

COMPANY REGISTRATION NUMBER 06263721

**THE WARRIOR PROGRAMME
FINANCIAL STATEMENTS
31 MARCH 2012**

Charity Number 1120893



THOMAS ST JOHN LIMITED

Castle House
75 Wells Street
London
W1T 3QH

THE WARRIOR PROGRAMME

FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2012

CONTENTS	PAGE
Members of the Board and professional advisers	1
Trustees Annual Report	2
Statement of Trustees responsibilities	11
Independent examiner's report to the members	12
Statement of financial activities (incorporating the income and expenditure account)	13
Balance sheet	14
Notes to the financial statements	15

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	446 Fulham Road London SW6 1DT
Registered office	4th Floor 15 Basinghall Street London United Kingdom EC2V 5BR
Trustees	Lieutenant General (Retired) Palmer CB CBE C Cole C Smith J Newstead K Boorman
Secretary	Whalerock Company Secretary Limited
Independent examiner	Thomas St John Limited Castle House 75 Wells Street London W1T 3QH
Bankers	Lloyds TSB Market Square Somerton Somerset
Solicitors	SNR Denton UK LLP One Fleet Place London EC4M 7WS

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2012

The trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 31 March 2012

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1 of the financial statements

THE TRUSTEES

The trustees who served the company during the period were as follows

J Newstead
Lieutenant General (Retired) Palmer CB CBE
C Cole
C Smith
K Boorman

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 30 May 2007 and registered as a charity. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Members. Under the requirements of the Memorandum and Articles of Association there are two Founder Members who are elected to serve for life and up to five additional members who are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. One of the Founder Members, resigned as a trustee in March 2010.

In order to build a broad skill mix, members of the Board of Trustees have been recruited from a wide range of relevant backgrounds. This includes extensive experience of working in the not for profit sector with disadvantaged individuals, operational and business experience, accountancy, legal and professional services, people development, marketing, fundraising and the Armed Services. In order to better understand the programme our clients go on, all our trustees attend one of the courses and two, including the Founder Member, are trained in the processes used on our programmes.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

Risk Management

The Board of Trustees meet regularly, at least quarterly, to assess the progress of the charity and review the major risks to which the charity is exposed. Where appropriate specialist advice is sought and professional support is brought in to reinforce the work of the charity and to safeguard its operations.

The charity works closely with established agencies in the field and seeks regular feedback from them on improvements and changes that should be made to the operation and delivery of services.

Organisational Structure

The charity has a Board of Trustees of up to seven members who are responsible for the strategic direction and policy of the charity. During the period the Board comprised five members from a variety of professional backgrounds relevant to the work of the charity.

The day to day responsibility for the provision of the services rests with the Director. From 1 March 2010, Eva Hamilton, one of the Founder Members, resigned as trustee and was appointed Director. Eva resigned from this position on 9 March 2011 in order to concentrate on a number of new projects and a new Director, John Cummings, was appointed by the trustees from 6 April 2011. John served with the regular Army for 20 years and is a qualified trainer in the techniques the charity delivers. This expertise together with his understanding of what veterans have experienced and his knowledge of the partner agencies we work with, ensures he is well placed to take the charity forward.

A scheme of delegation is in place to enable the Founder Members to provide services essential to the successful running of the charity. The remaining Founder Member, Charlotte Cole has continued to act under the scheme of delegation.

The Director and Founder Member have been supported by an Operations Manager and Administrators. In February 2012 a reorganisation was undertaken to reduce the central team to one, an Office Co-ordinator, and to focus on our outreach capacity. This resulted in two members of staff taking voluntary redundancy and a second Warrior graduate being recruited under the Poppy Factory Employment Scheme to join our existing 2010 recruit. Under this scheme the Poppy Factory will support the employment of a qualifying ex Service person up to £15,000 for a period of one year. At the conclusion of their one year contracts both recruits have now been confirmed in continued employment in their roles (August 2011 and September 2012). It is the intention of the trustees to continue to fill appointments with Warrior graduates where appropriate.

