the most effective way depending on their personal circumstances. We therefore anticipate that we will continue to offer the option to attend the virtual core foundation course and that we will retain pre and post course online virtual sessions, alongside the traditional physical in room sessions. These developments will ensure that a wider cohort of beneficiaries can access our services with a richer experience over the whole 12 months.

Post year end we were invited to be a partner in the Essex Partnership University Trust's Op Courage submission to NHS England for Integrated Veterans' Mental Health Services in the East of England. Historically we have had a close referral pathway with EPUT and if successful, this contract will result in Warrior supplying services to the partnership over a 4 year (extendable to 6 year) period. The contract would run from 1 April 2023 and despite

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TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

the NHS being our largest referrer of veterans to the programme, would represent the first commissioned Warrior services by the NHS.

In May 2022 we were awarded a three year grant by the National Lottery Community Fund (NLCF). The purpose of this grant is two-fold; firstly, to fund the development of a commercial Warrior offering in order to generate sustainable income to support our core charitable activities and secondly to provide funding to support core services for veterans during this period.

In 2019 we made a successful application for a development grant to NLCF to commission a feasibility study to analyse the market potential and develop a business plan to implement the concept if feasible. The interim report concluded that there is strong evidence from the research and market analysis conducted to date that our ambition to generate sustainable income is achievable: there is a clear need within the business community for this type of service; our offering is relevant; and there is a keen appetite within the market for the service. During 2020/21 we refined our plan to market and during 2021/22 we have been actively engaged with potential customers about piloting our new service over the next 12 months. The services we have developed in response to Covid-19, and the mechanisms for delivery, are enabling us develop bespoke solutions to meet the needs of the corporate market.

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

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 2022

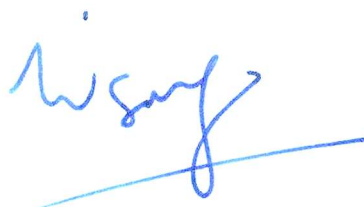
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is 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 blue ink, appearing to read 'Chris Smith', with a long horizontal line extending from the end of the signature.

Chris Smith

Dated 9 December 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2022 and of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the financial statements. 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.

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 course of 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the 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.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statements disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Auditor

9 December 2022

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOME FROM:					
Donations	3	199,341	240,950	440,291	595,762
Investments	4	2,849	-	2,849	6,066
TOTAL INCOME		<u>202,190</u>	<u>240,950</u>	<u>443,140</u>	<u>601,828</u>
EXPENDITURE ON:					
Raising funds	5	(16,611)	(20,738)	(37,349)	(33,306)
Charitable activities	6/7	(38,663)	(421,161)	(459,824)	(443,284)
TOTAL EXPENDITURE		<u>(55,274)</u>	<u>(441,899)</u>	<u>(497,173)</u>	<u>(476,590)</u>
NET INCOME/(EXPENDITURE)		<u>146,916</u>	<u>(200,949)</u>	<u>(54,033)</u>	<u>125,238</u>
NET MOVEMENT IN FUNDS		<u>146,916</u>	<u>(200,949)</u>	<u>(54,033)</u>	<u>125,238</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		357,202	634,209	991,411	866,173
TOTAL FUNDS CARRIED FORWARD		<u>504,118</u>	<u>433,260</u>	<u>937,378</u>	<u>991,411</u>
REPRESENTING:					
Restricted Funds	13	-	433,260	433,260	634,209
Designated Funds	14	155,643	-	155,643	17,917
General Funds	14	348,475	-	348,475	339,285
TOTAL FUNDS CARRIED FORWARD		<u>504,118</u>	<u>433,260</u>	<u>937,378</u>	<u>991,411</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 2022

	Note	2022		2021
		£	£	£
FIXED ASSETS				
Tangible assets	10		5,763	313
CURRENT ASSETS				
Debtors	11	28,588		324
Cash at bank		929,089		1,034,017
		957,677		1,034,341
CREDITORS: Amounts falling due within one year	12	(26,062)		(43,243)
NET CURRENT ASSETS			931,615	991,098
TOTAL ASSETS LESS CURRENT LIABILITIES			937,378	991,411
TOTAL NET ASSETS			937,378	991,411
FUNDS				
Restricted income funds	13	433,260		634,209
Designated income funds	14	155,643		17,917
General income funds	14	348,475		339,285
TOTAL FUNDS			937,378	991,411

These financial statements were approved and authorised for issue by the members of the committee on the 9 December 2022 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 2022

	Note	2022	2021
		£	£
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used in)/provided by operating activities	16	(101,886)	158,218
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of equipment	10	(5,891)	-
Net cash flow from investing activities		(5,891)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank interest received	4	2,849	6,066
Net cash flow from financing activities		2,849	6,066
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		(104,928)	164,284
Cash and cash equivalents brought forward		1,034,017	869,733
CASH AND CASH EQUIVALENTS CARRIED FORWARD		929,089	1,034,017

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

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) 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.

The trustees have complied with Section 4 of the Charities Act 2011, having due regard for the Charity Commission's guidance on public benefit when reviewing the charities aims and objectives and when formulating strategy.

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.

