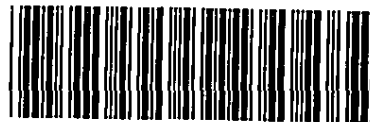


HELP for HEROES

Support For Our Wounded

WEDNESDAY



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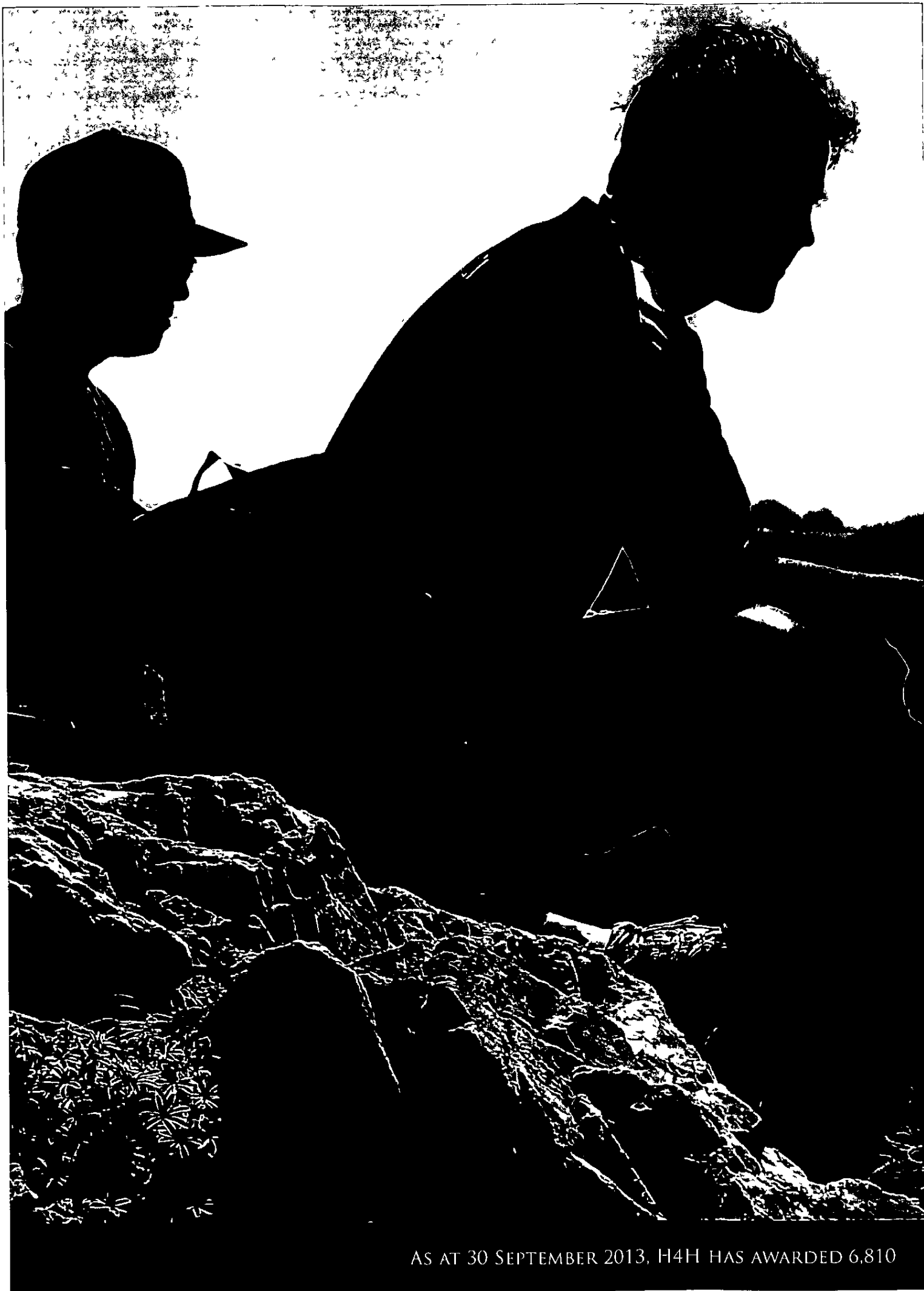
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#248

COMPANIES HOUSE

ANNUAL REPORT 2013





AS AT 30 SEPTEMBER 2013, H4H HAS AWARDED 6,810



Helping Heroes





Front Cover
Hero Ride 2013

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Help for Heroes
14 Parker's Close, Downton Business Centre, Salisbury, Wiltshire SP5 3RB
01725 513212

www.helpforheroes.org.uk

*We are extremely grateful to Battle Back, Roger Keller,
and Getty for allowing us to use their images*

CHAIRMAN'S REPORT



Help for Heroes (H4H) is now six years old. Born out of the passion and dedication of its founders to make a real and lasting difference to the lives of the wounded, injured and sick (WIS) members of our Armed Forces, H4H continues its mission with drive and vigour.

While, thankfully, the rate of new battle casualties diminishes,

the demands on H4H to provide a widening range of support services to our WIS will continue to grow. We are addressing needs for the ongoing treatment of complex physical conditions and the emergence of mental wellbeing issues among a group of Service personnel and veterans who have endured life-changing experiences in some of the most dangerous places on earth.

To date, H4H has made a total of 6,810 grants to individuals. We have supported thousands more through 43 other charities which we work alongside and to which we have provided grants.

This year we have seen the opening to full operating capability of our Recovery Centres at Catterick, Colchester and Tidworth, as well as the Naval Service Recovery and Rehabilitation Centre at Plymouth. Together with our charitable partners and the MoD, we are inspiring, enabling and supporting our beneficiaries (and their families and supporters) in many different ways.

The centres are becoming hubs not just for those staying for a typical two week period, but for a growing number of day visitors. These visitors are often the families and loved ones of our wounded. Their active involvement and participation in the centres and in our fellowship network – the Band of Brothers (for the wounded, injured and sick) and the Band of Sisters (for their loved ones) – ensures that H4H is gaining a better understanding of all their needs. Indeed, one of the hallmarks of H4H is its ability to quickly change and adapt to meet the changing needs and demands of those it serves – always looking forward to meet the challenges of a post conflict era.

H4H prides itself on working effectively with a wide range of stakeholders. It continues to provide substantial funding to other military charities to support the specialist work they are doing and increasingly with other charities, for example, the Wiltshire Wildlife Trust, a local charity, working with H4H Recovery in the delivery of a woodland management course at Tedworth House. The delivery of sporting activities remains a high priority through our Sports Recovery programmes. This year we have seen H4H Sports Recovery deliver over 300 activities across 50 different sports. H4H believes that active participation in sport, at all levels, can greatly assist the recovery process.



None of the above could be achieved without the continuing commitment and dedication of our supporters and donors. As we enter a new and challenging phase in the lives of the 'blokes' – the men and women of our Armed Forces – we ask our supporters to stick with us and continue the great and wonderful things they do raising much needed funds.

I wish to thank my Co-Trustees and Directors and all of our incredibly committed and passionate staff and volunteers for their time, effort and brilliance which make H4H such an extraordinary cause.

Finally I wish to express my gratitude to my predecessor, Hadyn Parry, for so successfully steering H4H from its setup in 2007. It is a great privilege to be the new Chairman of H4H.

As Bryn Parry, Co-Founder, would say 'Onwards and Upwards'.

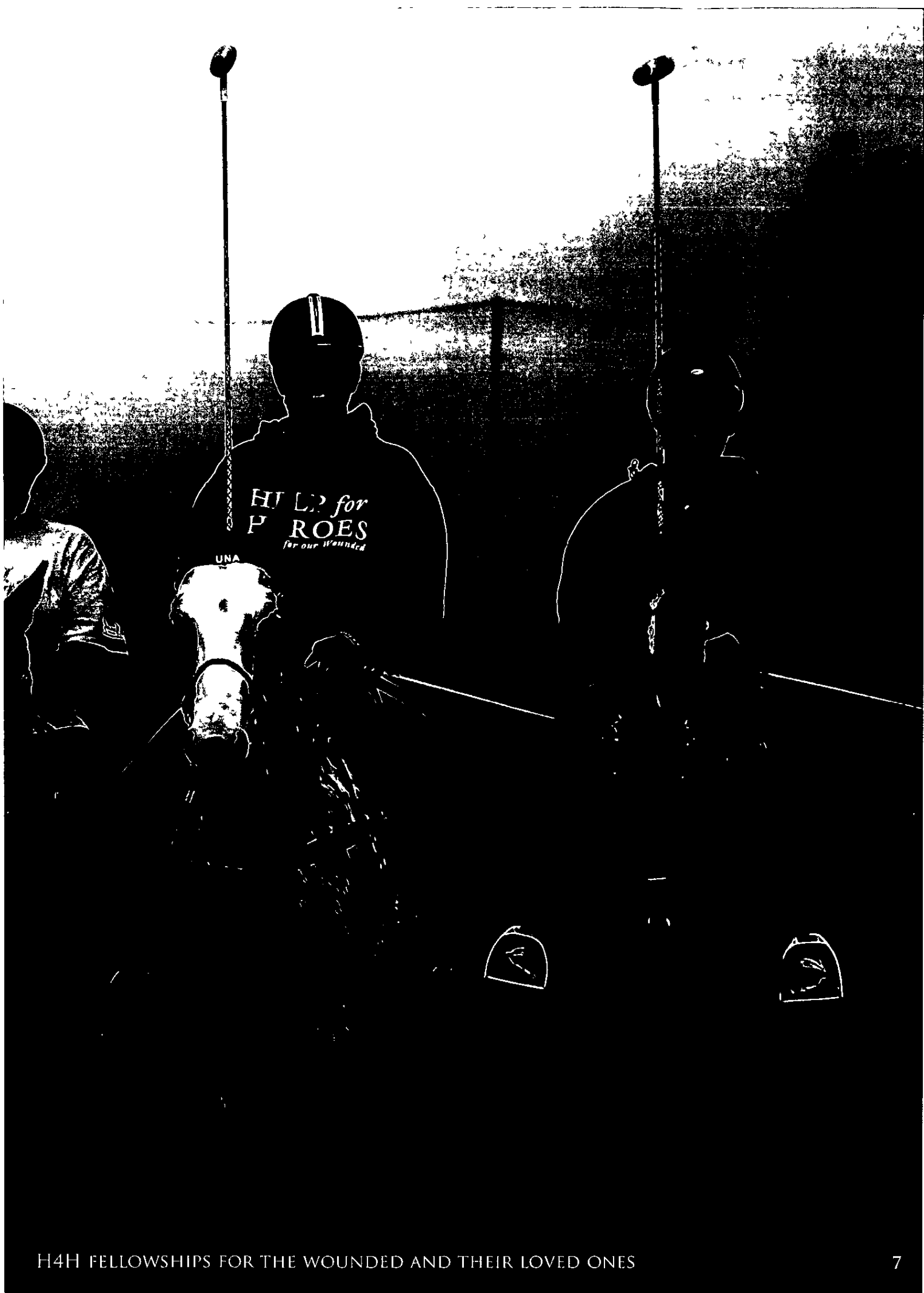
Stephen Oxley

28 April 2014



*"H4H turned my life around, from being in a bad place,
to going home a positive person. Thank you."*





CHIEF EXECUTIVE'S REPORT For the year ending 30 September 2013



THE ROYAL OPENINGS OF THE HELP FOR HEROES RECOVERY CENTRES AND FISHER HOUSE

On 20 May 2013, Their Royal Highnesses The Duke of Cambridge and Prince Harry visited Tedworth House to formally mark the opening of Help for Heroes Recovery Centres at Tidworth, Catterick, Colchester and Plymouth

In June, His Royal Highness The Prince of Wales opened Fisher House at Queen Elizabeth Hospital, Birmingham (QEHB), funded in partnership with the American charity Fisher House and the QEHB charity. In the spring of 2014, the Endeavour Centre at Plymouth will open to complete the H4H support to the Naval Service Recovery Pathway

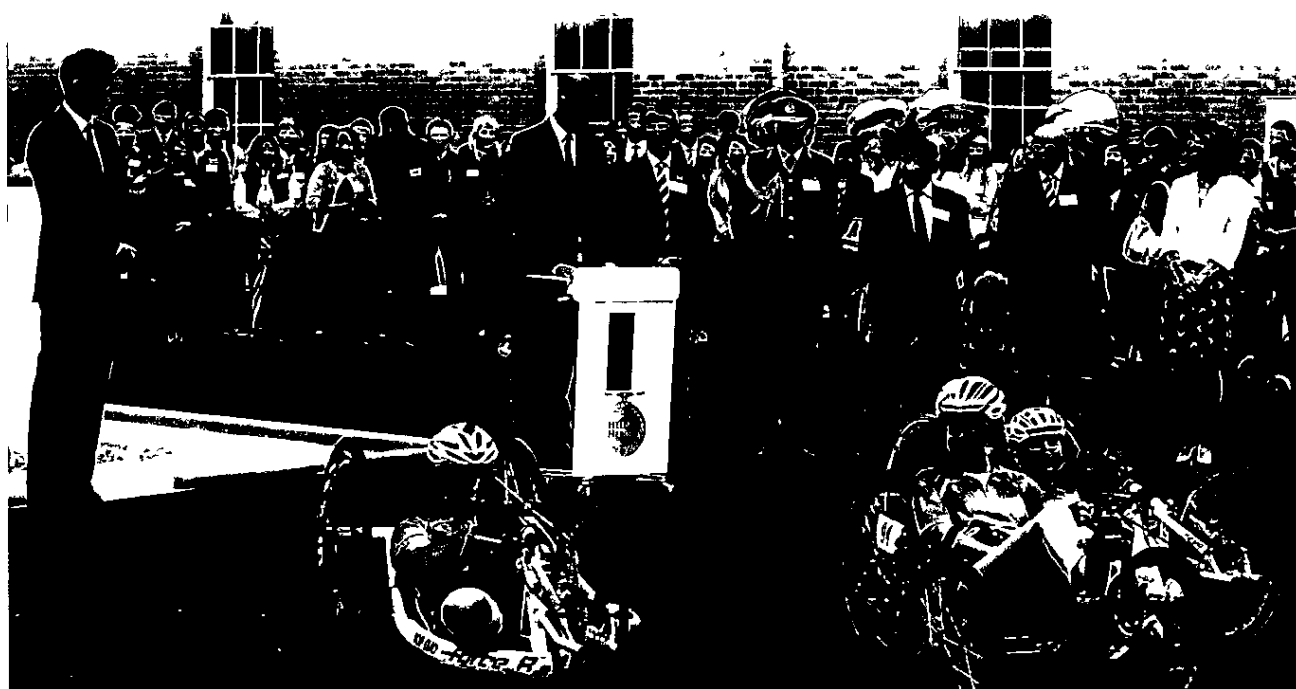
H4H has become the focus of a national desire to support those who serve our country in time of war, millions have been raised and delivered. In the space of six short but busy years H4H, a charity launched to fund a swimming pool at Headley Court, will have become a principal partner in Recovery with a planned spend to support the wounded, injured and sick (WIS) of £250m

When the Charity first started in 2007, the needs of the WIS and their families became better understood. It then became apparent that H4H's work would not end with the provision of a swimming pool. Our Phoenix paper, presented in April 2008, called for a Centre, or Centres, where the WIS could 'recover better together', rather than in their units or at home.

In the early years, H4H created several initiatives that supported other delivery charities, funded capital projects and supported individual cases and, by the summer of 2009, was working closely with the new Army Recovery Capability (ARC), to fund the trial, or, 'Pathfinder' Recovery Centre in Edinburgh.

"The official opening today of this Recovery Centre does not mark the end of a journey – it marks the beginning. The wounded and sick Servicemen, and their families, who so merit the excellent support that Tedworth House offers begin lifelong journeys when they arrive here – journeys into terrain that can be difficult and challenging but ultimately will be fruitful, thanks to the love and expertise of those who work here and who support this place. Those journeys of recovery will be cut short – unforgivably – if we as a Nation unfix our attention."