External professionals have delivered specialist services including delivering the programme training, psychological assessment and assistance with fundraising. In the region of 30 volunteers have assisted in the logistics of delivering the programmes, the support meetings and have helped with fundraising.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

OBJECTIVES AND ACTIVITIES

The company's objects and principal activities are to

- Help relieve the emotional pain suffered by individuals through a four stage process designed to
 - Create a safe environment
 - Relieve emotional pain
 - Reconnect with core values
 - Create a new future
- Such other charitable purposes beneficial to the community consistent with the objects above as the Trustees shall in their absolute discretion determine

The main objectives and activities for the year focused on working with ex Service personnel experiencing significant difficulties in adjusting to civilian life due to issues relating to their time serving

The strategies employed to assist the charity to meet these objectives included the following

- Running training and education programmes to teach participants tools which enable them to address the underlying emotional pain lying at the core of their issues
- Developing and delivering an ongoing support network for individuals who have been through the programme
- Working in partnership with other agencies to provide tailored programmes 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. In addition we periodically run programmes for fee paying clients, branded Warrior Plus, which are used as a source of income to fund the main programmes for the disadvantaged

The focus during the period has been to

- Continue to deliver high quality programmes
- Develop and refine the programme to enable a cost effective scalable model to be developed
- Build referral and funding partnerships with leading organisations working with our client group
- Increase the level and quality of audit evidence supporting the efficacy of the programme
- Raise funds to support a core team

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

Programme Delivery

During 2011/12 we successfully ran five programmes, taking over 130 individuals through the process. This is almost half of the eight courses we ran in 2010/11. However, by delivering larger, all residential programmes, we have maintained the number of participants supported and have generated economies of scale, thereby making the programme more accessible and financially viable.

We had originally planned to scale the activity levels further during this period. However, due to a combination of the significant lead time in establishing the programme in new areas, the need to fit into referral agency timetables and funding constraints, the trustees have pursued a course of consolidation and programme refinement.

All of the programmes were for ex-Service personnel and were residential. Two of the residential programmes were run in the South West, from Seale Hayne, where we have now established a regular calendar of programmes and support structure. One of our programmes was run from the Legal & General plc training facilities in Kingswood. As a corporate sponsor of the programme, Legal & General have offered significant pro bono support during the period. In addition to providing the venue and accommodation, they also delivered a bespoke 'Back to Work' module on the fourth day. We believe such a partnership confers benefits for all parties and we are keen to develop relationships with other corporations and institutions that share our values and vision.

Our strategic aim remains to roll out the Warrior Programme to veterans on a regional basis, alongside our partner organisations, and where possible from existing service charity hubs. We now have well-established programmes of courses in both the South West and London regions, and will deliver programmes for participants in the North East and North West in November 2012 and February 2013. This expansion is supported by our growing team of Regional Co-ordinators, all of whom are veterans and graduates from The Warrior Programme.

Programme Development

As our geographic reach has increased, it has become evident that it is more difficult for individuals to access our monthly meetings due to distance and work commitments. As part of our ongoing development and quality control, we seek feedback from our beneficiaries and we therefore surveyed users to establish the most effective form of post-course support.

As a result, we have developed Refresher Days, currently held every 2-3 months and open to any individual who has attended the Programme. Delivered by the training team, this is a chance to reinforce techniques learned and provide opportunities to meet visiting organisations that can help participants achieve their personal goals, particularly their employment goals. Regional Co-ordinators assess the developmental priorities and interests of each person and arrange appropriate introductions.

Visiting groups specialising in promoting employment include the Royal British Legion "Poppy Factory", the Royal British Legion Industries and Legal & General. They run workshops on volunteering, developing new skills and preparation for employment and all offer work placement opportunities for participants.