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

Designated reserves

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

3. DONATIONS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Donations						
Partners & Trust Funds	193,000	240,950	433,950	100,000	485,115	585,115
Individuals	6,341	-	6,341	2,691	-	2,691
Coronavirus Job Retention Scheme grants	-	-	-	5,206	-	5,206
Gifts						
Gifts in Kind	-	-	-	2,750	-	2,750
	<u>199,341</u>	<u>240,950</u>	<u>440,291</u>	<u>110,647</u>	<u>485,115</u>	<u>595,762</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Total Funds 2021 £
Bank interest	2,849	2,849	6,066	6,066
	==	==	==	==

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Fees	15,501	19,352	34,853	5,668	25,470	31,138
Support costs	1,110	1,386	2,496	395	1,773	2,168
	<u>16,611</u>	<u>20,738</u>	<u>37,349</u>	<u>6,063</u>	<u>27,243</u>	<u>33,306</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Warrior programmes	34,675	377,719	412,394	149,117	252,975	402,092
Support costs	3,988	43,442	47,430	15,276	25,916	41,192
	<u>38,663</u>	<u>421,161</u>	<u>459,824</u>	<u>164,393</u>	<u>278,891</u>	<u>443,284</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2022 £	Support costs 2022 £	Total costs 2022 £	Direct costs 2021 £	Support costs 2021 £	Total costs 2021 £
Warrior programmes	412,394	47,430	459,824	402,092	41,192	443,284
	<u>412,394</u>	<u>47,430</u>	<u>459,824</u>	<u>402,092</u>	<u>41,192</u>	<u>443,284</u>

8. SUPPORT COSTS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Total support costs	<u>5,098</u>	<u>44,828</u>	<u>49,926</u>	<u>15,671</u>	<u>27,689</u>	<u>43,360</u>
Governance costs within support costs						
Auditor's fee	850	6,110	6,960	2,255	3,985	6,240
Accountancy fees	54	386	440	201	354	555
Legal and professional fees	625	4,490	5,115	208	369	577
Bank charges	-	-	-	11	19	30
	<u>1,529</u>	<u>10,986</u>	<u>12,515</u>	<u>2,675</u>	<u>4,727</u>	<u>7,402</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2022	2021
	£	£
Wages and salaries	182,776	119,683
Social security costs	14,129	7,566
Pension contributions	3,038	1,961
	<u>199,943</u>	<u>129,210</u>

Particulars of employees:	2022	2021
	No.	No.

The average headcount of employees during the year was:	5.82	4.08
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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>5.24</u>	<u>3.82</u>
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No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

Cost	Office Equipment £
At 1 April 2021	8,348
Additions	5,891
Disposals	(5,738)
	<u>8,501</u>
At 31 March 2022	8,501
Depreciation	
At 1 April 2021	8,035
Charge for the year	441
Disposals	(5,738)
	<u>2,738</u>
At 31 March 2022	2,738
Net Book Value	
At 31 March 2022	<u>5,763</u>
At 31 March 2021	<u>313</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

11. DEBTORS

	2022	2021
	£	£
Trade debtors	28,250	-
Prepayments	338	324
	28,588	324

12. CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	16,753	26,913
Accrued expenditure	9,309	16,330
	26,062	43,243

13. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021	Income	Expenditure	Balance at 31 Mar 2022
	£	£	£	£
Ministry of Defence – Armed Forces Covenant Fund	605,244	218,750	(409,987)	414,007
The Bridge for Heroes Ltd	-	12,200	-	12,200
The National Lottery Community Fund – commercial development project	28,965	-	(21,912)	7,053
Social Investment Business Ltd Enterprise Development Programme	-	10,000	(10,000)	-
	634,209	240,950	(441,899)	433,260

14. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021	Income	Expenditure	Balance at 31 Mar 2022
	£	£	£	£
Designated Funds	17,917	193,000	(55,274)	155,643
General Funds	339,285	9,190	-	348,475
	357,202	202,190	(55,274)	504,118

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Total net assets 2022 £
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund	-	414,007	414,007
The Bridge for Heroes Ltd	-	12,200	12,200
The National Lottery Community Fund – commercial development project	-	7,053	7,053
	<u>-</u>	<u>433,260</u>	<u>433,260</u>
Unrestricted Income Funds:			
Designated Funds	-	155,643	155,643
General Funds	5,763	342,712	348,475
	<u>5,763</u>	<u>498,355</u>	<u>504,118</u>
Total Funds	<u>5,763</u>	<u>931,615</u>	<u>937,378</u>

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

	2022 £	2021 £
Net (expenditure)/income for the reporting period	(54,033)	125,238
Adjusted for:		
(Increase)/decrease in debtors	(28,264)	19,456
(Decrease)/increase in creditors	(17,181)	18,200
Depreciation of tangible fixed assets	441	1,390
Interest received	(2,849)	(6,066)
	<u>(101,886)</u>	<u>158,218</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

17. 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:

	2022	2021
	£	£
Within one year	735	798

18. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole, whilst serving as a trustee, received fees totalling £14,300 and travel expenses totalling £Nil (2021 – fees £42,000, expenses £Nil) 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. With effect from 7 June 2021, having relinquished her position as a trustee, she was enrolled as an employee and has been remunerated as such since then.

No other member of the Board of Trustees received any remuneration during the year and travel expenses reimbursed to them amounted to £Nil (2021 – £Nil).

No other Trustee or person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

19. ACKNOWLEDGEMENTS

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

Ministry of Defence – Armed Forces Covenant Fund	£218,750
The Army Central Fund	£55,000
ABF The Soldiers' Charity	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
Veterans' Foundation	£15,000
The Bridge for Heroes Ltd	£12,200
Social Investment Business Ltd Enterprise Development Programme	£10,000
Royal Air Force Benevolent Fund	£8,000

THE WARRIOR PROGRAMME

England & Wales - Charity number 1120893

Accounts

THE WARRIOR PROGRAMME

Financial Statements of the year ended 31 March 2021

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 (Chair) C Cole (Resigned 7 June 2021) C Smith Professor Nicola Fear D Rutter (Vice-Chair) J Mallalieu B Howes (Resigned 30 April 2020)
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 *(continued)*

YEAR ENDED 31 MARCH 2021

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2021.

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 charity during the period were as follows:

J Newstead (Chair)
C Cole (Resigned 7 June 2021)
C Smith
Professor Nicola Fear
D Rutter (Vice-Chair)
J Mallalieu
B Howes (Resigned 30 April 2020)

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 is a Founder Member who is elected to serve for life and at least two additional members who are elected to serve for a fixed term of up to three years. There is no limit on the ability to re-elect any trustee for a further fixed term. During the year, Buster Howes resigned on 30 April 2020 to take a new appointment and we would like to thank him for his contribution over the last two years.