HRH The Duke of Cambridge 20 May 2013



EACH H4H RECOVERY CENTRE OFFERS,
WITH STAFF TRAINED IN AREAS SUCH AS PASTORAL, WELFARE,

CHIEF EXECUTIVE'S REPORT

H4H was a principal charity partner in the formation of the Defence Recovery Capability (DRC) when it was launched in February 2010 and has a place on the MoD chaired Defence Recovery Steering Group (DRSG). H4H is also on the Cobseo Executive Committee and attends the Covenant Reference Group (CRG) for matters relating to WIS.

By the summer of 2013, H4H was able to announce that three of the four Recovery Centres at Catterick, Colchester, Tidworth were fully operational, with Plymouth opening in December 2013. Together they are able to provide 199 bedrooms in support of the Serving as well as to the veterans, reservists and families affected by the current conflicts, on a case by case basis.

To date H4H has awarded £35m as individual and third party grants, committed £66m on building H4H led Recovery Centres, spent £8m running those new centres and has designated a further £35m to future individual grants and running costs. We operate a Quick Reaction Fund (QRF) that is delivered via the Services' benevolent charities and we have awarded over 2,300 grants in the last year to serving personnel, veterans and their families.

H4H is the Founder Patron of the MoD's initiative 'Battle Back' and continues to fund and deliver the Battle Back national programme with over 1,000 participants at every level. H4H is the official partner of the British Paralympic Association and provides the funding, support and training for the British Armed Forces team at the US Warrior Games.

In the year following the London 2012 Paralympic games, participation by wounded, injured or sick individuals in H4H-led sports recovery activities, at all levels, increased by 80%.

H4H was involved with BLESMA, The Limbless Veterans, in the Murrison report that has made provision for lifetime support of high quality prosthetics through the nine regionally nominated limb-fitting centres.



CHIEF EXECUTIVE'S REPORT

GOOD START BUT THE JOB IS NOT FINISHED

In short, H4H, using funds raised by a supportive public, has played a significant role in supporting the DRC in what is recognised as the greatest charitable contribution in British Military history. But, despite these extraordinary efforts by ordinary people, the job is not done and in many ways the greatest challenge is yet to come.

We have been able to do so much for the WIS with those funds but we must keep it going. It is our responsibility to ensure that our support to the WIS and their families must endure long after the guns have fallen silent, we must not fail or forget them.

PHYSICAL INJURIES

During the last decade of conflicts in Iraq and Afghanistan, over 180,000 Service personnel have deployed on operational tours of duty. Of them, a cohort of 10,535 has sustained battle and non-battle injuries whilst serving, with 7,517 having been medically discharged. Official figures show that, since the Armed Forces Compensation Scheme (AFCS) was introduced in April 2005, some 18,650 have received some financial compensation. Of these numbers, 12,715 are understood to have deployed to Iraq and/or Afghanistan.

MENTAL HEALTH INJURIES

The figures for mental health injuries are more difficult to obtain but stand at 1,105 Compensation Scheme payments awarded in the last five years. In 2010 a study published in *The Lancet* found that of those who had deployed to Iraq or Afghanistan 4% reported probable Post Traumatic Stress Disorder (PTSD), 19.7% reported common mental disorders, 13% reported alcohol misuse.

Whilst a more recent study by Kings College, London suggests that only 50% of PTSD cases arising in currently serving personnel can be directly attributed to deployment there can be no doubt that many serving and veterans are suffering from PTSD. Whilst this increase could be due to a veteran's readiness to acknowledge symptoms of mental illness once separated from the military (perhaps due to the perceived stigma associated with seeking treatment and perceived barriers to support whilst serving), we have a duty of care to support those who have given service to our country.

Moreover, although no figures exist on those who leave voluntarily and then develop mental health issues related to their service, rates of PTSD in the USA have increased with time since return from deployment. If replicated in the UK many more veterans (and their families) will require support for these traumatic and debilitating service-related mental health problems in years to come, regardless of when they first surface.

THE WOUNDED, INJURED AND SICK (WIS)

WIS personnel do not fit easily into categories. They vary in age, rank, length of service, education and intellect, social background, aspiration and ambition, life experience, family circumstances, their treatment, and how long they have been in the recovery pathway, as well as the nature of their own wounds, injuries, or illness. At the same time they may experience feelings of grief and a loss of identity. Some will suffer with learning difficulties, their behaviour may be affected, they are likely to lose their self-esteem, lack self-confidence and dependence on alcohol can be prevalent.



FAMILY

For every injured soldier there is an affected family. Many living with a Serviceman or woman who has returned from an operational tour may notice a change in their loved one such as increased anger, impatience, excess drinking and personality change. In normal circumstances and given time, typically within 12 to 18 months, the returned Serviceman or woman will feel reintegrated and free from the stresses and challenges of operational life. For those whose chosen career has been cut short by injury, the personality changes are more difficult to treat. For the families, this can be a heavy and often unbearable load on relationships.

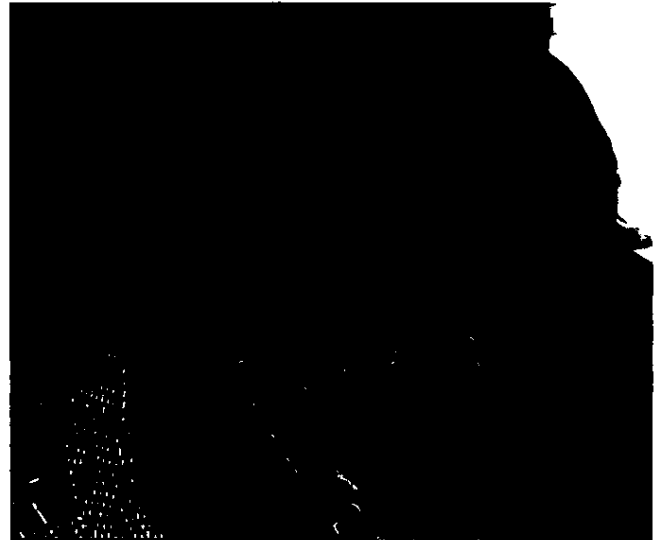
A number of Service personnel join the Services to leave home and some may come from dysfunctional backgrounds. Those who face recovery without a supportive family are at a major disadvantage, while those with dysfunctional backgrounds can face additional problems. These problems can range from emotional stresses that raise anxiety and exacerbate feelings of loss and reduce motivation, to financial pressures relating to compensation payments and housing. Lack of support, or in some cases, rejection by the family can cause severe set-backs to recovery. Those with supportive families tend to cope better with the uncertainties in the recovery and transition processes. If the family group can be engaged to positive effect the impact will be beneficial to all concerned.

RESERVES

For those who serve in the Reserve Forces, the return and reintegration from an operational tour can be more difficult than for those within a returning regular unit. In the latter, colleagues and families offer mutual support. The Reservist returns to his 'civilian' colleagues and family who cannot be expected to understand what he has experienced and have no infrastructure in place to provide help.

MEDICAL SUPPORT

While those serving receive excellent medical treatment and medical rehabilitation, on-going support – however well-intended – will be less specialised. The pathology of the battle casualty is unlike anything seen by civilian doctors and surgeons and it is a similar story for those suffering from mental health concerns. Battle casualties, both physical and mental, need to be treated by those who understand and can offer speedy and expert treatment.



ALCOHOL AND DRUGS

Though drugs are strictly banned within the military, alcohol is part of Service life. For those who have to leave their chosen career involuntarily it is a short step from social drinking to alcohol and drug dependency and the associated downward spiral into depression, unemployment, homelessness and possibly even crime. Education is necessary to inform WIS personnel of the effects of alcohol and drugs and to remind them that, as in other areas, their intake may not be what it was prior to their wounding, injury or illness. In addition to the implications for their own recovery, alcohol may have a detrimental impact on those around them (family, friends and colleagues) if it triggers unreasonable or violent behaviour.

EDUCATION AND BACKGROUND

Education levels across the Military vary considerably. The average reading age for infantry soldiers is low, and for some the Services is a career of last resort. For those who are injured, many lack the skills that make them ready for new and fulfilling employment, even without disability. Young Officers, Non-Commissioned Officers and those from the Technical Corps are the exception to the young Private soldier, who is usually at the forefront of operations and is therefore more likely to suffer injury in battle or training.

In addition, medication for pain relief, to assist sleeping or for other reasons, can have an adverse effect on memory. For those with brain injury the symptoms can be even more acute. In such cases the brain can easily be overloaded and all recent memories can be lost. Therefore any form of instruction must be done at a steady pace with frequent breaks, as retention of facts can be poor. Briefings, course programmes, and individual periods of instruction need to be constructed with this factor in mind.

Some personnel find it very difficult to develop the learning skills that are necessary for them to take charge of their recovery. Motivation is hard to establish if they have had little experience of learning success. WIS personnel with learning difficulties are quite likely to avoid learning opportunities.

CHIEF EXECUTIVE'S REPORT

HOUSING AND CARE SUPPORT

The nature of military life means that few of the WIS have their own homes and buying or renting the right place with suitable adaptations can be stressful at times. Local councils are asked to support the returning WIS and to do so with some element of priority, sometimes in areas where housing supply may be already under strain.

FINANCIAL ADVICE

For those WIS eligible for the Armed Forces Compensation Scheme (AFCS), the payment can often be an excuse for a new car, holidays and presents to the family with little thought to making adequate provision for the longer term.

H4H RECOVERY CENTRES

"To inspire our Wounded Injured and Sick (WIS) and returning veterans to go on to lead active, independent and fulfilling lives, which will enable them to reach their full potential and to support them and their families for life."

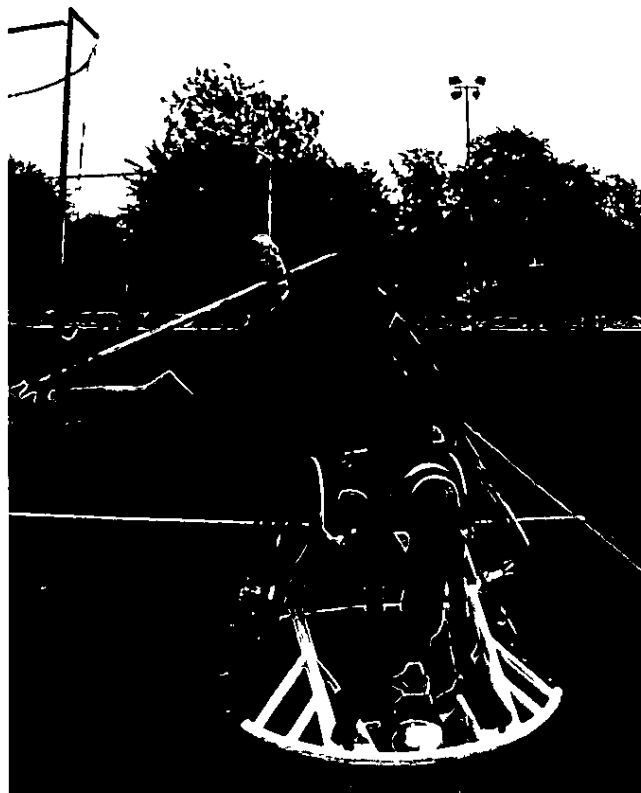
The Recovery Centres at Catterick, Colchester and Tidworth are funded and principally staffed by H4H with a five man Army team embedded to provide care and training to the serving military personnel. Whilst the Army asked that each Centre support the Serving through the Army Recovery Capability (ARC), the Centres are available on a case-by-case basis to WIS veterans, reservists and families and other serving members of the Armed Forces. For such individuals, H4H staff provide the full range of care and support.

Parker VC and the Endeavour Centre in Plymouth support the Naval Service Recovery Pathway, which includes Hasler Company for the serving WIS. H4H has a team of welfare staff in place to support the serving, WIS veterans, reservists and families.

Each Recovery Centre (RC) offers superb accommodation and catering, trained staff including pastoral, welfare, and educational, psychological and remedial services. All four RCs offer two fellowship organisations for the WIS and their loved ones, The Band of Brothers (BoB) and Band of Sisters (BoS). The BoB and BoS network offers a full programme of support and fellowship to those with career limiting/ending injury or illness caused during or attributable to service since 2001 and their loved ones.

Each RC has a Support Hub, a 'One Stop Welfare Shop' that brings together a range of Service charities and organisations that collectively offer advice and guidance on a multitude of issues. The Support Hubs are available not only to RC residents and day visitors across all four centres, but also to serving and veteran WIS, their families and carers. Support is available to all three Services, including the Reserves and, critically, it's free and confidential.

A Psychological Wellbeing Practice (PWP) named Hidden Wounds is being established by H4H in a partly-LIBOR funded programme that will roll out during 2014 and will deliver level one and two mental wellbeing support to WIS veterans and families, with a transfer and referral process to Combat Stress for delivery of levels three and four.



USE OF RECOVERY CENTRES

H4H feels that utilisation of the Recovery Centres should not be limited to the time after medical interventions, or rehabilitation, but rather throughout the Recovery Pathway.

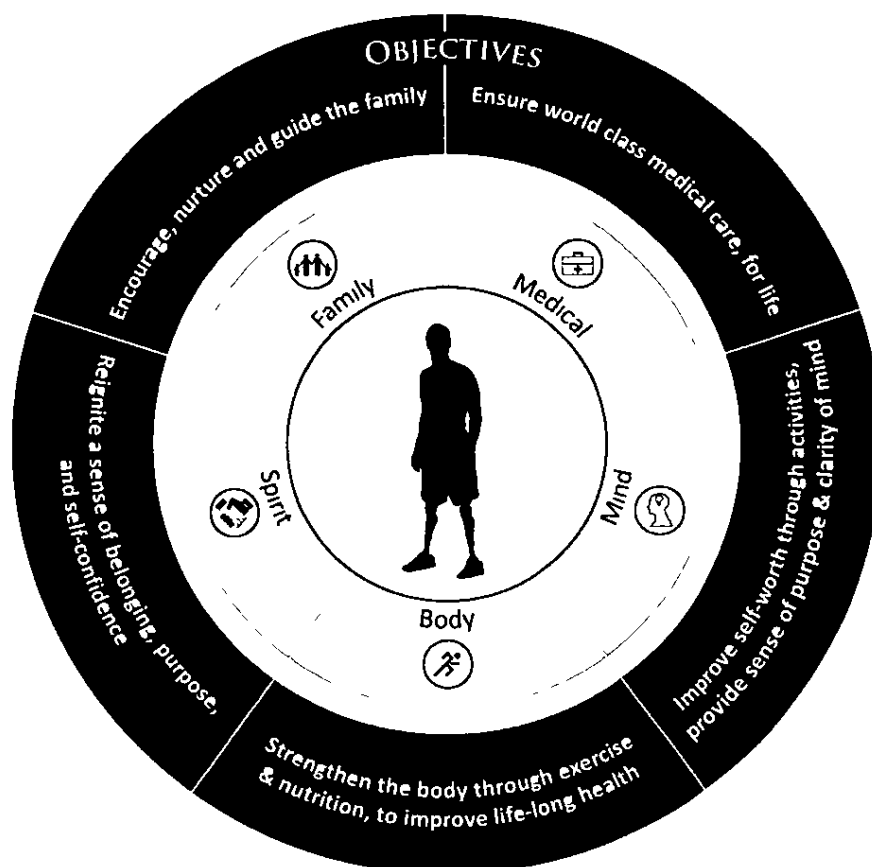
The initial Defence Recovery requirement saw the ARC request 90% of 133 bedrooms across the RCs at Catterick, Colchester and Tidworth. H4H continues to work with MoD partners to ensure the RCs are used well and the capability is well-recognised and promoted. The ARC are also working closely with the MoD to review the existing Personnel Recovery Units (PRU) and Personnel Recovery Officer (PRO) structure to seek possible alternatives, focused on the UK Garrison structure, centered around the RCs and to avoid a two-tiered system between those assigned to a PRO and those not assigned.