Initial results are very positive, with 20-25 individuals attending each session and real personal achievements being noted. We have implemented a monthly monitoring programme, undertaken by the Regional Co-ordinators, which will support individuals during the 12 months post their original course. This is designed to ensure that they take advantage of these

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

opportunities as appropriate and that we can sign post them to partner organisations as they move forward

Of paramount importance to the trustees is the requirement to deliver the best quality, most effective training courses possible. We work with a leading training provider in this field to deliver world class courses and to continue to develop and refine the programme. This partnership has ensured that additional lead trainers have been identified and prepared, and a current national mapping exercise will enable trainers and coaches to be sourced locally to regional hubs as we expand. The use of training coaches on a one to five ratio to support the lead trainer has enabled us to increase the size of the programmes and achieve the same level of results. We are currently able to accommodate up to 35 per programme and this can be increased if required. The overall effect of these changes is to make the programme scalable, cost effective and to give us geographical reach.

Partnerships

We continue to work with a wide range of organisations involved in the welfare of ex Service personnel.

Our joint referral protocol with Combat Stress recognises our programme can provide a key component in their clients' rehabilitation and ensures that they continue to refer appropriate candidates to Warrior. Our team works closely with their outreach teams to assess individuals and to ensure after course liaison is maintained. Together we hope to enable more individuals to be supported and for their recovery to be enhanced.

As part of this referral agreement Help for Heroes funded qualifying post 9/11 veterans on a case by case basis during this financial period. This equated to 14 individuals out of a total of almost 130 during the year to 1 March 2012.

Our relationship with The Poppy Factory has matured, as evidenced by the Warrior graduates being supported by their employment scheme. Both organisations refer individuals to each other and outreach workers meet regularly to ensure clients experience a co-ordinated service.

This has developed into discussions to formalise a partnership between Warrior, The Poppy Factory and the Royal British Legion Industries who run a back to work Life Works programme for veterans. This partnership will enable the three organisations to establish a co-ordinated pathway to deliver the services required to support some of the most vulnerable veterans back to work.

We are signatories to the Devon Armed Forces Community Covenant and are active participants in the forum focusing on bringing together, developing and co-ordinating services for veterans in the South West. We will be submitting a bid to promote understanding and integration between Forces and civilian communities.

We have been invited to join COBSEO (the Confederation of Service Charities) in recognition of our multi-agency approach to supporting ex-service personnel. Our Director is a member of the sub group tasked with supporting early service leavers (ESLs) into employment. Once complete this group will focus on transition from the services.

Our Director is a member of the Veterans Drop In Steering Group which convenes monthly to provide strategic direction to the Drop In for London Veterans. All military charities are now coming together on a monthly basis at Stoll to provide advice and sign posting to Veterans.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

Warrior attends and contributes to the Armed Forces Veterans Forums in the Southern and Northern regions. They were established post 'The Murrison Report' to forge closer links and enable better co-ordination between military and civilian organisations as soldiers transition out of the service.

Audit Evidence

We have continued to evaluate each participant's progress using scientifically validated measures used by the NHS and have broadened this range to include outcomes such as employment, education, health, housing, welfare and relationships. The findings continue to demonstrate that the participants experience significant improvements in their well being and ability to cope with their lives, and that these are sustained over time.

Establishing credible, externally validated evidence of the efficacy of the Warrior Programme remains a key objective for the management team. To deliver on this objective we have developed our partnership with Southampton University Psychology Department, who, during the period, have refined our evaluation model and analysed our data. They are now leading on the development of a Randomised Control Trial for Warrior. We have received ethical approval from Southampton University and, subject to the confirmation of funding, are planning to commence the trial in February 2013.

FINANCIAL REVIEW

In an extremely difficult economic environment, in the year to 31 March 2012 we have

- Maintained the level of participants supported through programmes, with circa 130 participants in 2011/12 compared with 130 in 2010/11, whilst reducing costs by 22% (18% after exceptional items) to £323,971
- Increased our reserves and cash position
- Restructured the organisation to ensure more effective use of resources and enhanced support to our beneficiaries

Overall we have generated a surplus of £18,507, before exceptional items, on a decreased net income of £342,478, down 22% or £94,423 on the previous year. The surplus after exceptional items is £3,467.