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 2021

Post year end the Founder Member, Charlotte Cole, resigned on 7 June 2021 and was appointed the charity's first Chief Executive. It was recognised by the Board that the charity was entering a period of change and development, including the development of a commercial offering to provide sustainable funding, and that it was necessary to have the focus, drive and strategic direction that a Chief Executive would deliver. Charlotte Cole was asked by the Board to take on this role due to her extensive experience at the charity, having provided essential services under the scheme of delegation since the charity was founded. We would like to thank Charlotte for all her hard work over the 14 years of her tenure as a Founder Trustee, and we look forward to working together to take the organisation forward, building more innovation into our service delivery and greater resilience through sustainable funding.

Risk Management and Governance

The Board of Trustees meets regularly, at least four times a year, to assess the progress of the charity and review the major risks to which the charity is exposed. The trustees review the frequency of these meetings and increase the frequency where necessary. 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. We have an elected Vice Chair and a formal one to one review process for individual trustees.

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

During 2019 we were invited to be part of the Cobseo Governance Working Group, tasked with developing a Board Governance assessment tool, setting out a minimum set of expectations Member organisations should aspire to achieve. In 2021 we have been invited to join the Working Group that reviews and updates this tool. 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 at least three members who are responsible for the strategic direction and policy of the charity. During the period, the Board comprised of seven trustees (reducing to six upon B Howes resignation) from a variety of professional backgrounds relevant to the work of the charity.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

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 Member to provide services essential to the successful running of the charity. The Founder Member, Charlotte Cole, has continued to act under the scheme of delegation during the period and provides leadership in the areas of strategy, finance, fundraising and research. On June 7th 2021 Charlotte resigned as a trustee and was appointed Chief Executive.

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, and include 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.

OBJECTIVES AND ACTIVITIES

Since its establishment in 2007, The Warrior Programme has worked with over 4000 individuals, including over 900 individuals attending our course and support workshops in this period. This compares with 407 attending (Courses and refresher days) in the previous year, which was then the highest annual number to date. The Programme's purpose is to teach techniques to improve performance and motivation and to help overcome emotional problems. This is delivered through a core training Programme with 12 months structured support and signposting. Historically the course has been delivered as a 3 day in person course, however due to Covid 19 since March 2020 the course has been delivered live online over 5 half days.

The main objectives and activities focus on working with the military community. We work with:

- ex Service personnel experiencing difficulties in adjusting to civilian life
- their family members who are struggling as a consequence of the veteran's issues
- Serving personnel whose performance is being affected by high levels of stress and anxiety or have received medical intervention but still require additional support and motivation on return to the work place. Our objective is to enable Serving personnel to manage their emotions more effectively and build their resilience so that they can maximise their operational capability
- Serving families, 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

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

- 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.

Covid 19 impacted the last 6 weeks of the previous financial year with our February course at Services Cotswold Centre being cancelled due to the facilities being needed for Covid related activities, and our decision in early March to cancel the March and subsequent courses.

As the threat of Covid 19 emerged we were quick to respond to the new restrictions and challenges ensuring a seamless transition for our beneficiaries to virtual services. We commenced these new services in March 2020 and by May had transitioned all elements of our programme on to a virtual platform and introduced new additional support to meet the significantly increased demand and changing needs.

Our Covid 19 response is explained in more detail in the dedicated section below.

Response to Covid 19

Warrior's proven strength is enabling participants to feel more in control of their situation, be resourceful and resilient and be able to help each other and others in their local communities.

The fundamental needs of our beneficiaries have not changed, however, a significant number have been extremely susceptible to, or adversely affected by, the impact of Covid 19. Their pre-existing issues and concerns are greatly exacerbated by isolation, financial insecurity, access to physical and mental health care and uncertainty over the future.

The following outcomes gained from attending Warrior are precisely what individuals have needed during the pandemic:

- emotional resilience to cope with anxiety and distress
- engagement to make more effective use of the services they need; and
- empowerment to take ownership of their challenges and be better placed to help others

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

We recognized, following the outbreak of Covid 19, that the need for Warrior was greater than ever and moved quickly to adapt by developing online support services for all beneficiaries. Pre Covid 19 the core of the Programme had been the 3-day residential foundation course and regular physical refresher days as part of a structured 12-month support plan. We had already created online self-study material to augment the post course support to make it more accessible to those who found time or travel difficult.

In early March we cancelled all physical training activities and consulted with 850 existing Warriors by email in order to develop the most appropriate and effective virtual support.

Our service development resulted in two new services and the migration online of our existing core programme. We focused on three areas:

1. Warrior online Workshops [WOWs] – For existing beneficiaries who had attended the foundation course and were in their 12 month support phase

From 23 March 2020 we ran a new service, weekly “Warrior Online Workshops” using Facebook Live and Zoom to support those who had attended previous 3 day foundation courses. We extended this to all participants since 01/01/16 due to raised levels of anxiety and concern caused by Covid-19 and lockdown. As we introduced our new online core programme those individuals were also invited to join these post course workshops. From August 2020 these workshops have been run fortnightly. Demand has grown over the year from 30 attendees per workshop in the first Quarter to over 55 per workshop by quarter 4.

2. Warrior Nurture - Pre course support for those who had been booked on the now cancelled courses and the increasing number of new referrals

From April 2020 we have delivered a new service, weekly “Nurture” workshops (fortnightly from August 2020) live on Zoom to support new referrals and those who had been booked on subsequently cancelled courses. Conducting live sessions over Zoom encourages interaction and engagement that has been so important during the pandemic and provides Warriors with a forum to exchange thoughts, ideas, motivation, inspiration and useful information with each other. From an average of 20 attendees per workshop in quarter 1, attendance has grown to over 40 per workshop in Quarter 4.