Lord Ashcroft's recent review states "Not all long-term WIS get the opportunity to be assigned to a PRU. Access is based on available capacity and level of need. Units are required to put forward a strong case for an individual to be accepted. For those that remain the support is unchanged but a Unit-appointed officer undertakes coordination."

"There is variation in the level and quality of Unit management, depending on geography and Unit activity (e.g. Units deploying or deployed). A small number of WIS personnel have reportedly been mismanaged. Critically, the mismanagement appears to result from a lack of Unit-level understanding of the Defence Recovery Capability (DRC) process, or a belief that support was best offered by the Unit."

H4H APPROACH – 360° HOLISTIC SUPPORT

H4H is developing the concept of the 360° of support. In order for anyone to lead happy and productive lives, they need to have balance across five main pillars: Medical, Mind, Body, Spirit and Family. H4H is working to ensure the WIS have access to comprehensive support across the five pillars, either directly through one of the RCs or indirectly through one of our charity partners; most importantly, this support must be for life.



CAREER TRANSITION

For those WIS who face medical discharge, the responsibility for their preparation for civilian life lies mainly within the Military system. For the others they are left to the normal Career Transition Partnership (CTP) support, which is not specifically tailored for the WIS.

H4H feel that the best people to help a wounded individual to become a civilian are appropriately qualified civilians with professional training and knowledge of the civilian world.

This is reinforced in Lord Ashcroft's Veterans Transition Review.

"In the Review Team's research, a frequent complaint among recent service leavers was that information about housing, finances and other important aspects of civilian life was perfunctory or absent altogether. Briefings were often delivered by individuals who were themselves getting towards the end of long service careers and perhaps not, therefore, the most suitable people to advise on the civilian world."

In the words of one recent service leaver who took part in a focus group:

"The people giving advice are people who have been in the Army for 30 years. That's been their life. I know more about civilian life than they do!"

H4H are working closely with the Defence Recovery Steering Group (DRSG) to establish the best possible process for preparing WIS Servicemen for transition into life outside of the services. This might involve improving the existing Core Recovery Event courses and working with some of the excellent H4H corporate partners such as Microsoft and Barclays to deliver some specific programmes.

H4H has run a series of trial courses under the name Pathfinder which have been very well received by the attendees and could be used for all WIS, but currently are restricted to WIS veterans only.

CHIEF EXECUTIVE'S REPORT

COORDINATION BETWEEN THE MOD AND CHARITIES/AGENCIES

Although the MoD has a clear moral and legal obligation to ensure that their Servicemen and women are well-cared for, some of this care can be properly delegated to a specialist third party such as H4H. The MoD could lead in agreeing the requirement and overseeing the relationship but others conduct the delivery. This model already exists with various large service providers such as Sodexo, KBR, Aspire and Capita. The only major difference is that if the service provider were to be H4H, it would be free.

It is clear that some of the major issues surrounding WIS support are not necessarily whilst still serving, but when that Serviceman or woman approaches departure from HM Forces. This transition needs to start early across all pillars of Medical, Mind, Body, Spirit and Family. H4H are developing constructive discussions about evolving holistic support for veterans before they leave the service, which does involve an element of 'reaching in' prior to formal departure.

H4H RECOVERY ASPIRATIONS

1. That H4H plays a key role in the Recovery Pathway, supporting the DRC and working with Cobseo charities and Government agencies, to provide an holistic and lifelong support programme for those whose lives are affected by service related injuries or illness.
2. To work with the MoD, Cobseo charities and other agencies to ensure that the WIS and their families receive coordinated and timely support on any issue, including Medical, Mind, Body, Spirit and Family and is relevant to their service related illness or circumstances through Support Hubs and other support networks, that may be developed in the future.
3. To create a single Customer Relations Management (CRM) system solution that allows the tracking of the individual through Recovery and beyond, to ensure that all organisations that may be involved in his or her support understand and can best manage their coordinated response.
4. For each WIS individual to be assigned to a Recovery Centre (RC) of choice ensuring that he is familiar with staff and their services. He or she would attend the RC for courses during his or her recovery and thereafter could return for follow on courses, respite or simply sport and fellowship.
5. H4H run Recovery Centres should play a key part in providing recovery training and preparation for entry into civilian life. To provide one course, with several residential modules, available to both the WIS Serving and Veteran, to deliver the best available outcome for each individual.
6. The Recovery Centres to become centres of excellence, fully utilised, to bring the various delivery partners together to ensure that the WIS are properly prepared, reintegrated and helped to live independent and fulfilled lives.



SUMMARY

Over the last six years, H4H has been able to play a part in rallying the British public in support of the Armed Forces and has been able to deliver a national network of support to our WIS Servicemen and women.

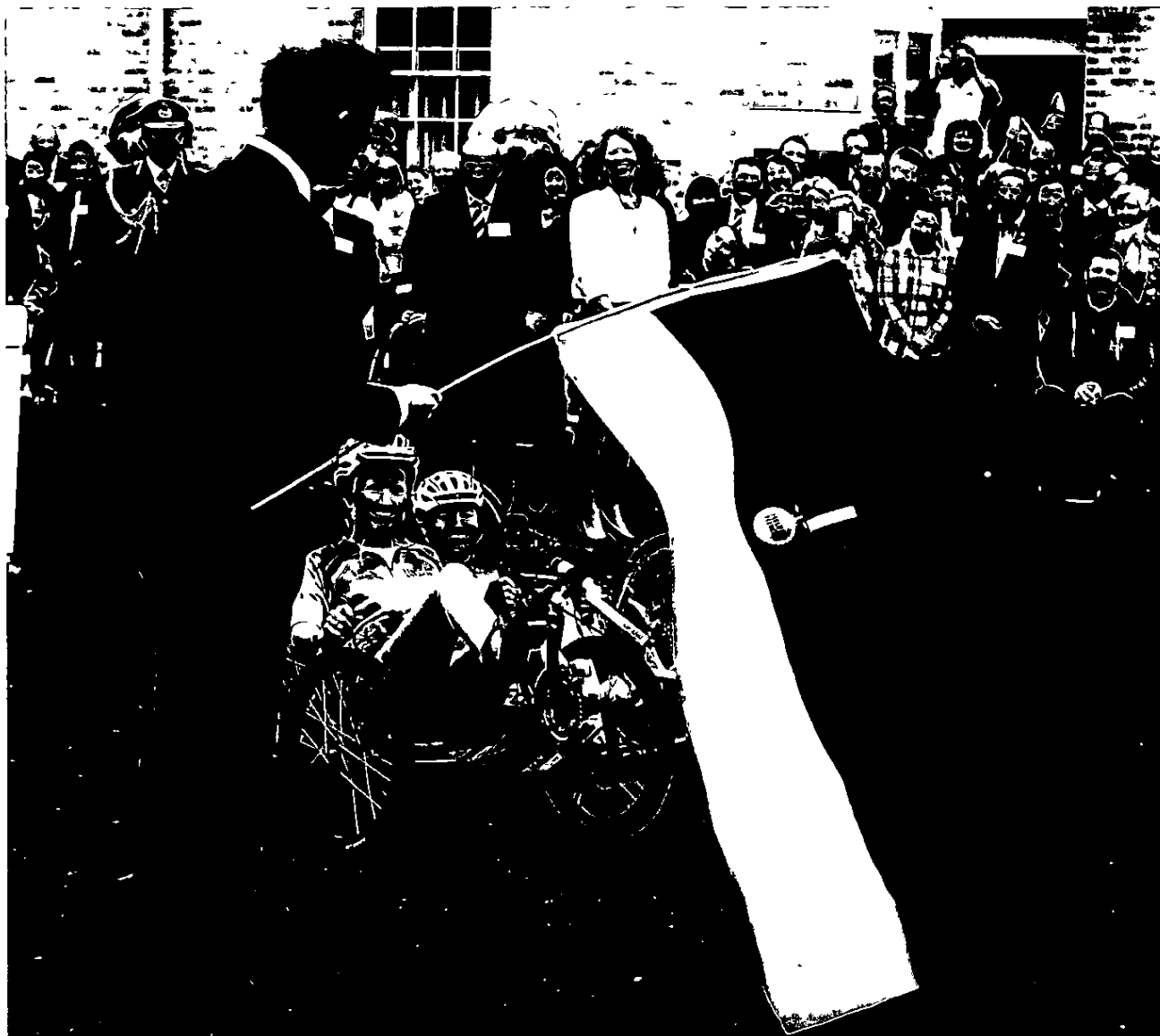
The needs of the WIS serving, veterans and their families are, by the unique nature of military service, different from other sectors of society. The level of support required for this is comparatively small but it is intense and multi-faceted, needing a multi-disciplinary approach. That care needs to be coordinated and appropriately picked up by the MoD, Charities, other Government departments and agencies.

The MoD has a duty of care to those individuals affected by service but does not have to provide all of that care if others are better equipped and resourced to do so.

H4H was founded out of a simple desire to 'just do something to help'. The initial focus was to support DMRC Headley Court, but our role expanded as we learnt more about the WIS individual and his or her family. Our role has increased from being a fundraising and grant giving charity to one of Recovery Delivery, working in cooperation and partnership to address the unique needs of the WIS and their families. 2014 will therefore see H4H preparing to meet that need, establishing better communications, fundraising initiatives and the infrastructure to ensure we are ready to meet the challenges ahead. We must not fail or forget.

Onwards and upwards

Bryn Parry OBE



"It would be wrong of me to speak for these heroes, but not presumptuous of me to pay tribute to them: so many of our Servicemen and women have made the ultimate sacrifice; so many lives have been lost and so many changed forever by the wounds that they have suffered in the course of their duties. They have paid a terrible price to keep us safe and free.

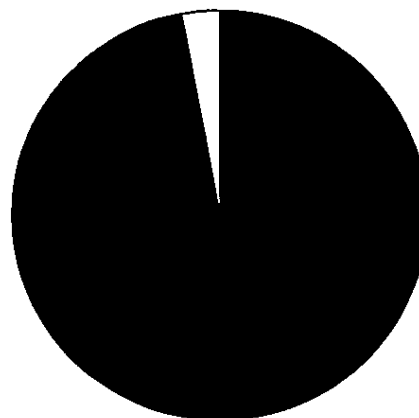
The very least we owe them is to make sure that they and their brave families have everything they need through the darkest days – and, in time, regain the hope and confidence to flourish again. For these selfless people, it is after the guns have fallen silent, the din of battle quietened, that the real fight begins – a fight that may last for the rest of their lives."

HRH Prince Harry

INCOME

WHERE OUR MONEY COMES FROM

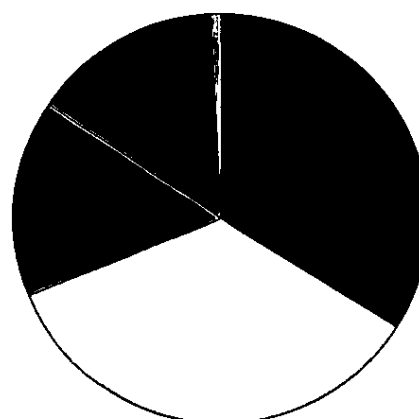
	Voluntary Income	£25.9m
	H4H Challenges	£2.7m
	Other	£0.9m



WHERE OUR MONEY GOES

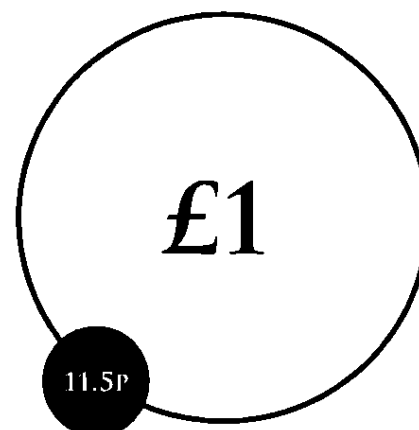
H4H had £25.8m available for charitable application

	Grants Made	£0.8m
	Current/In year Recovery Delivery	£7.9m
	Capital Projects	£9.4m
	Future Individual Support and Recovery Delivery	£4.1m
	General and Other Reserves movements	£3.6m
	Governance	£0.06m



EVERY POUND HAS A PURPOSE

It costs 11.5p to generate £1 of income for Help for Heroes Charity



HOW YOUR MONEY HELPS



6,810

As at 30 September 2013, H4H has made 6,810 grants to individuals

£24.9M

To date, H4H has made grants totalling £24.9m to other charities and organisations

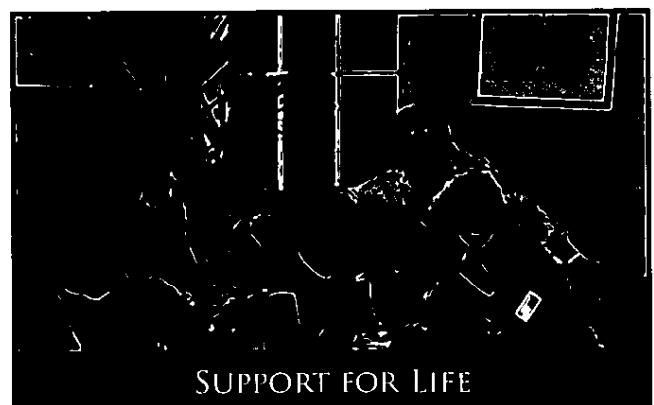


↑ 80%

Between the 2012 London Paralympics and Summer 2013, there was an 80% increase of individuals taking part in H4H sports recovery activities

3,586

As at 30 September 2013, the Band of Brothers and Band of Sisters – the H4H fellowships for the wounded and their loved-ones – had 3,586 members



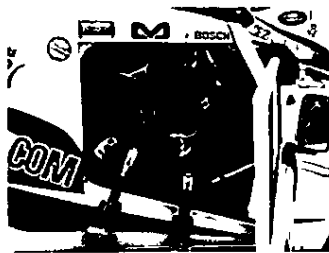
KEY EVENTS OF 2012/2013



H4H trading opens first store in Cardiff



Prime Minister David Cameron visits Tedworth House



Race2Recovery make history in Dakar Rally covering 9,000km over 15 days



Team Battle Back Cycling Programme launches at Tedworth House

H4H launch new website

2012

2013

OCT

NOV

DEC

JAN

FEB

MAR

Sky Fall – James Bond Charity Premiere takes place, raising £10,000

200,000th person follows H4H on Facebook

First Band of Sisters respite weekend



Birdsong Tour in support of H4H starts. The tour raises just over £37,000

Mark Cavendish becomes patron of Help for Heroes

Topping Out ceremony to mark the progression of the new £10.2m Help for Heroes Endeavour Centre at NSRC, Plymouth

Help for Heroes campaigns for the MoD to provide Genium prosthetics



KEY EVENTS OF 2012/2013



Members of our Armed Forces (30 supported by H4H) compete in Warrior Games 2013



Royal opening of Fisher House, Birmingham supported by £2m grant from H4H



Official opening of the £10.7m Recovery Centre Phoenix House, Catterick



Jeremy Clarkson meets wounded cyclists at Tedworth House

Jenson Button visits Tedworth House

First Bear-B-Q launches, raising over £70,000

APR

MAY

JUN

JUL

AUG

SEPT

The Duke of Cambridge and Prince Harry officially open the Help for Heroes Recovery Centres

Colossal Cake Sale takes place, raising £145,000 nationwide



Hero Ride finishes with 1,302 cyclists raising £1.1m



First talent identification event in partnership with British Paralympic Association