The exceptional item of £15,040 charged in the period relates to the cost of restructuring. The objective of the restructure was to reduce the central resource and focus on strengthening the out reach teams of Regional Co-ordinators. As a result of this process the central staffing was reduced to one and two members of staff accepted voluntary redundancy, leaving the organisation on 31st March 2012. All costs associated with the restructuring were incurred in the year to 31st March 2012 and are included in the accounts for this period.

During the period we have run 5 courses compared with 8 in the previous year. However due to the introduction of coaches on the programmes and the move to all residential courses we have accommodated the same number of participants as in the previous year, thereby generating significant cost efficiencies. Each of the courses could have accommodated additional participants and we are working with referral partners to identify how the referral process can be streamlined. As we refine these pathways and the number of participants per course averages 30-35 we expect to realise further significant savings in delivery costs.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

As we have noted in previous reports, there is a considerable lead time in establishing the programme with partner agencies and building recognition within the local veteran network in new regions. We had planned to run a course in Durham in 2011/12, our first in the North of England. However, despite significant local demand for the service, the course had to be postponed whilst logistics were refined with referral partners. We now plan to run this programme in November 2012.

A key objective in 2011 was to maintain and add to our reserves whilst raising sufficient funds to support development of our programme delivery and core team. We have delivered to these aims, generating a total income of £342,478 and a surplus of £3,467.

The charity has been largely funded by awards from trust funds and grant making organisations. This reflects a significant change in the source of funding compared with previous periods.

In particular, net voluntary income has increased by 42% a £94,038 increase to a total of £319,998 whilst net funds generated from fundraising activities have decreased from £91,866 to zero. The Charity had held three fundraising events in the 18 months to 31 March 2011 and it was clear that there needed to be a break before further activity could be planned. The trustees therefore took the decision not to hold an event in the financial period to 31 March 2012 and to plan for future activity in 2012/13.

The significant increase in net voluntary income includes grants from a number of charitable trusts and foundations. The Eranda Foundation and The Garfield Weston Trust have both made awards for the fourth year and ABF, The Soldiers Charity for the second. We were able to draw down on the second year instalment from a £150,000 3 year grant from The Monument Trust and received the second year instalments from The City Bridge Trust and Man Group, each of which have made a grant of £45,000 over 3 years, to support the recruitment of the core team. A further substantial donation of £25,000 was received from the Clotheworkers' Foundation.

Walking With The Wounded ("WWTW") have adopted The Warrior Programme as one of their beneficiaries. After a successful trek to the North Pole in 2011 WWTW have made an initial grant of £50,000 to Warrior in order to support our work in helping vulnerable and injured veterans to gain sustainable employment.

A number of organisations have supported the charity through pro bono work. In particular Legal & General PLC have made training facilities available and worked with us to identify potential work experience and employment opportunities, SNR Denton LLP have provided legal advice and Thomas St John Ltd have run our employee payroll.

We would like to thank all the organisations and individuals who have supported Warrior during the period.

The cost of charitable activities has decreased by £15,396 or 5% to £297,476 whilst participant activity levels have been maintained. This is as a result of extremely tight cost control together with developing the larger, residential course model. The restructuring that we undertook in early 2012 is expected to deliver further efficiencies, enabling us to extend our regional capacity and reinforce the support we can offer to programme graduates.

As the number of participants per programme is increased and the new team can deliver to their maximum capacity, these costs will decrease on a per capita basis.