3. Development of virtual 3 day foundation course replacement

During April 2020 we developed the virtual foundation course, to replace the physical core foundation course, using a range of virtual training and conferencing platforms. This also included developing new pre-course material that can be accessed online, incorporating our comprehensive evaluation metrics and creating an additional risk assessment and monitoring framework.

We piloted and externally evaluated the new virtual course in May and June, and incorporated improvements and changes into the monthly courses run from July 2020. During this financial period 223 individuals have attended 11 online courses

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

All of our new virtual services and support have been externally evaluated to ensure the programme impact and participant experience is maintained. Our regular evaluation methodology has also been retained with evaluations completed online as part of the attendance process.

The feedback and response has been overwhelmingly positive. Access to a library of online tutorials and regular professionally led interactive sessions is reducing anxiety and feelings of isolation, enabling participants to share experiences with each other and providing a forum to exchange ideas and useful information.

Our swift and positive approach delivered, and continues to deliver, vital support to the Armed Forces community at a time of maximum need. We are working on the basis we will not be running physical courses until at least January 2022, however once physical training sessions are possible we propose to retain the virtual services we have developed ensuring beneficiaries have a range of options to engage with our support depending on their particular needs.

The development and delivery of this completely new suite of virtual services has been made possible through funding received from the Armed Forces Covenant Fund Trust, The National Lottery Community Fund, ABF The Soldiers Charity, the Royal Navy and Royal Marines Charity and Greenwich Hospital, the Veterans' Foundation and St. James's Place Foundation. We would like to thank these organisations for supporting our work and enabling us to realise our goal of providing a timely and seamless transition of our services to online for all our beneficiaries.

Programme delivery

Our response to the Covid 19 emergency has dominated our services and programme delivery throughout the financial year 2020/21. As described in the section above we moved all our services online from March 2020 and, due to Covid 19 restrictions and the vulnerability of many of our beneficiaries, have continued to only offer online support throughout the financial period to March 2021.

The need for our services and support has increased significantly during the year and we have supported 4 times the number of individuals that we have historically.

In the 12 months to 31 March 2021 we delivered:

- **11 Courses** to **223 individuals**
- **686 Nurture sessions** to **286 individuals**
- **1258 WOW sessions** to **330 individuals**
- **2 Refresher Days** to **81 individuals**

This compares with an average of 235 individuals per year over the last five years.

Uptake for all the elements of our support has grown significantly over the year, with attendance of the Nurture and WOW sessions, both completely new services, peaking during the winter of 2020/21 in our Quarter 4.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

Average attendance at the Nurture workshops was 17 in the first six months of the year, doubling to 34 in the second half of the year and peaking at 42 in Quarter 4.

Similarly, average attendance at the WOW workshops was 28 in the first half of the year, doubling to 54 in the second half and peaking at 56 in Quarter 4.

Uptake of support has continued to grow in the first quarter of 2021/22 across all services with an over 30% annualized increase for courses and Nurture and a 13% annualized uplift for WOWs. Attendance at Refresher Days has almost doubled.

In addition to these core services we have developed and delivered support under the Armed Forces Covenant Fund Trust's Positive Pathway initiatives. During this financial period we have delivered two programmes; Pathways to Independence and Warrior Art Attack.

Our first Positive Pathway programme, Pathways to Independence, had been designed to encourage and support veterans to embrace engaging online and to initiate peer group support and physical activities through digital contact. We were in the process of developing the programme as Covid 19 struck and therefore it was very opportune timing to gear up supporting veterans to embrace and get to grips with online communication. However, the ability of the groups to generate local physical activities was immediately curtailed by the pandemic. We therefore consulted with our veterans about how they would like to use this programme and develop it to be the most appropriate support during these very difficult times.

This resulted in setting up a Veterans Chat Forum using monthly Zoom sessions for veterans who wished to gather in a safe, online social setting with their peer group and discuss things that matter to them, separate to the concerns they raise as part of their core Warrior programme participation.

Veterans from all three services have attended and suggested the issues for discussion and relevant guest speakers have joined at the veterans' request. Topics have included:

- Veterans' mental health and the services available – and variations between addiction: alcohol, drugs (including prescribed), pornography, gambling, food
- Veterans' Pain Service: how to access it and benefit from non-drug based treatments
- Personal Independence Payments and other benefits
- Vandalism: a poignant session during November – always an emotional month for veterans
- Suicide
- Healthy living and exercise
- Caring and Carers

This is a two year project and 75 individuals have attended in the first year.

In January we launched our 'Warrior Art Attack' Positive Pathway programme, for veterans keen to learn about art, develop their personal skills and also to help with anxiety, relaxation and social isolation. It is run by an Army veteran and Warrior graduate and they hold weekly sessions, one daytime, one evening. Up to July 2021 58

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YEAR ENDED 31 MARCH 2021

sessions had been held with 21 individuals attending regularly and others opting for 'tasters' after completing the core TWP foundation course.

The team have produced a short film which showcases about 20 paintings and the experiences of several participants (available to view on our website www.warriorprogramme.org.uk).

All this is evidence that individuals value and need the services we are providing and that the migration of our support online has been welcomed by our beneficiaries. All of our services delivered in the period have been externally evaluated and feedback is included in our Evidence section below.

The development of the programme and the impact that it is having make it clear that TWP has taken the opportunity to go much further than simply digitalising the foundation course and providing online resources. What is now in place is a highly comprehensive offer that reinforces the 12 month programme and the benefits of engagement in it. In addition, the Warrior team – trainers, coaches, co-ordinators and support staff are universally praised for their skill, expertise, dedication and ability to welcome and put participants at their ease, and the quality of the delivery team is pivotal to the success of the programme.