HOW WE DELIVER RECOVERY

HOW WE DELIVER RECOVERY

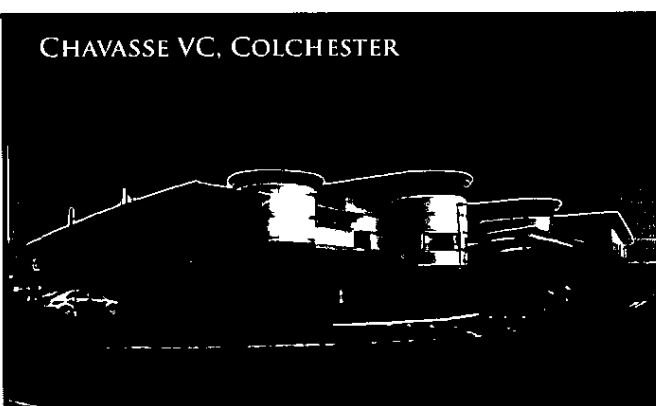
PHOENIX HOUSE, CATTERICK



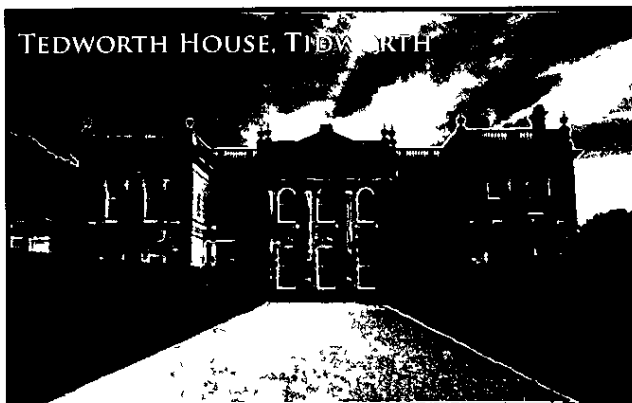
- 46 En-Suite Bedrooms
- 4 Family Rooms
- Adapted Gym
- IT Suite
- Welfare Support Hub
- Art Therapy Room
- Games Room
- Specialist Classrooms and Training Facilities
- 6 Interview and Meeting Rooms
- Recreational and Social Areas
- Cafe Hero
- Training Kitchens

- 27 En-Suite Bedrooms
- 2 Family Rooms
- Adapted Gym
- IT Suite
- Welfare Support Hub
- Photo Editing Suite
- Games and Cinema Lounge
- Cafe Hero
- Specialist Classrooms and Training Facilities
- 3 Residential Kitchenettes
- Training Kitchens

CHAVASSE VC, COLCHESTER



TEDWORTH HOUSE, TIDWORTH



- 50 En-Suite Bedrooms
- 4 Family Rooms
- Adapted Gym
- IT Suite
- Welfare Support Hub
- Art Therapy Room
- Swimex and Skiplex
- Vegetable Gardens
- Woodwork Shop
- Specialist Classrooms and Training Facilities
- Cafe Hero
- Holistic Wellbeing Centre
- Children's Play Area
- Training Kitchens

PARKER VC

- 60 En-Suite Bedrooms
- 6 Family Rooms
- IT Suite
- Games Room
- Specialist Classrooms
- Training Kitchens

ENDEAVOUR

- Adapted Gym
- Swimming Pool
- Hydrotherapy Pool
- 8 Consultation Rooms
- Cafe Hero
- Welfare Support Hub

NAVAL SERVICE RECOVERY CENTRE, PLYMOUTH



RECOVERY CENTRES HIGHLIGHTS 2012-13

This has been another year of exceptional progress for Help for Heroes (H4H), offering excellent facilities and support to thousands of Servicemen, women and veterans. The Recovery Delivery offering has increased substantially, with three Centres now fully operational and the fourth reaching full operating capability by the Spring of 2014.

PHOENIX HOUSE CATTERICK

Veterans from two generations led the opening ceremony at Phoenix House in Catterick in September 2013. Guests included Gareth 'Gaz' Golightly, 31, from Teesside, whose family were the first to use the Centre, and 88-year-old Brigadier (Retd) John Painter who was wounded in World War II but recovered and returned to serve his country in the Malayan Emergency of the 1950s.

The £10.7m, purpose-built Recovery Centre provides a support base for wounded, injured and sick Servicemen and women, veterans and their families, from Scotland, the North West and East of England and the North Midlands.

CHAVASSE VC HOUSE COLCHESTER

Chavasse VC House in Colchester continues to offer first class support and, in 2013, the decision was made to move Chavasse VC House 'outside the garrison wire' by installing a stand-alone entrance. Completed in January 2014, this arrangement provides easier access to the Centre for serving and veteran personnel and their families.

TEDWORTH HOUSE, TIDWORTH

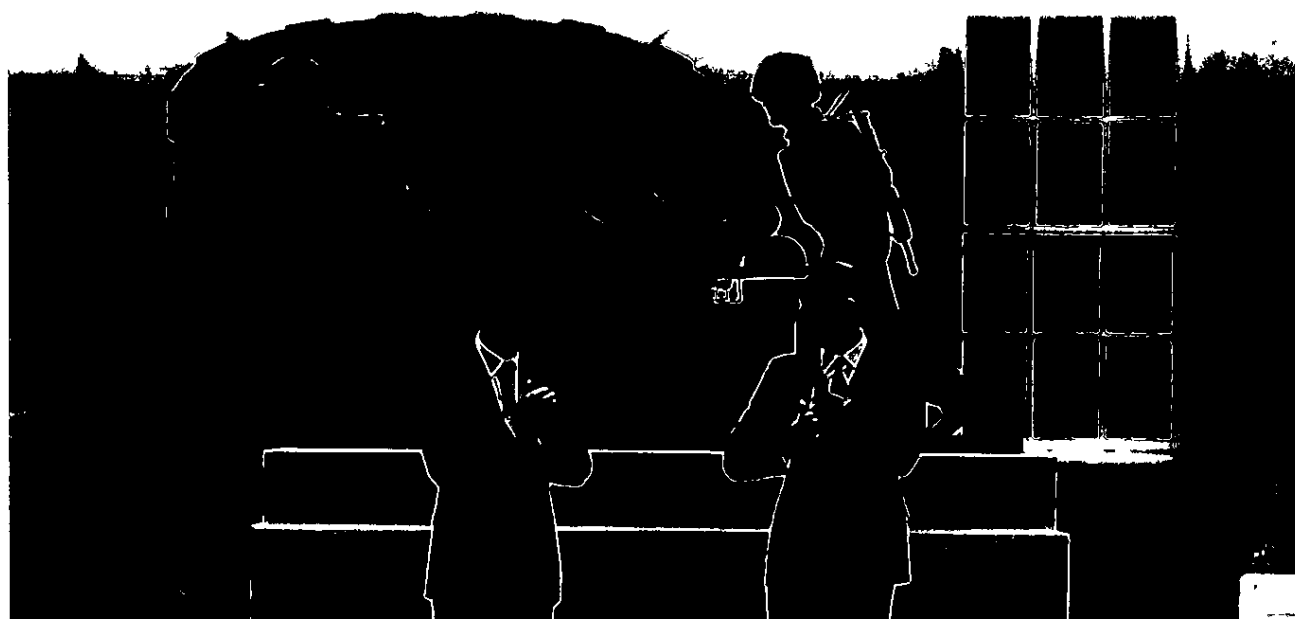
In May 2013, the Duke of Cambridge and Prince Harry visited Tedworth House to officially open the national network of four Help for Heroes led Recovery Centres located at Catterick, Colchester, Tidworth and Plymouth.

Their Royal Highnesses were shown the extensive facilities in the Phoenix Centre where Prince Harry got involved in a game of basketball and met members of the wounded community and their families to hear first-hand about the life-long challenges they face.

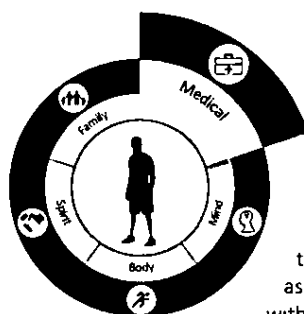
NAVAL SERVICE RECOVERY CENTRE, PLYMOUTH

In April 2013, the Naval Service Recovery Centre in Plymouth opened the doors of Parker VC, a specialist adaptive accommodation facility with 60 bedrooms and six family rooms. The new Endeavour Centre, which will be open in Spring 2014, houses specialist rehabilitation facilities including a 25 metre swimming pool, a sprung floor gymnasium with fully adaptive cardio-vascular equipment, a physiotherapy suite with clinical treatment rooms and a hydrotherapy pool.

The facility also houses a Support Hub which will give Servicemen, women and veterans access to other Service Charities and agencies in a single location, ensuring that they can secure the support they need, from housing advice to retraining opportunities.



MEDICAL



RECOVERY CENTRES

Help for Heroes offers veterans and serving personnel repeated opportunities to use the Recovery Centres, before, during and after each episode of medical treatment. Every individual that comes to a Recovery Centre is assessed by skilled staff and provided with a programme of activities tailored to their needs, abilities and limitations.

H4H has awarded a £75k grant to the Royal Centre for Defence Medicine (RCDM) to provide a minibus at Queen Elizabeth Hospital, Birmingham (QEHB), to transport the wounded, injured and sick in comfort.

SMOOTH INTEGRATION

In addition to this, Help for Heroes has set aside £60k to enable Military Liaison Officers (MLOs) to take patients on trips out, away from their hospital surroundings to do simple everyday things such as go out for dinner or see a film at the cinema. They can also purchase everyday items such as books and DVDs. These trips help pave the way for a smooth integration back into everyday life once patients are released from hospital.

CAMPAIGNING FOR HEROES

H4H has always campaigned for the provision of the very latest in prosthetic technology. In February 2013, Health Minister Dr Dan Poulter MP visited Tedworth House, one of the Charity's Recovery Centres, and announced a Government investment of £11m to fund nine NHS centres specialising in prostheses. These centres were named after the Murrison Report, to which H4H was a substantial contributor. The report – a review of the prosthetic services currently offered to veterans by the NHS which Help for Heroes had campaigned for – recommended the introduction of national specialist prosthetic centres for amputee veterans across the country.

IMPROVING QUALITY OF LIFE

To complement the NHS Murrison Centres, the MoD has announced a further £6.5m to provide state-of-the-art 'bionic' legs. The Genium prosthetic leg makes climbing stairs and crossing obstacles much easier and considerably improves the quality of life for amputees.

It's not a one-size-fits-all solution and there is still a way to go, however H4H is determined that our wounded get the very best support and equipment for life, and will continue to champion their needs to ensure that happens.

With British Forces' withdrawal from Afghanistan scheduled for 2014, the worst years for battlefield casualties in Afghanistan are hopefully behind us. Due to the complex nature of injuries sustained in modern warfare and the increase in survival rates, it is rarely the case that one quick permanent fix will suffice for those who are classified as wounded, injured or sick.



"You have certainly changed the Armed Forces charity landscape and drawn in new money to benefit the wider Armed Forces community."

JOE TOWNSEND HERO TESTIMONIAL

Royal Marine Joe Townsend, 25, was injured in Afghanistan in 2008, before the level of casualties hit its peak during Herrick 10 spanning 2009–2010. Joe stood on an anti-tank mine which was buried just below ground. He lost both of his legs in the blast.

DETERMINED

"There was a loud bang. I felt myself thrown up in the air. I landed on the ground and tried to sit up and compose myself but I couldn't. All the lads swarmed round me and started patching me up. I looked down and could see what had happened to me. I was cracking jokes at the time, 'seem to have trouble finding my legs'. I was immediately flown back to Camp Bastion and then onto Selly Oak Hospital in Birmingham, where I spent five weeks in a critical care ward."

"I have always been determined not to let my injury get the better of me and over the past five years I have competed in many endurance races, including the Bolton Iron Man, Hawaii Ironman World Championships and various triathlons."

"In June 2012, I took on the world's toughest cycling race, Race Across America (RAAM). I cycled over 3,000 miles with seven other wounded Servicemen to raise money for H4H."

GENIUMS

"In 2013 I was lucky enough to get fitted with Genium prosthetic legs. The difference they have made to my life is incredible. Before them, the best standard leg available for double above-knee amputees was the C-leg and for years I tried to mobilise using these, but I just couldn't work them comfortably and safely with my level of amputation. In the end I resorted to a much cheaper, basic locked-knee version to enable me to walk safely. Since getting the Geniums I have never looked back. I am now a lot more confident using the prosthetics in everyday activities. They are a lot more stable to walk on and have small functions which make a massive difference to my life."

SUPPORT

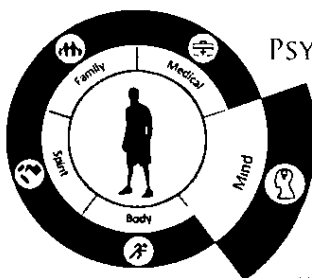
"I have been supported by H4H since I was first injured. They paid for specialist equipment such as my carbon racing bike and competition entry, as well as providing training opportunities. The Charity's help has enabled me to compete as an international athlete and my goal is to take part in the Rio 2016 Paralympic Games. With the help of H4H and some solid training, I hope to be able to represent my country once again."



*As at November 2013

HOW WE DELIVER RECOVERY

MIND



PSYCHOLOGICAL WELLBEING

Many who return from the battlefield find it difficult to come to terms with their experience. The Psychological Wellbeing Team at H4H, based at Tedworth House, sees four or five individuals a day who are suffering from the

psychological side effects of conflict

Although H4H does not give direct therapy at the Centres, the Charity understands the need to provide a relaxing environment with supportive staff who can offer advice and guidance if needed

Arriving at a clean, bright building with lots of thoughtful, personal touches and attentive staff, gives residents an increased sense of wellbeing

SUPPORT HUB

Each Recovery Centre has a Support Hub – a one stop welfare shop that brings together Service charities and other organisations to offer advice and guidance on issues, ranging from mental health to money and housing

Most residents and visitors just need a starting point. The teams at the Recovery Centres aim to ensure that those in need of support have access to the resources to help them either return to duty, or make a smooth transition to civilian life

HIDDEN WOUNDS

H4H is also proud to announce that the Charity is launching a new £7.5m Hidden Wounds Psychological Wellbeing Programme for serving personnel, veterans and their families, launching in 2014. The Programme will enhance treatment currently available and will be shaped by the users to ensure a truly effective service



Help for Heroes is looking to spend £4.8m on the new programme and has been granted a further £2.7m by the Armed Forces Covenant (LIBOR) Fund

The Charity's partners at the Exeter University Clinical Education Development and Research departments are supporting the development of the Programme and the plan is for the first centre to be fully operational in the next 12 months

The new service will be available to all veterans of the Armed Forces and their family members, as well as the family members/carers of serving personnel

Individuals who need more complex support, for illnesses such as PTSD, will continue to be supported by our partner charity Combat Stress, as well as the NHS. Help for Heroes has already committed £6.5m of funds to Combat Stress to help it develop specialist facilities and run the Enemy Within campaign



"Being in such a supportive environment was a welcome comfort through such a terrible time."

AARON HOBBS HERO TESTIMONIAL

Aaron Hobbs, 22, a former Trooper with the Queen's Royal Lancers, was injured after his Jackal vehicle drove over an IED in Afghanistan in 2010

"We were on our way back in after a patrol in Lashkar Gah, Helmand Province. The blast flung me to the floor as the Jackal flipped onto its side. The driver, Trooper Andy Howarth, was killed instantly, and my commander, Sergeant Andrew Jones, was thrown to the ground next to me."

SURVIVE

"I thought I was going to die. My sister had her first child a month before and had sent me a photo that I kept in my top pocket. I pulled the photo of my nephew out and focused on it. I had to survive so I could go home and meet him."