Applications have been made to trust funds for grants in 2012/13 and we are delighted to report that a number have been successful. In particular we are extremely grateful to The

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2012

Eranda Foundation which has continued to support us for a fifth year and to WWTW who have made a further grant of £50,000. In addition we have received grants from new funders Bank of America and Lloyds TSB Foundation, both of whom are supporting our programme of Refresher Days. The charity will continue to pursue funds through this route as well as building closer links with the organisations utilising the services in order to work with them to access funds. It is the ultimate goal of the charity that the funds follow the participants in order to pay for the service.

Our challenge now is to move the programmes on to a paid for basis to ensure our operations are sustainable and that the appropriate infrastructure is in place to support our participants going forward.

Reserves Policy

The Board of trustees has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure. Budgeted expenditure for 2012/13 is £400,000 and therefore the target is £100,000 to £200,000 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 £112,178 and falls at the lower end of the targeted range. The strategy is to continue to build reserves through planned operating surpluses, and in the short term the Board of Trustees has considered the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

PLANS FOR FUTURE PERIODS

The charity plans continuing the activities outlined above in the forthcoming years subject to satisfactory funding arrangements.

It is the intention of the charity to scale up the activity within the veterans arena over the next 2-3 years, developing a national footprint through a network of regional co-ordinators working alongside partner organisations such as Combat Stress. In addition we are exploring the application of Warrior for service families and hope to develop an offering by 2013.

We continue to develop relationships within the prison service to explore running further programmes for veterans within the judiciary system, building on our pilot in 2010 at Dovegate Prison. We believe that Warrior can significantly assist in the successful integration of these offenders back into society and plan to run further pilots in 2013/14.

A key objective is to conduct the Randomised Control Trial and publish the results. Funding permitting we hope to publish the results in quarter 4 2013, enabling us to broaden the application of Warrior and access additional funding streams.

THE WARRIOR PROGRAMME

TRUSTEES ANNUAL REPORT *(continued)*

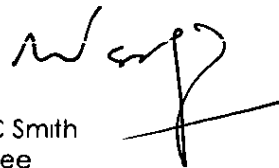
YEAR ENDED 31 MARCH 2012

Members of the Board of Trustees

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

Registered office
4th Floor
15 Basinghall Street
London
United Kingdom
EC2V 5BR

Signed on behalf of the trustees



Mr C Smith
Trustee

6 / 12 / 12

THE WARRIOR PROGRAMME
STATEMENT OF TRUSTEES' RESPONSIBILITIES
YEAR ENDED 31 MARCH 2012

Responsibilities of the Management Committee

The trustees (who are also the directors of the Warrior Programme for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to

select suitable accounting policies and then apply them consistently,

observe the methods and principles in the Charities SORP,

make judgements and accounting estimates that are reasonable and prudent,

state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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.

THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2012

I report on the accounts of the charity for the year to 31 March 2012 set out on pages 13-18

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND INDEPENDENT EXAMINER

The charity's trustees (who are also the directors of the Warrior Programme for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under section 43(2) of the (the 1993 Act), as amended by section 28 of the Charities Act 2006) and that an independent examination is needed

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to

- examine the accounts (under section 43(3)(a) of the 1993 Act as amended),
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act as amended), and
- to state whether particular matters have come to my attention

BASIS OF INDEPENDENT EXAMINER'S STATEMENT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on whether the accounts present a 'true and fair view'

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no matter has come to my attention

(1) which gives me reasonable cause to believe that in any material respect the trustees have not met the requirements to ensure that

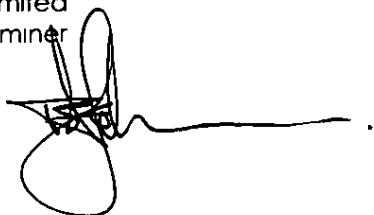
- proper accounting records are kept (in accordance with section 386 of the Companies Act 2006), and
- accounts are prepared which agree with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice Accounting and Reporting by Charities, or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached

Thomas St John Limited
Independent examiner

Castle House
75 Wells Street
London
W1T 3QH

08/12/12



THE WARRIOR PROGRAMME

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

YEAR ENDED 31 MARCH 2012

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2012 £	Total Funds 2011 £
INCOMING RESOURCES					
Incoming resources from generating funds					
Voluntary income	2	231,978	103,500	335,478	241,054
Activities for generating funds	3	–	–	–	173,715
Incoming resources from charitable activities	4	7,000	–	7,000	22,132
TOTAL INCOMING RESOURCES		238,978	103,500	342,478	436,901
RESOURCES EXPENDED					
Costs of generating funds					
Costs of generating voluntary income	5	(15,480)	–	(15,480)	(15,094)
Cost of activities for generating funds	6	–	(4,028)	(4,028)	(81,849)
Charitable activities	7/8	(187,990)	(109,485)	(297,475)	(312,872)
Governance costs	9	(6,988)	–	(6,988)	(5,379)
TOTAL RESOURCES BEFORE EXCEPTIONAL COSTS		(210,458)	(113,513)	(323,971)	(415,194)
Exceptional costs	10	(15,040)	–	(15,040)	–
TOTAL RESOURCES EXPENDED		(225,498)	(113,513)	(339,011)	(415,194)
NET INCOMING RESOURCES FOR THE YEAR/NET INCOME FOR THE YEAR		13,480	(10,013)	3,467	21,707
RECONCILIATION OF FUNDS					
Total funds brought forward		89,844	18,867	108,711	87,004
TOTAL FUNDS CARRIED FORWARD		103,324	8,854	112,178	108,711

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared

All of the above amounts relate to continuing activities

The notes on page 13 form part of these financial statements

THE WARRIOR PROGRAMME

BALANCE SHEET

31 MARCH 2012

	Note	2012 £	2011 £
CURRENT ASSETS			
Debtors	12	17,307	8,400
Cash at bank		111,951	134,146
		<u>129,258</u>	<u>142,546</u>
CREDITORS: Amounts falling due within one year	13	<u>(17,080)</u>	<u>(33,835)</u>
NET CURRENT ASSETS		112,178	108,711
TOTAL ASSETS LESS CURRENT LIABILITIES		112,178	108,711
NET ASSETS		112,178	108,711
FUNDS			
Restricted income funds	14	8,854	18,867
Unrestricted income funds	15	103,324	89,844
TOTAL FUNDS		112,178	108,711

The trustees are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477(2), and that no member or members have requested an audit pursuant to section 476(1) of the Act

The trustees acknowledge their responsibilities for

- (i) ensuring that the company keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company

These financial statements were approved by the members of the committee on the 6 Dec 2012 and are signed on their behalf by

LIEUTENANT GENERAL PALMER CB CBE
Chairman of the Board of Trustees



Company Registration Number 06263721
Charity Number 1120893

The notes on page 14 form part of these financial statements

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2012

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006

Cash flow statement

The trustees have taken advantage of the exemption in Financial Reporting Standard No 1 (revised) from including a cash flow statement in the financial statements on the grounds that the company is small

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2012 £	Total Funds 2011 £
Donations				
Partners & Trust Funds	224,450	103,500	327,950	205,417
Individuals	2,528	–	2,528	30,637
Gifts				
Gifts in Kind	5,000	–	5,000	5,000
	<u>231,978</u>	<u>103,500</u>	<u>335,478</u>	<u>241,054</u>

3. INCOMING RESOURCES FROM ACTIVITIES FOR GENERATING FUNDS

	Total Funds 2012 £	Total Funds 2011 £
Events	–	173,715

4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Total Funds 2012 £	Total Funds 2011 £
Sale of goods/services as part of direct charitable activities	7,000	7,000	22,132

5. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted Funds £	Total Funds 2012 £	Total Funds 2011 £
Fees	10,869	10,869	11,791
Support costs	4,611	4,611	3,303
	<u>15,480</u>	<u>15,480</u>	<u>15,094</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2012