The words of one participant sum up the Warrior ethos and the positive impact it has *"It's so important that people realise that it's a whole programme and not just a course. It's there to support you when you need it. I don't know where I'd be if I hadn't reached out that day."*

We are however very aware that online support is not appropriate or desirable for all and our team have worked very hard over the year to maintain contact with these individuals and ensure that they are supported. As Covid restrictions are removed and our beneficiaries gain more confidence about meeting up in person once again we will reintroduce the option to attend physical in person courses. We will however retain the online services we have developed as feedback and experience has shown they are valued by a significant majority of our beneficiaries and enable us to support and work with individuals wherever they are located, including those overseas.

It is therefore our expectation that when circumstances allow us to return to delivering physical courses and services we will be delivering a blended offering, with beneficiaries able to choose whether to attend virtual or physical courses and the more extensive virtual pre and post course support remaining a permanent element of our service.

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 Report on our Randomised Controlled Trial in 2015 we have developed our monitoring and evaluation framework. Our outcome evidence is based on the following:

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- recognised clinical research measures used to monitor quantitative change throughout the Programme.
- Independent external evaluation involving 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 our new online services. We ensured all pilot courses and workshops were evaluated so that beneficiary feedback could shape the service going forward.
- 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.

In addition, we commissioned external evaluation of our new online services to inform how we developed and delivered these services, and to ensure outcomes were sustained.

The benefits of digital delivery

The external report found that online course delivery is very successful in being able to provide the same level of benefit and positive impact for participants as the face-to-face course and this is clearly confirmed by those taking part in the digitally delivered courses. In addition to the quality and depth of positive impact provided, there are also a number of other benefits arising from digital delivery including:

- **Fit with work and childcare responsibilities –**

Many participants highlight the advantage of a digital course in terms of fitting with their home and work circumstances:

"when it went online I felt more confident about doing it."

"It's easier with my little boy, and because of my husband being on deployment, and it didn't feel so daunting as going on a residential."

- **Widening access –**

Digital delivery has widened access for women across all cohorts, where take up has traditionally been at a lower level. Not only is this very positive in terms of reaching women, but it provides beneficial insights for participants:

"One big thing that I really enjoyed was seeing women on the course. I thought that all these things were just a man thing and it was reassuring to see that the women experience the same things as us."

In addition, serving personnel and their families who are posted overseas are also able to engage with the programme, further widening the reach and impact of Warrior.

- **Helping participants to develop their digital skills and confidence –**

For some participants with little digital experience, the pre-course sessions provide an opportunity "to get to grips with using zoom and things." This not only helps participants to get the most out of the foundation course and programme as a

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whole, but also by developing these skills, it means that accessing other online services feels less daunting and more achievable.

There are a number of examples of participants now accessing learning, work and wellbeing services this way – a key performance indicator for the programme. With the Covid-19 pandemic requiring many services to switch to online delivery this brings wider benefits to participants and demonstrates another aspect of the charity's ability to respond effectively to this challenging time.

- **Providing a Covid-resilient service –**
The move to highly successful digital delivery meant that the Warrior programme was able to deliver throughout lockdown and restrictive periods. This resilience has enabled all participants to have equal access even where lockdown restrictions may vary, for example, across the UK's devolved nations and internationally.
- **Helping individuals to deal with the impact of Covid-19 and the resulting restrictions –**
The impact of successive lockdowns and the anxiety and stress caused by these and the nature of the pandemic itself are becoming well documented. For those already experiencing mental health difficulties, this has in many cases exacerbated issues and symptoms. What is striking about the Warrior cohort is that the techniques provided by the programme combined with the ongoing support is clearly helping people to cope with these added pressures, including the need for home schooling and the stress that can bring to working families.

Significant and wide-ranging beneficial outcomes for participants

The digital programme addresses the wide range of needs presented by the varied cohort of participants. Key impacts and some examples from the most recent evaluation cohort include:

- **Reducing anxiety, fear, stress and anger;**

"I don't panic so much at night. My sleep still isn't fantastic but when I wake up, I'm not terrified. My husband went on deployment three months ago and is due back next week. When I spoke to him he said he was shocked and relieved at how well I'm coping. It's much better for him not to have to worry about me when he's away. My family have noticed as well. They have noticed how well I've dealt with the lockdown happening during deployment."

- **Increasing engagement in positive activities;**

"It's given me the confidence to arrange talking therapy sessions locally and that's really amazing for me. It made me realise that no one is going to suffer if I put myself first."

"I'd lost the belief that I could get a good job. The deployments have made it difficult but it became a way of thinking.....Since the course I've stopped making

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excuses so much. I think, I can't do what I'd planned to do with my life but I can do something."

- **Increasing self-esteem, self-worth and self-confidence;**

"I don't feel guilty about putting myself first now. It's made a real difference with things like taking furlough. Before I would have felt like I was letting my team down. Now it's not something that I would have chosen but it's OK."

"My confidence has improved, the programme has broadened my shoulders. It's made me feel bigger and stronger. I definitely feel I've got rid of the negative past."

- **Improved family relationships and resilience:**

"The kids whirl winding around would be my trigger and I'd start shouting. Now I don't let that happen. My eldest son said 'Daddy you're very calm these days' and another said, shortly after the course 'Daddy you seem a lot happier'. My wife has commented too. We have our wobbles and I'm not sure what direction we're going in, but if we do end up separating we'll make the most awesome parenting team. There's no animosity. And I'll still be OK. Warrior has given me the strength."

"The course has done the family the world of good. We're armed and better prepared if things go wrong. I am making inroads into the most important thing in my life – my family."

- **Improving careers/work;**

"My metric is that, before I did Warrior, even though I was offered the military course and the fast career track that would go with that if I was successful, I was ninety per cent sure I would decline. That is no longer the case. I was going to leave the service in 12 months' time. Now they'll have 5 years more of me."

"Before Warrior, I knew what I wanted to get in place for when I leave the military, but the course has helped me to look ahead and see what I need to put in place to get there."