"I didn't know it at the time but I had fractured my spine and left hip as well as split my head and knee open."

"I remember my troop leader telling me that everything would be OK. But it wasn't. My Sergeant, a married father of three, died on the flight back to Bastion. All I could think afterwards was 'why did I survive when they didn't?'"

"Once I got back to the UK I was in hospital for eight weeks. I had surgery on my hip and was put in a spinal brace before having surgery to fuse the lumbar in one part of my spine. In November 2011 I was medically discharged from the Army due to my injuries – ending what I had hoped would be a long military career. Thankfully I was able to spend time at Tedworth House doing a skills course, which really helped prepare me for life outside of the Army."

RECOVERY

"I've made a steady recovery and can now walk mostly unaided, but I will require further surgery on my hip in the future."

"But of course not all of my wounds are visible. I struggled to come to terms with what happened and for a while was very angry. Through H4H, my Dad arranged for me to have counselling at Chavasse VC House in Colchester. It made all the difference. Spending time with people in a similar situation really helps and in 2011 I joined some other Band of Brothers members and took part in the Kenyan Half Marathon. I managed to walk the whole race and it was a very proud moment for me when I crossed the finishing line."

"I always loved football but my injuries mean I can no longer play, so this year I started my own adult football team – Route 66 Football Club – which I am coaching. This way, even though I can't play, I can still enjoy the sport. With the support of some generous people, we are now kitted out, playing in a Sunday League team. Being part of the team has done so much for my confidence – still being involved in sport means so much to me."

AMAZING

"H4H has been there for me every step of the way, from funding a specialist bed to joining the Band of Brothers, introducing me to the backer of my football team, offering mental health support through the courses I have completed and counselling which is available for me at the Recovery Centres. The Charity is amazing – without H4H most soldiers like me would be hopeless and left with nothing."

In 2013 Aaron joined four wounded heroes from Canada, the USA and Australia on a very special 'Train for Heroes' trip with their families through the Rocky Mountains, organised by Rocky Mountaineer and supported by funding from Help for Heroes. The trip allowed the soldiers and their families to speak to each other and form friendships from a common starting point, and provided valuable healing time. Aaron said "Meeting other injured soldiers from other nationalities and talking to them, the whole experience, the surroundings, has been phenomenal and the best thing I've done."

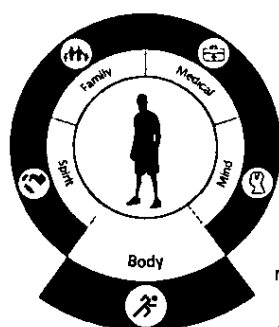
Since returning, Aaron is looking into opportunities in Sports Recovery and is taking his Football Coaching course Level 2 in May 2014.



"H4H has been there for me every step of the way, from funding a specialist bed to joining the Band of Brothers, introducing me to the backer of my football team, offering mental health support through the courses I have completed and counselling which is available for me at the Recovery Centres"

HOW WE DELIVER RECOVERY

BODY



GRASS ROOTS

Sport is often a major step on the recovery pathway, giving confidence and independence to those who have suffered life-changing injuries or illnesses

The Recovery Centres facilitate grass roots sport by enabling all residents and day visitors to access over 50 different sports, including clay pigeon shooting and sitting volleyball

H4H also supports a programme of over 300 activities per year, that take place throughout the country and internationally. These events are open to serving personnel and veterans and most are suitable for novices, from all impairment groups, who wish to learn a new activity or acquire a new skill. Activities do not always have a competitive focus and this year's programme included climbing in Spain and skiing in Canada.

Participation in physical activities, including sport, can have positive physical, psychological and social benefits. The aim, particularly at a grass roots level, is to enable individuals to lead a more independent, healthy and fulfilling life.

H4H has helped to introduce over 2,000 individuals to new opportunities, through sport at all levels.

PROGRESSION INTO A CAREER

In addition to the benefits provided by entry-level participation sport, individuals can gain a number of transferable skills, and some choose to either progress to competitive sport, take on an adventurous challenge or gain qualifications as leaders, coaches or officials through H4H supported programmes.

WORKING IN PARTNERSHIP

Battle Back

As founding partner of the Battle Back programme with the MoD, Help for Heroes has been involved in sport for recovery since 2008, and it continues to fund the initiative today. To date, Help for Heroes has provided Battle Back with over £2.1m. This money has supported thousands of wounded, injured and sick individuals through activities such as sailing, swimming, cycling and water-skiing. In the 12 months covered by this annual report, H4H funded sports equipment for 102 individuals.

Front Line to Start Line

Front Line to Start Line is a partnership between the British Paralympic Association (BPA) and Help for Heroes, created to introduce serving military personnel and veterans to a range of opportunities in Paralympic sport.

The initiative, which formalised an existing partnership between H4H and BPA, started officially in May 2013 and since then, we have assessed over 100 potential athletes, with many being invited back for further confirmation.

Warrior Games

In May 2013, a Help for Heroes team of wounded, injured and sick took part in the US warrior Games – a competitive Paralympic sporting event in Colorado Springs, USA.

The team of 35 took part in swimming, archery, athletics and shooting competitions against their American counterparts and came away with 22 medals. They were cheered on by HRH Prince Harry, who also joined the team for a game of sitting volleyball.

In 2014 there are aspirations for similar multi-sport events in the UK, which H4H fund.



"I can't thank H4H enough for my dream of representing Great Britain at the Paralympics."

RUPERT SMEDLEY HERO TESTIMONIAL

Rupert Smedley, 34, was a Captain in the Parachute Regiment. In January 2008 he was taking part in a Downhill race at the Infantry Ski Championships in France, when he caught his inside ski at the fastest point of the course, crashing into the mountain at an estimated 80mph.

INTENSIVE CARE

"I can't remember much of what happened and I was unconscious as I was airlifted to a hospital down in the valley. I had broken my back and neck, had a severe traumatic head injury and damage to my bowel, liver and spleen. I was in intensive care for eight days and the prognosis at the time was that I would never walk again. I was flown back to Selly Oak where I underwent surgery to rebuild my neck. Further surgery followed in May to remove bone fragments from my spinal cord. I spent the next year in and out of DMRC Headley Court."

"I was told I couldn't ever run again (I could barely walk as it was) but I was determined to get involved in sport somehow. In 2009 I managed to persuade my doctors to let me take part in the H4H Big Battlefield Bike Ride."

"I had seen some guys training for it at Headley the previous year – and had been inspired by them and, if I'm honest, felt quite jealous. I thought if they can do that after losing two legs then so can I."

TOUGH

"It was very tough and I was in a lot of pain but it felt good to be getting up and cracking on, making the best out of the bad set of cards I'd been dealt."

"Since then I have done as much as I can, including five H4H bike rides, the Warrior Games and the Race Across America (RAAM). Crossing the finishing line of one of the world's toughest cycling races was an incredible feeling."

"H4H has enabled me to take part in so many sporting events which give me a focus and an escape from a day-to-day life filled with pain. It's also a morale boost, seeing other guys doing so well and gives me a chance to be around like-minded people."

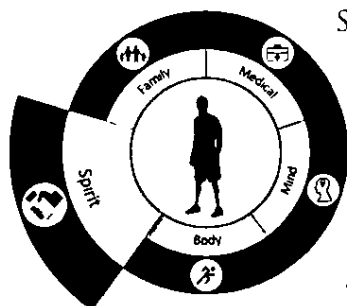
SUPPORT

"H4H has shown me what I can achieve and gives the general public a chance to support not just those blown up on the battlefield, but people like me, injured in training incidents."



HOW WE DELIVER RECOVERY

SPIRIT



SOMETHING NEW

For those who are wounded, injured or recovering from a serious illness, one of the greatest challenges can be adapting to the idea of life outside the military. Through the Recovery Centres, Help for Heroes offers opportunities to retrain for a new career, uncover new passions, or simply find a satisfying hobby. The programme aims to help individuals in both the long and the short-term.

COURSES

To date, courses provided at the Centres have ranged from photography to dog-handling, guitar-making to writing and cooking to gardening.

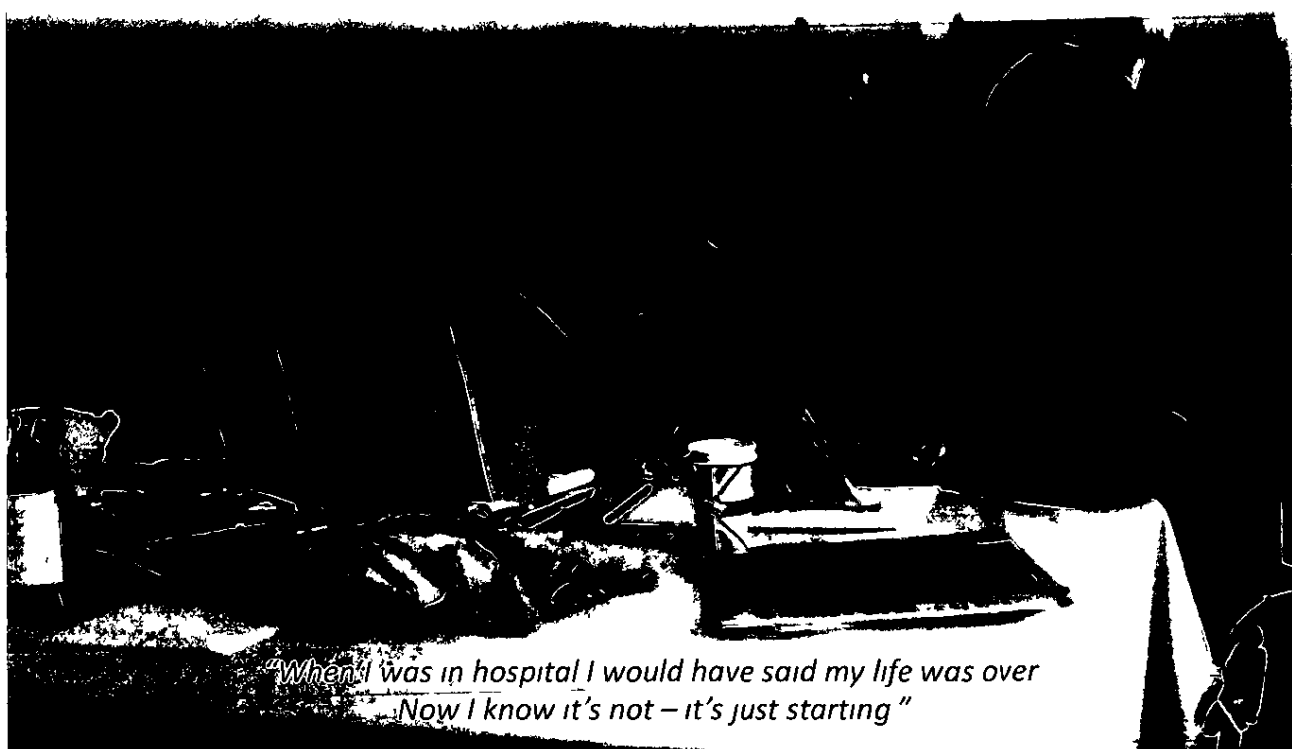
In addition to the support provided at the Recovery Centres, Help for Heroes also supports the Recovery Career Services in partnership with the MoD and other charity partners. It is a vocational, needs-based service that offers the greatest level of support to those who face the most significant barriers to employment because of their medical condition. The Recovery Career Services ensures that wounded, injured and sick Service personnel receive every opportunity to compete in the civilian employment market.



GRANTS

H4H also provide grants on a case to-case basis to help individuals meet some of the costs arising out of their career change, from funding external courses to purchasing specialist equipment.

The Charity funded 2,300 cases in the 12 months from October 2012 to September 2013 through the Quick Reaction Fund (QRF) and Individual Recovery Plan (IRP) grants.



*"When I was in hospital I would have said my life was over
Now I know it's not – it's just starting"*

STEVE MCCULLEY HERO TESTIMONIAL

In May 2011, an Improvised Explosive Device (IED) in Afghanistan injured Major Steven McCulley, 35, a Marine from Hampshire

SHRAPNEL

"As the lads performed battlefield first aid on me to stem the bleeding, I can remember thinking how proud I was of them and how professionally they were handling the situation. A Directional Fragmentation Charge IED had just hit me, these types of IEDs are located in the sides of walls and ditches in order to hit the upper body. Shrapnel hit me everywhere but my more serious injuries were the large holes in the right hand side of my chest where the shrapnel fractured six of my ribs and tore through my right lung."

"Everything started to go dark – I thought I was going to die and I'd never see my kids again. My men managed to keep me awake until the Medical Emergency Response Team (MERT) picked me up. I was flown back to the field hospital in Camp Bastion and my last memory of Afghanistan was a surgeon looking over me and saying 'you're going to be alright'."

"I spent the next three weeks in a medically-induced coma in intensive care, in Queen Elizabeth Hospital, Birmingham. My wife Janey was amazing – how she coped looking after our two young children while worrying about me I'll never know. Two months after I was wounded I went home for two weeks' sick leave, before going to DMRC Headley Court. Initially I made good progress, however a year after being injured I started coughing up blood. Due to the severe risk posed by the shrapnel remaining in my lung, I underwent major surgery in August 2012 to remove as much of it as possible. I lost 80 per cent of my lung but they managed to remove 15 pieces of shrapnel from my chest cavity."

DOING OK

"A year on and I'm doing OK. I still get horrific chest pains and am having a lot of problems with my knee. I get lethargic because oxygen isn't getting to my muscles quick enough. I can't do any impact exercise, but I can cycle."



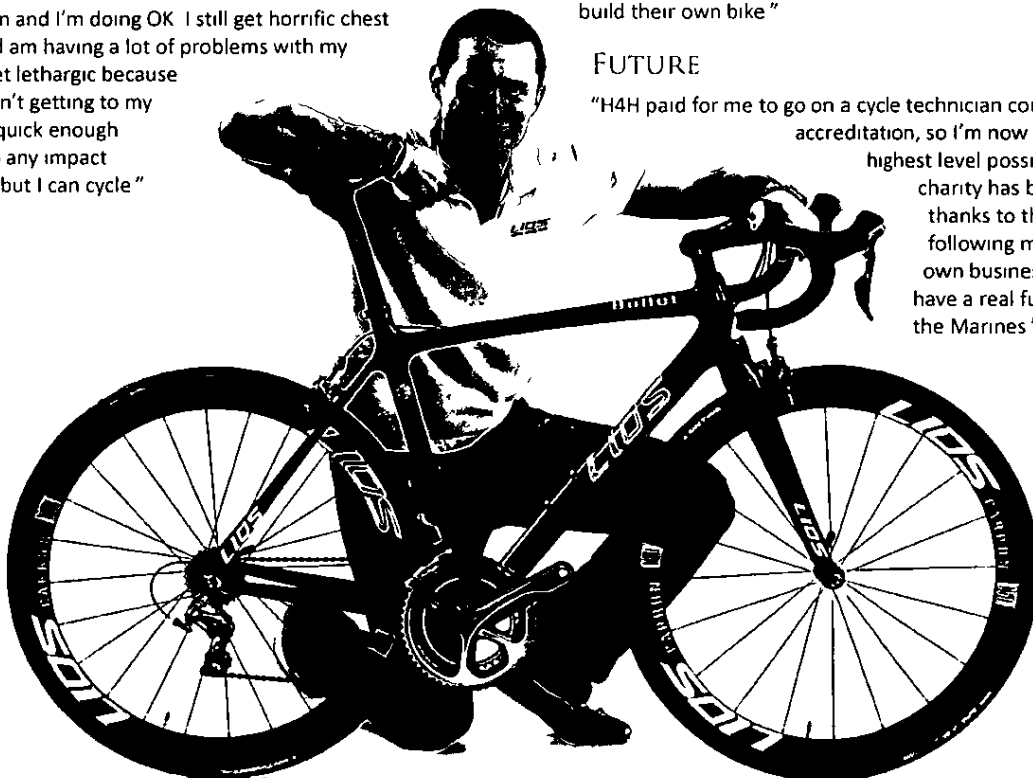
"I have always loved bikes – I built my first when I was eight years old. During my military career I took part in competitive cycling representing both the Royal Navy and Royal Marines."