6 COSTS OF ACTIVITIES FOR GENERATING FUNDS

	Restricted Funds	Total Funds 2012	Total Funds 2011
	£	£	£
Events	4,028	4,028	67,391
Support costs	-	-	14,458
	<u>4,028</u>	<u>4,028</u>	<u>81,849</u>

7. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	Total Funds 2012	Total Funds 2011
	£	£	£	£
Warrior programme delivery	155,631	109,485	265,116	288,983
Warrior Plus programmes	6,229	-	6,229	-
Support costs	26,130	-	26,130	23,889
	<u>187,990</u>	<u>109,485</u>	<u>297,475</u>	<u>312,872</u>

8. COSTS OF CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly	Support costs	Total Funds 2012	Total Funds 2011
	£	£	£	£
Warrior programme delivery	265,117	24,593	289,710	312,872
Warrior Plus programmes	6,229	1,537	7,766	-
	<u>271,346</u>	<u>26,130</u>	<u>297,476</u>	<u>312,872</u>

9. GOVERNANCE COSTS

	Unrestricted Funds	Total Funds 2012	Total Funds 2011
	£	£	£
Independent examination services	2,500	2,500	2,500
Legal and professional fees	4,488	4,488	2,854
Other financial costs	-	-	25
	<u>6,988</u>	<u>6,988</u>	<u>5,379</u>

10. EXCEPTIONAL COSTS

	Unrestricted Funds	Total Funds 2012	Total Funds 2011
	£	£	£
Voluntary redundancy costs	13,285	13,285	-
Legal and advisory services	1,755	1,755	-
	<u>15,040</u>	<u>15,040</u>	<u>-</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2012

11. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows.

	2012	2011
	£	£
Wages and salaries	76,038	97,553
Social security costs	7,071	9,683
	<u>83,109</u>	<u>107,236</u>

Particulars of employees

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

	2012	2011
	No	No
Number of administrative staff	<u>3</u>	<u>3</u>

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

12. DEBTORS

	2012	2011
	£	£
Trade debtors	–	8,400
Accrued income	16,233	–
Prepayments	1,074	–
	<u>17,307</u>	<u>8,400</u>

13 CREDITORS. Amounts falling due within one year

	2012	2011
	£	£
Trade creditors	9,080	13,335
Taxation and social security	4,150	–
Accruals and deferred income	3,850	20,500
	<u>17,079</u>	<u>33,835</u>

14. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2011	Incoming resources	Outgoing resources	Balance at 31 Mar 2012
	£	£	£	£
Restricted Fund 1	9,773	–	(919)	8,854
Restricted Fund 2	5,066	15,000	(20,066)	–
Restricted Fund 3	4,028	–	(4,028)	–
Restricted Fund 4	–	13,750	(13,750)	–
Restricted Fund 5	–	50,000	(50,000)	–
Restricted Fund 6	–	24,750	(24,750)	–
	<u>18,867</u>	<u>103,500</u>	<u>(113,513)</u>	<u>8,854</u>

THE WARRIOR PROGRAMME
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2012

15. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2011	Incoming resources	Outgoing resources	Balance at 31 Mar 2012
	£	£	£	£
General Funds	<u>89,844</u>	<u>238,978</u>	<u>(225,498)</u>	<u>103,324</u>

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Net current assets	Total
	£	£
Restricted Income Funds		
Restricted Fund 1	8,854	8,854
Unrestricted Income Funds	<u>103,324</u>	<u>103,324</u>
Total Funds	<u>112,178</u>	<u>112,178</u>

17. RELATED PARTY TRANSACTIONS

During the year Charlotte Cole received fees totalling £26,455 (2011 £28,505) in connection with carrying out operational duties. This is completely separate from her duty as Trustee for which she received no remuneration. The fees paid to the Trustee were sanctioned by the Board of Trustees, in accordance with the provisions in the memorandum and articles.

No other members of the Board of Trustees received any remuneration during the year.

No Trustee or other person related to the charity had any personal interest in any contract or