"We've been waiting to hear when my husband is being deployed – that's always a difficult time. I run a small business with him and before Warrior, we would have just closed it when he was away. But this time I've devised my own plan which means I'll cut down but keep going – that's really different. Also, I'm going to carry on with the design course that I've started too."

Cohort Specific Outcomes

Veterans and their family members

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

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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 and in the year to 31 March 2021 all of these individuals had chronic health conditions making engaging in work, training or volunteering very difficult. Their situation was then exacerbated by the pandemic, the lockdowns and wholesale shutdown of the economy.

Even given these very significant obstacles, our evidence demonstrates that after 12 months:

Over 36% of those not in work at the start are now in work, training or volunteering and a further 18% are actively looking

and

Over 75% of those not looking for work are now engaging with services and making progress

This is a cohort that statutory and charitable 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.

The Warrior Programme continues to have a significant and sustainable impact for family members, addressing their particular needs and issues, and helping to reduce stress, anxiety, depression and frustration whilst improving wellbeing, energy and motivation.

Our evidence demonstrates that 86% of family members report making progress on their goals

The diversity of veterans' family members participating in the programme underlines Warrior's key advantage of being able to bring tangible benefits to anyone who "*is willing to be open to the process and commit themselves to trying.*" The family members taking part in Warrior are increasingly varied in terms of their relationships with the services. The cohort does not just include spouses or partners of veterans experiencing emotional and other difficulties, but also other family members affected by the veterans' issues, including adult children, parents and siblings of veterans. In addition, the family member may also have formerly been on active service themselves or employed by the MOD in a non-active role.

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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. 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

Our support for Serving families is delivered under our Families in Stress and Removing Barriers to Family Life projects and is part of our Tackling Loneliness project (together with female veterans and veterans' families), each funded by the Armed Forces Covenant Fund Trust. Together they are 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.
- Promote both digital and face to face learning and networking opportunities

As well as spouses/partners benefitting from the programme, as was anticipated, children in these families have also experienced the positive impacts resulting from the increased resilience and stability of their parents.

During the period 62 family members have attended the core programme and in addition over 280 support workshop sessions have been delivered.

External qualitative evaluation shows that the programme has had marked and far reaching positive benefits for the spouses/partners of Serving personnel. These include increased self-confidence, improved relationships and family life, and decreased feelings of anger, anxiety and frustration, as well as being more effective at work and pursuing work-related ambitions. Participants also report feeling *"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."*

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as poor/very poor decreases by 88% to only 3%

and

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The percentage of participants rating their relationships with friends as very good increases by 90% to 66%

and

77% are making some or good progress on their goals

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. Over 200 children have benefited from the positive changes experienced by spouses/partners participating in the Warrior Programme and 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.

Feedback also indicates that the Warrior Programme is helping the Serving personnel of the families in stress to be more effective in their roles.

Serving Personnel

Over 300 individuals have now attended Warrior and 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. Participants have a variety of reasons for engaging with the programme, prompted by a number of different issues. Those frequently cited by interviewees include:

- 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

Many 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 as anticipated.

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Key impacts reported by participants include:

- **Reducing anxiety, stress and anger**
- **Increasing self confidence and motivation**
- **Improving careers and work**
- **Improving communication and relationships**
- **Providing a 'safe space' to tackle difficult issues**

Referrers from the MOD are particularly positive about the programme and the positive outcomes they are seeing.

The clinical outcome evidence indicates improvements in self efficacy, anxiety, functional impairment, well-being and relationship satisfaction.

Monthly monitoring information demonstrates that after 12 months:

The percentage of participants rating their relationships with family as very good increases 90% to 73%

And

The percentage of participants rating their relationships with friends as very good increases 132% to 73%

And

83% are making progress on their goals

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 2021, our statutory accounts show a surplus of £125,238 made up of a marginal surplus in general unrestricted funds of £8,757, a significant increase in restricted funds of £178,981 and a significant decrease in designated funds of £62,500. 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 £178,981 restricted fund surplus relates to grants received in this financial period for activities to be delivered in the following accounting period.

This restricted income principally relates to:

- a number of grant awards that are cohort specific from the Armed Forces Covenant Trust, including Removing Barriers to Family Life (Serving families),

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- Tackling Loneliness (female Serving personnel and Serving and veteran families) and two Positive Pathways awards (veterans), and
- third year funding from our Libor grant (also administered by the Armed Forces Covenant Fund Trust) to support our work with Serving personnel.

The designated funds principally relate to grants made by ABF, The Soldiers Charity, the RNRMC, the Veterans' Foundation and St. James's Place Charitable Trust. The balance at 31 March 2021 represents the funds received in the financial year ended 31 March 2021 to be 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 2020/21, 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.

The cost of charitable activities has decreased by £128,938 or 23% to £443,284. Approximately 50% of this decrease reflects the annualised savings made from the restructure completed in March 2020. The remainder is savings made through operating remotely during the pandemic, once additional costs of developing new online services are offset. The increased need of our beneficiaries is showing no sign of decreasing and as we move out of the pandemic we will start to re-introduce physical courses alongside our new online service provision. This increased need and the additional costs associated with face to face support will increase costs in the coming year.

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 2021/22 is £581,766 and therefore the target is £145,442 to £290,883 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 £338,972 thereby meeting the requirement and allowing for the return to pre Covid 19 cost levels including the increased costs of in person physical courses and support. 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.

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PLANS FOR FUTURE PERIODS

Our Programme enables individuals to make extraordinary changes to their lives and the charity plans to continue the activities outlined above in the forthcoming years subject to satisfactory funding arrangements.

Our response to the Covid 19 crisis has resulted in the transition of our core foundation course to online and the development and delivery of a new suite of virtual support services, which have proved very effective both in terms of beneficiary feedback and positive outcomes. These developments will have a profound impact on the future direction of the charity both in terms of how we deliver services to our beneficiaries and the opportunity to create a commercial offering for the corporate market.