"I know that I will not be able to compete again. Nonetheless, I remain passionate about cycling and want to continue in the industry. So, in between surgery and medical rehabilitation, and with support from the Royal Marines and Help for Heroes, I founded LIOS Bikes."

"I want to offer a personalised service for people that appreciate quality, but may not have the time or experience to purchase or build their own bike."

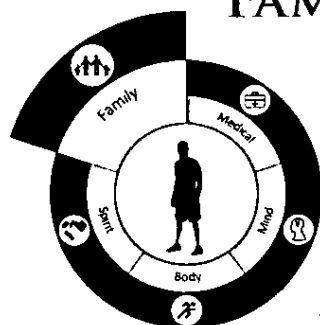
FUTURE

"H4H paid for me to go on a cycle technician course to get accreditation, so I'm now qualified to the highest level possible in the UK. The charity has been amazing – thanks to their support, I'm following my dream to run my own business and feel that I have a real future outside of the Marines."



HOW WE DELIVER RECOVERY

FAMILY



Behind every image of a brave young person struggling to stand on prosthetics is a network of family and friends supporting him or her. Those closest to our wounded, injured and sick play an essential role in the recovery process.

Help for Heroes recognises the need to support families, parents, partners and children as they support their hero.

FAMILY SUPPORT NETWORKS

The Help for Heroes' Band of Brothers (BoB) and Band of Sisters (BoS) networks exist to embrace the wounded and their loved ones, and to ensure a channel of communication between the Servicemen and women, their families, and the Charity. Through the Recovery Centres, members of the BoB and BoS receive financial support from the Quick Reaction Fund and welfare support through the Support Hub.

In 2013 H4H introduced Respite Weekends for members of the BoS. Members can have a break from the stresses of their day-to-day lives, and enjoy yoga, massage, nail and hair treatments, all provided by volunteers in the local community.

The facilities at the Recovery Centres can be used by family members of the wounded. In addition, family rooms have been purpose built so that loved ones can spend essential quality time together.

Outside of the Recovery Centre network, Help for Heroes has committed to fund Fisher House, a 'home-away-from-home' for families on site at Queen Elizabeth Hospital, Birmingham (QEHB) in partnership with the QEHB Charity and US charity Fisher House Foundation. Service personnel who are wounded, injured or sick can spend months on end as a patient at QEHB. Fisher House enables family members to stay nearby to help them provide vital love and support during the recovery process. The house works alongside the existing H4H supported and oversubscribed SSAFA Norton House, and provides an additional haven, with bedrooms and outstanding facilities.

Queen Elizabeth Hospital Birmingham

FISHER HOUSE
HELPING MILITARY FAMILIES

HELP for HEROES

Queen Elizabeth Hospital Birmingham

FISHER HOUSE
HELPING MILITARY FAMILIES

HELP for HEROES

FISHER HOUSE FISHER HOUSE FISHER HOUSE FISHER HOUSE FISHER HOUSE FISHER HOUSE FISHER HOUSE

Fisher House provides free accommodation for families, in an understanding and supportive environment, while their loved ones undergo treatment at Queen Elizabeth Hospital, Birmingham. The 18-bedroom house offers families a peaceful environment that has been designed to enable them to share experiences and support each other through the days and weeks ahead.

GAZ GOLIGHTLY HERO TESTIMONIAL

For 31-year-old Gareth 'Gaz' Golightly, finding support at Phoenix House Recovery Centre in Catterick, North Yorkshire has been a vital turning point in his life, not just for him but also for his family – wife Denise, 28, and two young daughters Clarissa and Brianna

WITHDRAWN

"My career as a vehicle specialist in the Royal Logistic Corps ended less than a year after it began. I lost a leg following a hit-and-run car accident in 2002 and my other injuries included nerve damage and a shattered pelvis" says Gaz

"For years, I didn't know where to turn for help. I became very introspective and withdrawn. One day, someone suggested I join a local wheelchair basketball club. The coach there also runs a weekly session at Phoenix House and suggested I went along. It was there I found out about all the help they offer veterans like me."

"I first visited in February 2013. Until then I had been doing nothing at home and didn't realise how withdrawn I had become. Now, thanks to Help for Heroes, I have become involved in all sorts of activities, from archery to swimming. I was also part of the cycling team that completed the 423 mile Hero Ride from Edinburgh to London in May 2013. That was an amazing experience."

"H4H has also funded a special wheelchair for playing basketball for me – I want to go as far as I can in the sport, and make the Paralympics if possible."

FAMILY ROOM

"I have recently attended a computer refresher course at Phoenix House and for the first time since my accident, I am now seriously able to think about returning to work. I really feel like I'm getting back to the person I used to be."

Gaz's wife Denise, says "I have noticed a massive change in Gaz since he began visiting Phoenix House in Catterick. It's amazing how much he has come out of his shell. He never used to take the girls out on his own and did not speak to anybody."

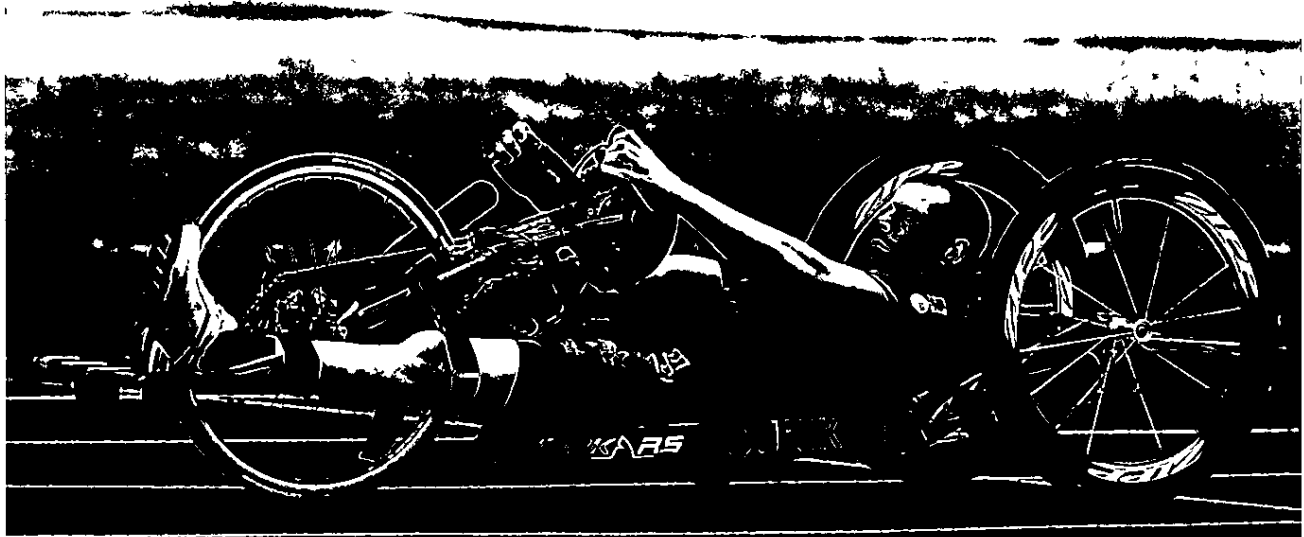


"He's now talking to people – even strangers in the street. We were the first family to use the purpose-built family room at the Centre. Having that facility has made the world of difference to us."

WELCOMED AND SUPPORTED

"We are able to go to Phoenix House as a family so Gaz can spend lots of time with his daughters while still being able to do his courses and activities."

"I love coming here and so do the kids. Everybody makes us feel welcome and supported. It's amazing how much our home life has improved with Gaz coming here. Being able to use the family room brings our lives together as one."



THE WAYS TO 'DO YOUR BIT'

THOUSANDS OF PEOPLE DOING THEIR BIT

Since it was launched, Help for Heroes has relied heavily on its hard-working volunteers to be the face of the Charity and add that special H4H magic to events

Belinda Mitchell, National Coordinator at H4H, says "It is vital for fundraisers to have a local point of contact. Whether just being a friendly face or sharing that expert local knowledge, our volunteer coordinators are absolutely essential"

From the small beginnings in the Tin Hut in 2007, H4H now has a network of over 265 Coordinators, managing over 3,500 volunteers, representing the Charity in every region in the country. H4H is fortunate to have representatives in Germany, the Netherlands, France, Gibraltar, Cyprus and Belgium, with the furthest afield registered volunteer in Melbourne, Australia

H4H's wonderful volunteer Coordinators give up their time to support and fundraise. They deliver talks to schools, businesses and interest groups giving thanks and spreading the H4H message, attend cheque presentations and can be seen cheering people at the start and finish lines at a variety of events

Volunteering is a hugely enjoyable and rewarding experience. At H4H, the volunteers are an intrinsic part of the Team who attend regular regional and county meetings and an annual national conference to update the team on developments, news and current fundraising priorities

WHY VOLUNTEER AT H4H?

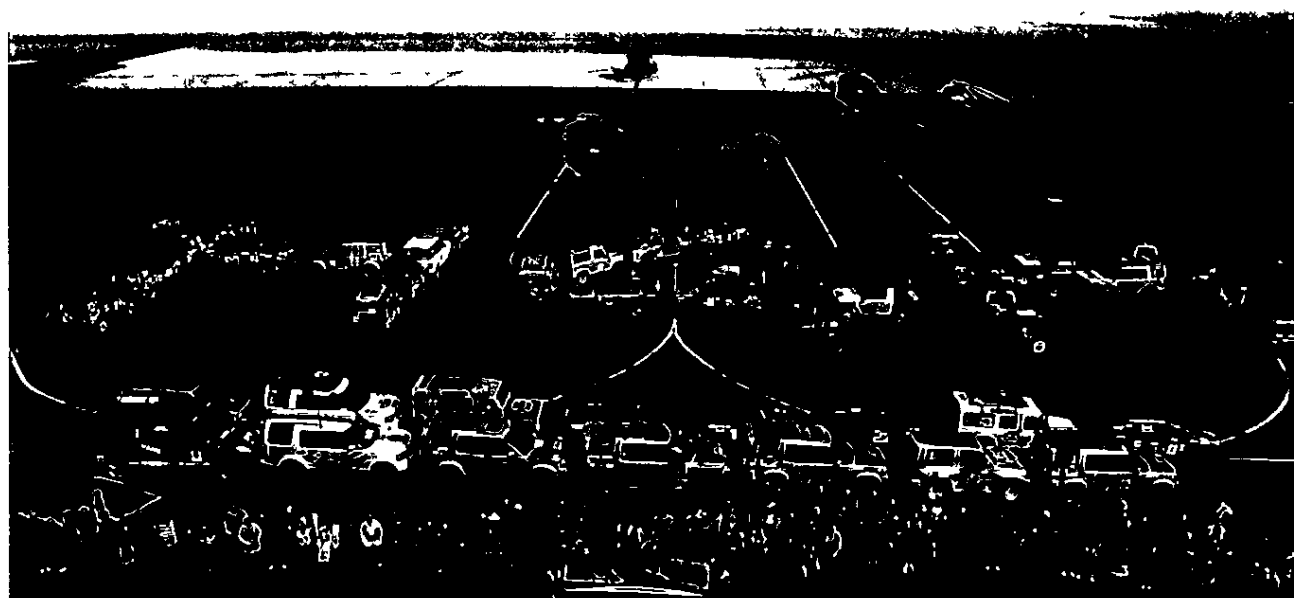
Speaking to County and Local Coordinators it is clear there are numerous reasons why people choose to volunteer with H4H. Many do so because of family or personal connections with the Armed Forces or with the wounded themselves. A common thread is the simple desire to 'do their bit', reflecting the national support for our Servicemen and women and the sacrifices many have made while serving

DOING MY BIT

Judith Finch, County Coordinator for Hampshire East and Isle of Wight, is the granddaughter of Commander Alexander (Alastair) Denniston CBE CMG, the first Operational Director of the Government Code and Cypher School at Bletchley Park

Judith says "I was approached by H4H about becoming a County Coordinator after I volunteered in the Tin Hut for a year, back in 2009. Naturally I was thrilled and honoured to be asked and now 'do my bit' as well as working full time as a Marketing Communications Manager for a telecoms company. Being a County Coordinator is very rewarding as you get to meet so many wonderful people and guide and encourage new volunteers who also wish to give their time. If you have time to commit, wish to do something rewarding and want to meet some of the most amazing people then, yes, I would encourage people to become a volunteer"

To volunteer your time or register an event, please see the website www.helpforheroes.org.uk/getinvolved



*"Whether you volunteer for an hour or on a regular basis,
you will make a difference."*

THE WAYS TO 'DO YOUR BIT'

CHRISTIAN AROUND BRITAIN

On the 8 August 2012, starting in Blackpool, Christian Nock began his challenge of walking the entire coastline of Britain. He walked anticlockwise, sleeping rough in sheds, garages, tents, doorways etc. to highlight the plight of homeless ex-Servicemen and women. Using bridges rather than any other means to cross water, he has walked around harbours, up estuaries and creeks. Consequently his mileage total will be far greater than originally estimated – as much as 11,000 miles.



TERRY AND JENNY HOBBS – LOCAL COORDINATORS FOR H4H

Since 1 January 2011 Terry and Jenny Hobbs have been supporting and fundraising for Help for Heroes, after their son Aaron was seriously injured in Afghanistan in September 2010. Their initial target was to raise £10,000 for Help for Heroes to say thank you for the support Aaron received, which they have now achieved. They hold many fundraising events at their local pub and their annual Dinner and Dance, now in its 4th year, has become a well-known event with many people returning year after year. 2014 will also see Terry and Jenny continue to organise numerous fundraising events, run the British 10k, and continue their roles as H4H local coordinators.



FUNDRAISING OFF TO A FLYING START

Former RAF Sergeant John Poole from Glan Conwy completed his first sky dive in support of Help for Heroes at an amazing 85 years of age! Jumping from a terrifying 13,000 feet and watched by two of his daughters, Dawn and Shelley, Mr Poole said he 'wasn't fazed at all' after landing safely on the ground in Northampton. An amazing accomplishment complemented by an incredible fundraising total of £2,503.



STOCKINGS FOR HEROES CAMPAIGN

H4H received 17,728 donated items from companies and the general public. These were wrapped and packed by over 243 volunteers into 600 individual stockings. Items included handmade knitted hats, T-Shirts from www.notonthehighstreet.com and DVDs from Disney. The stockings were handed out at Christmas Parties at each of our Recovery Centres, Queen Elizabeth Hospital, Birmingham, and Headley Court.



WORKING WITH OUR PARTNERS

Since Help for Heroes was launched it has asked the public to 'do your bit' for the wounded. The charity works with a number of partner organisations who share this vision. Each year H4H corporate partners raise millions of pounds for the wounded, injured and sick and offer H4H specialist support and use of facilities which lower the Charity's running costs.

Below are a few examples, H4H would like to thank all of their partners for their on-going support.



Barclays has supported H4H in a variety of ways across the whole business. 2013 was a very busy year and resulted in the provision of a pro bono London office for H4H, utilising vacant Barclays office space. A team of Barclays staff, wounded ambassadors, a Personnel Recovery Officer and a Specialist Employment Consultant from the Recovery Careers Services cycled 2000km around the Barclays Premier football stadiums and raised £75k for H4H. Barclays continue to support H4H delivery service by providing regular CV drafting workshops through all H4H Recovery Centres.



