

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

YEAR ENDED 31 MARCH 2024

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.

THE WARRIOR PROGRAMME

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

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 AND PROFESSIONAL ADVISERS

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.

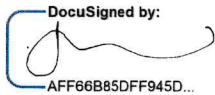
THE WARRIOR PROGRAMME

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>1,106,556</u>	<u>957,077</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:

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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 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>
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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
	-	584,698	584,698
Unrestricted Income Funds:			
Designated Funds	-	167,455	167,455
General Funds	4,116	350,287	354,403
	4,116	517,742	521,858
Total Funds	4,116	1,102,440	1,106,556

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