As we move forward from the restrictions required in response to Covid 19 we will once again offer physical courses and training sessions. However, we now have a wider range of service offerings available, ensuring that beneficiaries can access our services in the most effective way depending on their personal circumstances. We therefore anticipate that we will continue to offer the option to attend the virtual core foundation course and that we will retain pre and post course online virtual sessions, alongside the traditional physical in room sessions. These developments will ensure that a wider cohort of beneficiaries can access our services with a richer experience over the whole 12 months.

The Board have been committed to the aim of developing a commercial Warrior offering in order to generate sustainable income to support our core charitable activities.

In 2019 we made a successful application for a development grant to the National Lottery Community Fund (NLCF) to commission a feasibility study to analyse the market potential and develop a business plan to implement the concept if feasible. The interim report concluded that there is strong evidence from the research and market analysis conducted to date that our ambition to generate sustainable income is achievable: there is a clear need within the business community; our offering is relevant; and there is a keen appetite within the market for the service. During 2020/21 we have refined our plan to market and we are actively engaged with potential customers about piloting our new service over the next 12 months. The services we have developed in response to Covid 19, and the mechanisms for delivery, are enabling us to develop bespoke solutions to meet the needs of the corporate market.

It is intended that ultimately the commercial offering will provide an additional and sustainable income to help support our charitable objectives, providing the charity with more control and flexibility over the development and delivery of our core charitable services.

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:

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YEAR ENDED 31 MARCH 2021

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

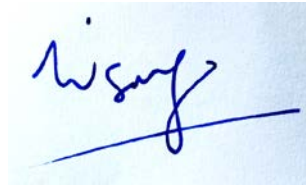
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is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

Members of the Board of Trustees

Members of the Management Committee, who are directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

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

Signed by order of the trustees



Chris Smith

Dated: 24/11/2021

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE WARRIOR PROGRAMME

Opinion

We have audited the financial statements of The Warrior Programme (the charitable company) for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statement, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2021 and of its incoming resources and application of resources, including 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the financial statements. 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.

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 course of 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18, the trustees are responsible for the preparation of the 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.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements

in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the industry in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statement disclosures to underlying supporting documentation, review of correspondence with legal advisors, enquiries of management and review of internal audit reports in so far as they related to the financial statements and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 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 Auditor

25 November 2021

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

YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
INCOME FROM:					
Donations	3	110,647	485,115	595,762	750,735
Investments	4	6,066	-	6,066	8,027
TOTAL INCOME		116,713	485,115	601,828	758,762
EXPENDITURE ON:					
Raising funds	5	(6,063)	(27,243)	(33,306)	(35,207)
Charitable activities	6/7	(164,393)	(278,891)	(443,284)	(572,222)
TOTAL EXPENDITURE		(170,456)	(306,134)	(476,590)	(607,429)
NET INCOME/(EXPENDITURE)		(53,743)	178,981	125,238	151,333
GROSS TRANSFERS BETWEEN FUNDS		-	-	-	-
NET MOVEMENT IN FUNDS		(53,743)	178,981	125,238	151,333
RECONCILIATION OF FUNDS					
Total funds brought forward		410,945	455,228	866,173	714,840
TOTAL FUNDS CARRIED FORWARD		357,202	634,209	991,411	866,173
REPRESENTING:					
Restricted Funds	13	-	634,209	634,209	455,228
Designated Funds	14	17,917	-	17,917	80,417
General Funds	14	339,285	-	339,285	330,528
TOTAL FUNDS CARRIED FORWARD		357,202	634,209	991,411	866,173

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 2021

	Note	2021 £	£	2020 £
FIXED ASSETS				
Tangible assets	10		313	1,703
CURRENT ASSETS				
Debtors	11	324		19,780
Cash at bank		1,034,017		869,733
		<u>1,034,341</u>		<u>889,513</u>
CREDITORS: Amounts falling due within one year	12	(43,243)		(25,043)
			<u>991,098</u>	<u>864,470</u>
NET CURRENT ASSETS			991,098	864,470
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>991,411</u>	<u>866,173</u>
TOTAL NET ASSETS			<u>991,411</u>	<u>866,173</u>
FUNDS				
Restricted income funds	13	634,209		455,228
Designated income funds	14	17,917		80,417
General income funds	14	339,285		330,528
		<u>991,411</u>		<u>866,173</u>
TOTAL FUNDS			<u>991,411</u>	<u>866,173</u>

These financial statements were approved and authorised for issue by the members of the committee on the 24 November 2021 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 2021

	Note	2021 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by operating activities	16	158,218	108,646
CASH FLOWS FROM FINANCING ACTIVITIES			
Purchase of equipment	10	-	(594)
Bank interest received	4	6,066	8,027
Net cash flow from financing activities		6,066	7,433
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		164,284	116,079
Cash and cash equivalents brought forward		869,733	753,654
CASH AND CASH EQUIVALENTS CARRIED FORWARD		1,034,017	869,733

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

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.

Going concern

At the time of approving the financial statements, the Trustees and Directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The impact of COVID-19 undoubtedly creates challenges for the charity and there is uncertainty around the breadth and duration of disruptions related to the pandemic. After giving due consideration, the Trustees and Directors have a strong expectation that the charity has adequate resources and cash available to meet its obligations, thus continue to adopt the going concern basis of accounting in preparing the financial statements.

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.