Bell's partnership with H4H saw the company pledge to raise over £1 million for the Charity and they are well over half way to their target.

This will be raised through the sale of limited edition bottles of Bell's, available at all major retailers, with a percentage of the proceeds from the sale of each bottle going to Help for Heroes. Bell's has also held a number of events, such as Britain's Biggest Pub Quiz, to engage the public and strengthen the partnership. Their staff continued to fundraise by cycling from John O'Groats to Land's End, as well as baking cakes and releasing balloons in memory of their Heroes.



Otterhouse, which has supported H4H since 2010, produces a range of H4H branded calendars that are sold to a variety of national

and independent retailers and H4H receives a royalty from each sale. The partnership has gone from strength to strength and each year Otterhouse has nearly doubled what they accomplished the year before. In 2013, Otterhouse donated in excess of £60,000 to H4H.



Joseph Holt, a Manchester-based brewer and pub operator, raised over £70,000 for Help for Heroes during a 12 month campaign, breaking their original target of £50,000.

During the year, customers, suppliers and staff took part in and organised a variety of different fundraising initiatives, from pub quizzes and car washes to family fun days and bungee jumps. The money raised through this partnership went on to support the Recovery Centre in Catterick. Joseph Holt visited the centre in December 2013 for a tour of the facility and to unveil a plaque representing their support, which has been placed outside the games room.



Moto in the Community Trust (MITC) is the charitable arm of Moto Hospitality, who provide motorway services across the country. MITC started supporting H4H in 2012 and

ran a number of major fundraising events throughout the year, which raised £200,000. Their donation was used to fund the Hero Garden at Tedworth House, a place of peace and tranquillity for the wounded, injured and sick.



Vauxhall has supported Help for Heroes since 2010. In that time they have raised £250,000 from their plants in Ellesmere Port and Luton,

their Head Office and their retailers. Fundraising activities have included visiting every Tube stop in London within a designated period, cycling from London to Paris and putting on a wonderful Christmas concert with the Vauxhall Male Voice Choir. Vauxhall go 'above and beyond' for their fundraising by loaning three cars and a van to the Charity's Trading arm. These vehicles are invaluable to the staff who cover tens of thousands of miles while fundraising. Vauxhall has also developed a special relationship with one of the Band of Brothers members, Derek Derenalagai, who they have sponsored for a number of years, including supporting his Paralympic entry in 2012.



Go Ape chose to support H4H in 2012 and, following the success of the first year, continued their support into 2013. Over the two year partnership they raised £87,000 and

also donated £2,000 worth of tickets to the Band of Brothers and Band of Sisters. Their fundraising was a true team effort from the collection tins at all their sites to the wonderful staff fundraising events like a 19,772 metre decent on a zip wire! Residents of Tedworth House also benefitted from visiting Go Ape Moors Valley, Dorset, as part of their recovery, as well as a group from Headley Court who visited Go Ape Crawley. By partaking in the Tree Top Adventure, wounded, injured and sick residents were able to rediscover skills and muscle movements while pushing their limits, accelerating their recovery process and growing in confidence.



The staff at BAE Systems continued to develop their staff fundraising at sites across the UK. BAE gives H4H pro bono support in a

number of ways, including access to their staff development and training programme which has been made available to residents at the Recovery Centres and H4H staff. Most recently, H4H have been selected as one of two charity partners for the Apprentice Innovation Challenge which utilises the knowledge and skills of apprentices to overcome a problem facing the wounded.



Tough Mudder has supported Help for Heroes since 2012 through their 10-12 mile mud run obstacle courses across the UK. To date, over

one million people have taken part in the Tough Mudder Challenge. £700k has been raised by Tough Mudder participants which has helped buy a climbing wall at the Endeavour Centre, Plymouth and helped provide two mobile climbing towers at Tedworth and Catterick, along with 4x4 vehicles to tow them. An all-weather trim trail with adapted exercise stations will also be built at Tedworth House and further projects will be funded in 2014.

WORKING WITH OUR PARTNERS

NOBLE FOODS – COLOSSAL CAKE SALE 2013

The Colossal Cake Sale started with a simple idea – wouldn't it be wonderful if every community held a fundraising cake sale? Since then, thousands of H4H supporters have joined in the fun and cake sales have been held all over Britain and on foreign shores, including Russia, Cyprus, the Falkland Islands and America to name a few. This is an easy way for people to fundraise for H4H and appeals to Corporate Partners, Charity of the Year and a large cross-section of the general public. Fundraising ranges from £25 to a staggering £12,000 per cake sale.



We were delighted to have a fundraising pack sponsorship for the 2013 Colossal Cake Sale from Noble Foods, the creators of the Eggs for Soldiers brand. Eggs for Soldiers are the free range eggs that give something back, for every pack of eggs sold, 15p goes to support H4H. The brand has been incredibly successful and has raised over £880,000 for the Charity since its launch in 2011. Sponsoring the fundraising packs for Colossal Cake Sale, was an extension of their support to H4H.

The fundraising packs were sent to everyone who held a cake sale and also included money off vouchers. Noble Foods had their own featured page within our Colossal Cake Sale website to show our appreciation for their amazing support.

Noble Foods say "We were incredibly proud to sponsor the Colossal Cake Sale Fundraising Packs which included promotional items and money off coupons for our eggs. When we launched Eggs for Soldiers, we wanted to give consumers a simple way to 'do their bit' by making a small change to their weekly shop, with enough people doing this, we can make a huge difference to the wounded, injured and sick."

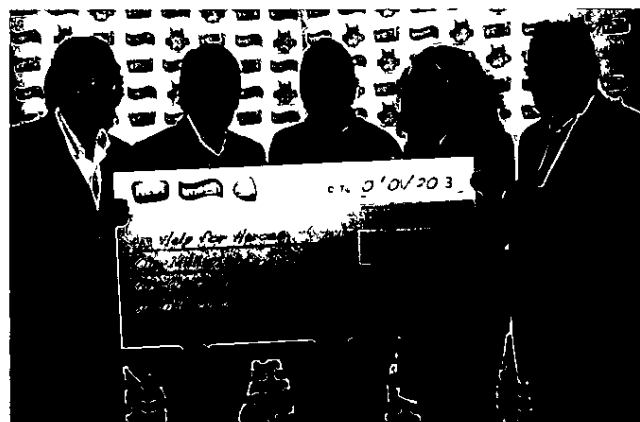
REAL AND SMOOTH RADIO – LIVE AUCTION

Real and Smooth Radio presented a cheque in February 2013 for £1m to H4H, a fantastic total from their four years of support. All stations within the radio group dedicated a day of programming each year – Help for Heroes Day.

Each year funds were boosted by a money-can't-buy auction of items and once in a lifetime experiences ranging from Ricky Hatton and Mike Tyson boxing gloves to tickets to the X Factor final. Music legend and Smooth presenter Pete Waterman donated the highest yielding item to Help for Heroes Day 2012, a personal studio session to record a classic PWL Hit Factory track, and was delighted to join John Simons at Smooth's London studios for the cheque handover.

Monies raised have helped fund the many recovery support programmes that include adapted sports and leisure equipment plus assistance with adapted accommodation and vehicles. Financial support for families during loved-ones' treatment and retraining programmes that are invaluable in assisting Servicemen and women to build new lives after leaving the Forces through injury have also been funded with the amount raised by Real and Smooth Radio.

The Help for Heroes Day annual fundraiser also gave corporate groups and businesses the opportunity to show their support whilst raising awareness of H4H and raising vital funds for our heroes and their families.



John Simons, Real and Smooth Radio Group Programme Director, said "To meet many of the injured Servicemen and women that receive help and support from Help for Heroes is a very humbling experience. This is a very poignant time when we have all been thinking about the war on terror, and listeners to our Real and Smooth stations across the UK have shown amazing support for Help for Heroes. Their donations have made a significant difference to the lives of many of our wounded heroes."

Why not make H4H your Charity of the Year? You could set up a Commercial Partnership with us, or offer us your organisations services. There are many ways to 'do your bit'. All we ask is that you look at where you work, what you do and what you could provide. Give us a call on **01980 846459** so we can create a great partnership together.

I wanted to write to you
and tell you that I turned
1 years old on August 8th.
Instead of presents, my Mamma &
daddy asked all my friends &
family to donate to your
charity. I would like to say
thank you to all the service
men & women, past & present,
that have kept us all safe.
Thank you ♥

I am writing to you
discharged from the Royal Marines
Company Recovery Unit, the physios suggested I try taking
leg as it is quite damaged

Another serving Marine in Hasler Company has mobility problems,
Segway to get around. These are brilliant vehicles as they can go all
anywhere on any terrain. They also appeal to young men and women
don't have the social stereotype of a mobility scooter

Seeing the freedom a Segway brought to a friend of mine and the
professionals, the Segway seemed a perfect solution to my needs

I received my own Segway a few weeks back and now use it to go
town, running track and sports centre. It saves me having to load
driving short distances. Having the Segway has changed my life
and I am immensely grateful

I would like to thank Help for Heroes and the staff so very much for the financial
input but also the time taken to organise everything for me. I haven't had much
contact with the charity but this shows how dedicated all involved are.

Once again a huge Thank you to everyone at H4H, keep up the good work!

the lads over to stay and get drunk. By that I mean Scott Meenagh, he has basically taken up
residency and I am going to have to start charging rent!!!!

I cannot express how grateful I am to be receiving this money and would like to
thank everybody at H4H

Dear H4H,

I am writing to you to thank you
granted me. I am being medically discharged from the army
physical and one being mental health. For the last couple of
career is over because of the injuries and this has brought
what I wanted to do outside the army and if I could afford to
career

I am thanking you because now I don't have to worry about
path, I cannot emphasize enough how much I appreciate the
life around and this is helping me get back into a positive state
knowing what you do for people has actually played a part in
even had the money granted or knowing I was being medical
I strongly believe you will be helping others and
hesitate to ask

Thank you again for your assistance. I feel certain that you hear it time and again,
but truly, there are no words to describe how grateful I am that Help for
Heroes exists. The challenges would be all the greater without your organisation so
once again, profound thanks for all that you have done for me thus far and all that you will

Just wanted to drop
the funds to pay tow.

I'm really looking
I couldn't have

now realise that, ever since the
Brothers and Sisters have provided
been possible, we were provided
course fees in order to refrain in pro
I would have written this letter far sooner
H4H and not the Royal Marines Charity
had actually come from, I wanted to make
to the people who work within the charity

Last week
funded by H
Finally I have a
support. It
with it. It w
quality of life

Thank you again
and again, but
that Help for

there are n
Heroes ex

The challenge
once again
and all the



as been supporting my family in many ways Band of
 opportunity to attend events that would never have norm.
 e break to Centre Parcs, and I have been given grants towa
 if being medically discharged

realised most of the support we'd received thus far was from
 recently been informed where the majority of the support
 ou were aware how grateful my family and me are to H4H,
 if the people who raise money for the charity

med Forces, I have no doubt that coping with the last
 der and more stressful than it has been

id chair that
 already been in much
 ansure I don't suffer from pain

in for your assistance I feel certain that you hear it time
 truly, there are no words to describe how grateful I am
 heroes exists

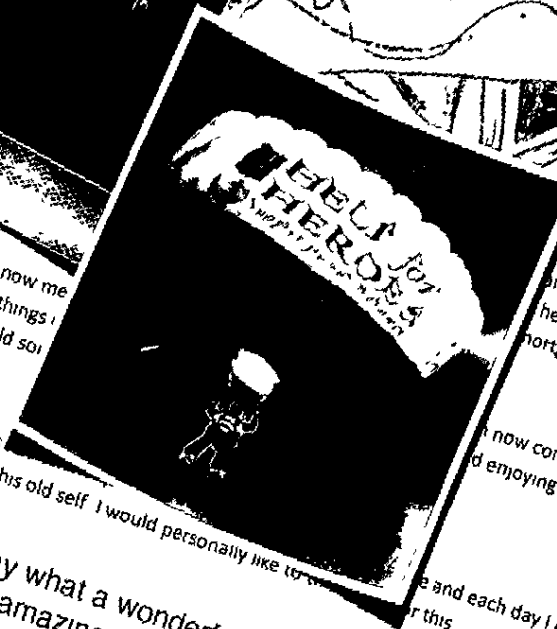
o words to describe how grateful I am that Help for
 ists

iges would be all the greater without your
 , profound thanks for all you have done
 t you will do



The grant now me
 important things
 our 2 year old son

The effect it has
 getting closer to his old self



I would like to say what a wonderful charity Help for Heroes is and the work
 that you do is an amazing.

for. finding you have just
 due to two injuries, one being
 years I have known my army
 great stress, also not knowing
 y for courses for a new

inding for my chosen career
 are helping me turn my
 mind I also feel that
 ad to rec

te to say thank you very much for organising
 plumbing course

rd to starting my re-training, and I know
 without Help for Heroes support

each of you had in getting this signed off

second I entered the ...
 amazing and always willing to help ...
 around and being able to talk to other people in ...
 realise you are far from alone, something I had been feeling for ...

Help for Heroes is such an amazing charity and does
 wonderful job of caring for our Armed Forces.

The last few years have put a lot of strain on my family and I and without Help
 Band of Brothers and Tedworth House I honestly don't know where I would be
 Tedworth House has helped in so many ways and knowing that they will contin
 me support when I need it is a huge relief

We are just writing to say that we decided that we
 should take some cakes and ~~sell~~ sell them on the beach
 also Phoenix (Cuales) for your charity We raised
 100! We enjoyed doing it and we hope it helps
 a small way!

is faithfully



Age 11 years

and I have received The effect
 he found very hard to find
 mortgage and day to day living

I now concentrate on the
 d enjoying our family life with

and each day I can see him
 for this

el I could help fund raise or promote your cause please do not hesitate to
 ou enough

TRUSTEES' REPORT

This report is for the year ended 30 September 2013 and makes reference to the prior year, being the twelve months ended 30 September 2012

STRATEGIC REPORT

The sections OUR CHARITABLE OBJECTS through to RISK MANAGEMENT represents our Strategic Report

OUR CHARITABLE OBJECTS

Our Charitable Objects are unchanged during the year and are

- 1 To assist persons who are currently serving or who have served in the Armed Forces, and their dependants, by advancing any lawful charitable purpose at the discretion of the Trustees and in particular but not exclusively
 - To promote and protect the health of those who have been wounded or injured whilst serving in the Armed Forces through the provision of facilities, equipment or Services for their rehabilitation, and
 - To make grants to other charities who assist members of the Armed Forces and their dependants
- 2 To promote and protect the health of those that have been wounded or injured whilst providing Services to, or in conjunction with, and in either case under the direction of the commander of the Armed Forces, in an area of conflict or war and to provide benefits to the dependants of such persons who are in need

For the purposes of clause two, a reference to the commander of the Armed Forces means the Commander of Her Majesty's Armed Forces, and his officers, or, where relevant, of any allied military body with whom Her Majesty's Armed Forces is working during combined operations

Public Benefit Statement

Help for Heroes (the Charity) works to provide practical, direct support for wounded, injured and sick service personnel. The Trustees have considered the Charity Commission's general guidance on public benefit and have taken it into account when reviewing the Charity's aims and objectives and in planning its future activities. The Trustees are satisfied that the aims of the Charity are carried out wholly in pursuit of its charitable aims for the public benefit.

MISSION AIMS AND ACHIEVEMENTS

Our mission is to inspire, enable and support our wounded, injured and sick (WIS) and returning veterans to lead active, independent and fulfilling lives so that they fulfil their potential and then to be there for them and their families for life.

Our aims are to deliver a recovery-focused service supported with grants to individuals and organisations working to our charitable objects. Our mission and aims require key underpinning infrastructure including Recovery Centres (RCs) and highly trained staff to deliver services.

