

# 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

<b>Registered charity name</b>	The Warrior Programme
<b>Charity number</b>	1120893
<b>Company registration number</b>	06263721
<b>Principal office</b>	First Floor 1 Thorpe Close London W10 5XL
<b>Registered office</b>	Quadrant House Floor 6 4 Thomas More Square London E1W 1YW
<b>Trustees</b>	J Newstead (Chair) C Cole (Resigned 7 June 2021) C Smith Professor Nicola Fear D Rutter (Vice-Chair) J Mallalieu B Howes (Resigned 30 April 2020)
<b>Independent auditor</b>	UHY Hacker Young 4 Thomas More Square London E1W 1YW
<b>Bankers</b>	TSB Bank Market Square Somerton Somerset
<b>Solicitors</b>	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 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 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 7<sup>th</sup> 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.

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

### 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](http://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:

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

- 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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## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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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## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

*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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## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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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## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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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## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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.

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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),

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2021

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.

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

### 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:

# THE WARRIOR PROGRAMME

## TRUSTEES ANNUAL REPORT *(continued)*

### 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.

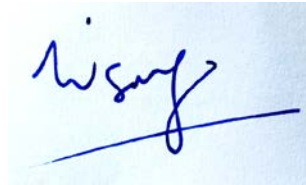
The Board of Trustees is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Trustees is 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 £
<b>INCOME FROM:</b>					
Donations	3	110,647	485,115	595,762	750,735
Investments	4	6,066	-	6,066	8,027
<b>TOTAL INCOME</b>		<b>116,713</b>	<b>485,115</b>	<b>601,828</b>	<b>758,762</b>
<b>EXPENDITURE ON:</b>					
Raising funds	5	(6,063)	(27,243)	(33,306)	(35,207)
Charitable activities	6/7	(164,393)	(278,891)	(443,284)	(572,222)
<b>TOTAL EXPENDITURE</b>		<b>(170,456)</b>	<b>(306,134)</b>	<b>(476,590)</b>	<b>(607,429)</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(53,743)</b>	<b>178,981</b>	<b>125,238</b>	<b>151,333</b>
<b>GROSS TRANSFERS BETWEEN FUNDS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>(53,743)</b>	<b>178,981</b>	<b>125,238</b>	<b>151,333</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		410,945	455,228	866,173	714,840
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>357,202</b>	<b>634,209</b>	<b>991,411</b>	<b>866,173</b>
<b>REPRESENTING:</b>					
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
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>357,202</b>	<b>634,209</b>	<b>991,411</b>	<b>866,173</b>

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 £
<b>FIXED ASSETS</b>			
Tangible assets	10	313	1,703
<b>CURRENT ASSETS</b>			
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>
<b>NET CURRENT ASSETS</b>			
		<u>991,411</u>	<u>866,173</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>991,411</u>	<u>866,173</u>
<b>TOTAL NET ASSETS</b>			
		<u>991,411</u>	<u>866,173</u>
<b>FUNDS</b>			
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>
<b>TOTAL FUNDS</b>			
		<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 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash provided by operating activities	16	<b>158,218</b>	108,646
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Purchase of equipment	10	-	(594)
Bank interest received	4	<b>6,066</b>	8,027
Net cash flow from financing activities		<b>6,066</b>	7,433
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD</b>		<b>164,284</b>	116,079
Cash and cash equivalents brought forward		<b>869,733</b>	753,654
<b>CASH AND CASH EQUIVALENTS CARRIED FORWARD</b>		<b>1,034,017</b>	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 £
<b>Donations</b>						
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	-	-	-
<b>Gifts</b>						
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 £
<b>Total support costs</b>	<u>15,671</u>	<u>27,689</u>	<u>43,360</u>	<u>8,573</u>	<u>45,448</u>	<u>54,021</u>
<b>Governance costs within support costs</b>						
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	-
At 31 March 2021	<u>8,348</u>
Depreciation	
At 1 April 2020	6,645
Charge for the year	1,390
At 31 March 2021	<u>8,035</u>
Net Book Value	
At 31 March 2021	<u>313</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>

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

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

**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)
	<hr/> 158,218	<hr/> 108,646

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**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