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

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 2021

3. DONATIONS

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Donations						
Partners & Trust Funds	100,000	485,115	585,115	90,000	645,644	735,644
Individuals	2,691	-	2,691	3,333	-	3,333
Coronavirus Job Retention Scheme grants	5,206	-	5,206	-	-	-
Gifts						
Gifts in Kind	2,750	-	2,750	11,758	-	11,758
	<u>110,647</u>	<u>485,115</u>	<u>595,762</u>	<u>105,091</u>	<u>645,644</u>	<u>750,735</u>

4. INCOME FROM INVESTMENTS

	Unrestricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Total Funds 2020 £
Bank interest	6,066	6,066	8,027	8,027
	<u>6,066</u>	<u>6,066</u>	<u>8,027</u>	<u>8,027</u>

5. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Fees	5,668	25,470	31,138	7,666	24,840	32,506
Support costs	395	1,773	2,168	368	2,333	2,701
	<u>6,063</u>	<u>27,243</u>	<u>33,306</u>	<u>8,034</u>	<u>27,173</u>	<u>35,207</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

6. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Warrior programmes	149,117	252,975	402,092	80,047	440,855	520,902
Support costs	15,276	25,916	41,192	8,205	43,115	51,320
	<u>164,393</u>	<u>278,891</u>	<u>443,284</u>	<u>88,252</u>	<u>483,970</u>	<u>572,222</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Direct costs 2021 £	Support costs 2021 £	Total costs 2021 £	Direct costs 2020 £	Support costs 2020 £	Total costs 2020 £
Warrior programmes	402,092	41,192	443,284	520,902	51,320	572,222
	<u>402,092</u>	<u>41,192</u>	<u>443,284</u>	<u>520,902</u>	<u>51,320</u>	<u>572,222</u>

8. SUPPORT COSTS

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Total support costs	<u>15,671</u>	<u>27,689</u>	<u>43,360</u>	<u>8,573</u>	<u>45,448</u>	<u>54,021</u>
Governance costs within support costs						
Auditor's fee	2,255	3,985	6,240	1,000	5,300	6,300
Accountancy fees	201	354	555	69	366	435
Legal and professional fees	208	369	577	1,774	9,406	11,180
Bank charges	11	19	30	5	25	30
	<u>2,675</u>	<u>4,727</u>	<u>7,402</u>	<u>2,848</u>	<u>15,097</u>	<u>17,945</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2021	2020
	£	£
Wages and salaries	119,683	164,889
Social security costs	7,566	12,515
Pension contributions	1,961	2,355
Redundancy payments	-	15,313
	<u>129,210</u>	<u>195,072</u>

Particulars of employees:	2021	2020
	No.	No.

The average headcount of employees during the year was:	4.08	6.04
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The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

Number of operational staff	<u>3.82</u>	<u>5.54</u>
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No employee received remuneration of more than £60,000 during the year.

10. TANGIBLE FIXED ASSETS

	2021
	Office Equipment
	£
Cost	
At 1 April 2020	8,348
Additions	-
	<u>8,348</u>
At 31 March 2021	<u>8,348</u>
Depreciation	
At 1 April 2020	6,645
Charge for the year	1,390
	<u>8,035</u>
At 31 March 2021	<u>8,035</u>
Net Book Value	
At 31 March 2021	<u>313</u>
	<u>1,703</u>
At 31 March 2020	<u>1,703</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

11. DEBTORS

	2021	2020
	£	£
Trade debtors	-	19,020
Prepayments	324	760
	<u>324</u>	<u>19,780</u>

12. CREDITORS: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	26,913	18,578
Accrued expenditure	16,330	6,465
	<u>43,243</u>	<u>25,043</u>

13. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2020	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2021
	£	£	£	£	£
Monument Trust	11,574	-	(11,574)	-	-
Tudor Trust	1,766	-	(1,766)	-	-
Ministry of Defence – Armed Forces Covenant Fund	401,222	385,865	(181,843)	-	605,244
The National Lottery Community Fund – commercial development project	40,666	-	(11,701)	-	28,965
The National Lottery Community Fund – coronavirus community support fund	-	99,250	(99,250)	-	-
	<u>455,228</u>	<u>485,115</u>	<u>(306,134)</u>	<u>-</u>	<u>634,209</u>

14. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2020	Income	Expenditure	Transfers between funds	Balance at 31 Mar 2021
	£	£	£	£	£
Designated Funds	80,417	100,000	(162,500)	-	17,917
General Funds	330,528	16,713	(7,956)	-	339,285
	<u>410,945</u>	<u>116,713</u>	<u>(170,456)</u>	<u>-</u>	<u>357,202</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets	Net current assets	Total net assets 2021
	£	£	£
Restricted Income Funds:			
Ministry of Defence – Armed Forces Covenant Fund	-	605,244	605,244
 The National Lottery Community Fund – commercial development project	-	28,965	28,965
	<u>-</u>	<u>634,209</u>	<u>634,209</u>
Unrestricted Income Funds:			
Designated Funds	-	17,917	17,917
General Funds	313	338,972	339,285
	<u>313</u>	<u>356,889</u>	<u>357,202</u>
 Total Funds	 <u>313</u>	 <u>991,098</u>	 <u>991,411</u>

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

	2021 £	2020 £
Net income for the reporting period	125,238	151,333
Adjusted for:		
Increase/(Decrease) in debtors	19,456	(18,919)
Increase/(Decrease) in creditors	18,200	(17,522)
Depreciation of tangible fixed assets	1,390	1,781
Interest received	(6,066)	(8,027)
	<u>158,218</u>	<u>108,646</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

17. 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:

	2021	2020
	£	£
Within one year	<u>798</u>	<u>735</u>

18. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £42,000 and travel expenses totalling £Nil (2020 – fees £42,000, expenses £1,338) 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 member of the Board of Trustees received any remuneration during the year and travel expenses reimbursed to them amounted to £Nil (2020 – £879).

No other Trustee or person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2020 - the Chair of Trustees, who is a partner in Hogan Lovells LLP provided pro bono legal advice during the year valued at £2,500).

19. ACKNOWLEDGEMENTS

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

Ministry of Defence – Armed Forces Covenant Fund	£385,865
The National Lottery Community Fund – coronavirus community support fund	£99,250
ABF The Soldiers' Charity	£50,000
The Royal Navy and Royal Marines Charity and Greenwich Hospital	£15,000
Veterans' Foundation	£10,000