During the year the Group has been focused on completing the building work associated with the four Recovery Centres and ensuring the effective operation of these centres as we moved into full operating capability as well as continuing to provide support to individuals and organisations through our various grant funds. Our progress in meeting key aims during the year is reported under the four key areas of Recovery Centres, Grant Making, Recovery Delivery and Fundraising.

DELIVERING ON OUR PROMISE

Help for Heroes is planning for the future. We need to support a growing number of wounded, injured and sick men and women, many of whom are coping day-in, day-out with increasingly complicated mental and physical conditions.

The total number of veterans and serving personnel likely to suffer from mental wellbeing problems following the recent conflicts in Iraq and Afghanistan may be as high as 35,460 (or almost 20% of the 180,000 individuals deployed). Over 10,000 individuals were treated in British Military Field Hospitals between 2003 and 2013 according to MoD statistics produced by DASA (Defence Analytical Services and Advice).

In addition, of the 7,517 individuals Medically Discharged from the Armed Forces in the last five years, the majority have serious muscular-skeletal conditions which will have to be managed for the rest of their lives. In the case of a 25 year old wounded soldier, that could mean six or seven decades of ongoing support needed by him and his immediate family.

H4H believes the total number of wounded, injured or sick men and women who will need our support (including their closest loved ones) will exceed 100,000.

The total estimated cost of supporting them through the Defence Recovery Capability, amounts to £256m over the next two decades. H4H cannot let these men and women or their children down.

To deliver on our promise of support, H4H has created a purpose-built nationwide Recovery infrastructure capable of assisting veterans, Serving personnel and their families for years to come. To date, we have invested £58.5m in creating this capability, based around the four Help for Heroes-led Recovery Centres.

We have designated a further £2.5m to complete the construction of the Rehabilitation Centre at Plymouth, and £500,000 which will go into a sinking fund to meet future capital works.

In addition, H4H has designated £36.8m to helping this growing group of vulnerable people. This includes £33.3m to meet the costs of delivering direct, practical support through our Recovery network, £2m for direct individual grant support, £1m towards the LIBOR-funded H4H Hidden Wounds mental wellbeing project and £600,000 to meet new, emerging needs.

We want our beneficiaries to be reassured that we are focussed on both their immediate and their future needs. That is why we have designated this money to funding journeys of recovery that are often long and demanding.

We respect the generosity of the Great British public, and put all funds received to work to ensure we deliver the best support we can both now and in the future.

Every pound has a purpose.

RECOVERY CENTRES (RCs)

Aims

- Complete the move of the Recovery Centres in Colchester and Catterick to 'outside the Garrison' so that H4H can independently manage the centres within long-term leases.

Achievements

Legal discussions with the Ministry of Defence (MoD) have been protracted but in the absence of agreement on long-term leases we have effectively operated as 'outside the Garrison'.

We are nearing completion of the Recovery Centres capital build programme. Capital works have progressed in line with detailed plans both in terms of timetable and costs.

Progress has been as follows:

Construction

- Colchester continues to operate at full operating capability.
- Catterick works were completed in May 2013 and after fitting-out, the centre has operated at full operating capability since June 2013.
- Tedworth House works were completed in January 2013 and the centre now operates at full operating capability.
- Plymouth accommodation block (Phase I) works were completed in May 2013 and this centre now operates at full operating capability. Phase II (the sports facility) has progressed well with completion in December 2013 and opening in Spring 2014.

Leases

- We have agreement in principle with MoD to take Colchester and Catterick 'outside the Garrison' through 20-year leases. This will give H4H greater flexibility in terms of access and operation. Tedworth House already operates 'outside the Garrison' through a 99-year lease and we operate under two leases at Plymouth which expires in 2029.

Donated Facilities

We have been fortunate in securing considerable sponsorship and donated facilities from both corporates and individuals amounting to some £0.6m (2012 £0.9m) to help defray the costs of the four Recovery Centres.

GRANT MAKING

Aims

- Carefully manage annual grant expenditure (within projected income estimates) balancing support for the Recovery Centres, support for our charity partners and individual support for the WIS and their families
- Identify and evaluate further major capital and strategic projects

Achievements

Our support continues to develop both in terms of spend and strategic reach. As detailed in note 10 to the financial statements we made grants, before write backs, of some £3.8m. The wide-ranging breadth of our support is illustrated by the following three examples:

- Launching the Recovery Career Service which looks to link large companies with the WIS to explore employment opportunities
- Mission Motorsport – assisting WIS in their recovery through employment, training and teambuilding opportunities in the Motorsport Industry
- Skill Force supporting WIS veterans through a training led development programme linked to employment

In addition to large and small grants to other charities we continued to develop grant making to individuals through our three core grant funds as follows:

Quick Reaction Fund (QRF)

The Quick Reaction Fund (QRF) was an initial £6m grant commitment approved by our Trustees in April 2010. It is based on meeting an immediate need with speed and in urgent cases funds can be accessed within 72 hours. The funds provide swift practical support to our injured, including their dependants and family. These funds are delivered direct both by Help for Heroes and by our Charity Partners. Since April 2010 we have supported 4,210 cases totalling £5.1m.

During 2012/13 we created a designated fund for individual support and have allocated £2m to this fund. See note 17 for breakdown of reserves.

Individual Recovery Plan (IRP)

The Individual Recovery Plan (IRP) was set up to provide individual support to the wounded, injured and sick, in respect of vocational and employment opportunities. The funding for each case is focused on helping the individual with sustainable employment whether this is via funding training courses, university fees or assisting with employment costs for the first year with a new employer. Any funds not drawn down in year are written back and allocated to other projects. This year we have supported 416 cases totalling £0.9m.

Band of Brothers/Band of Sisters (BoB/BoS)

BoB/BoS exist to provide fellowship support for individuals and their families who have been affected by life changing injuries or illnesses. This year £163k has been spent supporting 3,586 members.

Battle Back

We have funded £2.1m since 2007 towards Battle Back activities and individual grants. Individual grants are awarded to support the wounded, injured and sick with the cost of specialist sports equipment, eg road bikes for those suffering with mental health issues so that they can enjoy exercising outdoors or for those whose injuries prevent them from taking part in weight bearing exercises.

RECOVERY DELIVERY

Aims

- Continue to improve the quality of support delivered to the wounded, injured and sick and their families
- Develop the Band of Brothers/Band of Sisters networks
- Develop Pathfinder courses for wounded, injured and sick veterans
- Launch and deliver Hidden Wounds Project (partially LIBOR funded) providing early support for individuals and their families with mental health issues

Achievements

Throughout 2012/13 the H4H Recovery Centres moved towards full operating capability, with the completion of the final building works at the Naval Service Recovery Centre in Plymouth in December 2013. During this period of infrastructure development, 1542 individuals have received support with their recovery from the Centres.

H4H has worked very closely with the Defence Recovery Capability to assist them in delivering their services and support. Three weeks out of four we support the Army's Personnel Recovery Centre teams in the delivery of their core recovery events for those wounded, injured and sick personnel who will be transitioning out of the Services on a medical discharge. We facilitate Personal Recovery Programme activities, some of which are funded by H4H grants, and we deliver the Rolling Recovery Programme on behalf of the Army. This is a flexible programme of events to improve self-esteem, boost confidence, help create independence and aid in accelerating recovery.

In addition we complement the recovery pathways of those wounded, injured or sick by creating a comprehensive package of holistic support, personalised to each individual. For those in the early stages of their recovery, activities are designed to allow individuals to enjoy creative, social or learning experiences. For some this will just make them feel better, which has a value in itself, for others it will improve their self-confidence, help them to adjust to the often life-changing circumstances that they face and, eventually, cope better with their transition into civilian life.

The opportunities available include access to training and education, advice and training on health and wellbeing, psychological wellbeing support, access to coordinated welfare provided by leading Service and Civilian Charities, local authorities, NHS agencies and others and financial support through our own grant giving. At all the Centres we are able to provide a wide range of opportunities for recovering individuals to try new activities or to return to activities that they used to enjoy and thought they would no longer be able to do.

In addition to this our Sports Recovery programme (Battle Back) provides some 300 activities annually attended, this year, by 1800 participants. The vast majority of these events are for recreational purposes, to put some fun into recovery by introducing new experiences and building confidence. There are, however, also opportunities to gain qualifications, or coaching and instructor awards and, by collaborating with Service and Civilian sports/Adventurous Training associations, unions and National Governing Bodies, H4H is supporting an increasing number of individuals and teams who wish to compete in paralympic, disability and able-bodied sport. The most recent example of this was the introduction of a joint talent ID and development programme, in partnership with the British Paralympic Association, known as Front Line to Start Line. The first event was held near Tedworth House, Tidworth in the Summer of 2013 with 61 people attending. Also in 2013 H4H supported 30 athletes who attended the Warrior Games in Colorado, USA.

In 2013 the fellowship and support provided by the Band of Brothers and Band of Sisters has gone from strength to strength. By 30 September 2013 there were 2241 members of the Band of Brothers and 1345 members of the Band of Sisters. Members took part in a Downing Street Reception on 18 June and the opening of Fisher House on 21 June. Respite weekends for the families of our wounded were run at all the Recovery Centres, excluding Plymouth. Offers of tickets to events, holidays, and various other opportunities show continued public and corporate support for our wounded and their families. The BoB and BoS staff support the vibrant fellowship communities each of which have closed Facebook Pages, their own support networks and 'get-togethers'. The Band of Brothers' Ambassador scheme is in its early stages, and regional BoB/BoS representation at the other Centres and in the South East and Midlands is a developing project for next year.

The aim of the Pathfinder Experience Programme (PFE) is to holistically integrate all aspects of transition from military to civilian life in order that individuals are able to address their past in a way that empowers them to take full responsibility for their future and maximise their full potential, while being able to access the support available to them in a way that meets their personalised needs. The PFE provides a personalised approach to reintegration, bringing together all elements of the individual's life to ensure that transition to civilian life is completed successfully. The first phase (of three) of the PFE was piloted at Tedworth House in November 2012. Roll out across the Recovery Centres in Colchester, Catterick and Tedworth House continued from June 2013.

Areas for development for next year include the Hidden Wounds Project for which LIBOR funding has been secured, Health and Physical Wellbeing, an increased contribution in Scotland, and the continued expansion of the BoB/BoS regional representation.

FUNDRAISING

Aims

- Continue to fundraise so that we can fully fund the running costs of all four RCs over the lease periods
- Continue to fundraise in line with our strategic vision for the charity post 2014, i.e. subsequent to the withdrawal of troops from Afghanistan
- Continue to efficiently fundraise pursuing in particular, growth opportunities in corporate and legacy income

Achievements

As stated above, the key strategic imperatives are to be able to fund the annual running costs of the RCs and at the same time continue to meet our wider grant giving capability. We need to ensure that fundraising income supports these objectives and to that end have established a dedicated income generation team to increase revenue from our growing income streams i.e. legacies, trusts and foundations, high net worth individuals and our core income areas of Events and Challenges.

The commitment to run the Recovery Centres through long term leases creates a necessity for the Trustees to ensure that there are sufficient funds available to meet the running costs of these Centres. As at 30 September 2013 the Trustees have designated £33.3m (2012 £33.2m) of funds for this purpose. Going forward the Trustees will seek to manage generating funds in year against holding designated reserves so as to balance the objective of spending funds as they are generated against a trustee requirement to hold sufficient funds for operating purposes. For further information on our designated reserves please refer to note 17.

The Charity monitors its effectiveness through the fundraising ratio.

The Fundraising Ratio

The fundraising ratio is a widely used indicator within the sector making it possible to compare H4H Charity with other charities. The ratio shows the expenditure required to raise each £1 of voluntary income and is arrived at on the following basis:

	2013 £'000	2012 £'000
Total incoming resources	29,426	37,011
Net incoming resources available for charitable application	26,053	33,953
Fundraising ratio	11.5%	8.3%

FINANCIAL REVIEW OF THE YEAR

The Group structure as at the date of signing the accounts is show below

Help for Heroes

Help for Heroes
Trading Limited

Help for Heroes
Recovery

Help for Heroes
Development
Company Limited

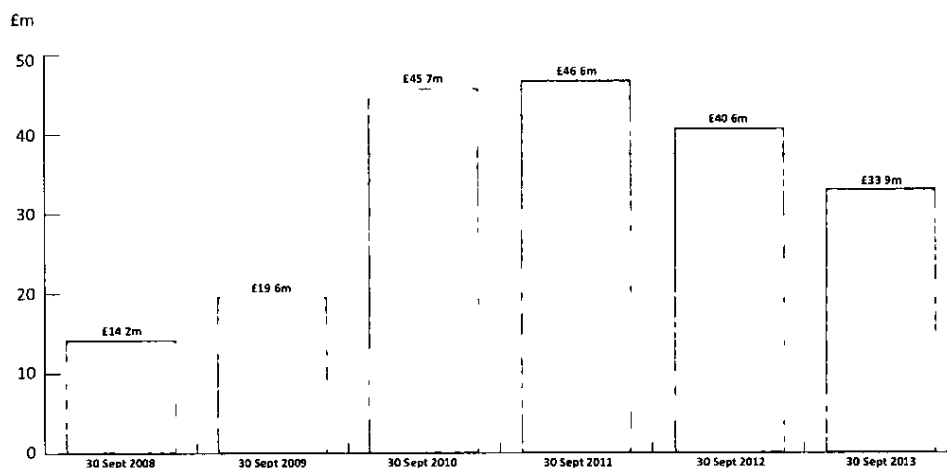
BmyHero
Limited

During the year under review the Group generated total income of £33.9m (2012 £40.6m), and costs of generating funds were £8.1m (2012 £6.9m) leaving net incoming resources available for charitable activities of £25.8m (2012 £33.6m)

On the 25th November 2013 Tedworth House Charity changed its name to Help for Heroes Recovery

Income

The Charity generates income through fundraising activities, including donated services, as well as trading activities and income from investments and cash deposits



The Charity saw significant year on year growth over the first four years of operation. In 2012/13 income decreased by £6.7m to £33.9m (2012 £40.6m)

Voluntary income for the year was £25.9m (2012 £32.6m) and included donated services and facilities of £1m (2012 £1.5m)

Also included in voluntary income is £3.4m (2012 £3m) from legacies. This choice by individuals to bequeath funds to us is becoming an important revenue stream.

Our annual bike rides have always been an important element of our fundraising. We have expanded our offerings during the year to include additional UK and foreign challenges for our supporters. Accordingly during the year they raised £2.7m (2012 £1.9m). This includes £1.1m raised in total from the Hero Ride and the Big Battlefield Bike Ride.

Costs of generating funds

Total costs of generating funds for the year were £8.1m (2012 £6.9m). The constituent parts of this were £2.3m (2012 £2.3m) from generating voluntary income, £0.8m (2012 £0.7m) of costs for bike rides and other challenges and £5.0m (2012 £3.9m) of trading activity costs.

Cost of Charitable Activities

Our stated aims to make grants and directly deliver services are reflected here with £0.8m (2012 £3.2m) of grants made and £11m (2012 £5.4m) of costs incurred to deliver recovery services.

The decision to build and operate RCs through leases and not grants through funding has resulted in a number of accounting cost adjustments that are shown separately under RC lease adjustments. These relate only to the prior year.

Note 10 of the accounts provides further detail of the Cost of Charitable Activities.

Subsidiaries

Summary results of all consolidated entities are shown in Note 13 of the accounts, 'Investments in Subsidiaries'.

After consolidation, incoming resources i.e. turnover from trading activities was £6.2m (2012 £5.1m) with costs of trading activities of £5.0m (2012 £3.9m) providing net income gifted up to the Charity for charitable application of £1.2m (2012 £1.2m).

Costs of Help for Heroes Recovery are included in recovery delivery costs.

BMYHERO LTD

BmyHero Ltd trades as BmyCharity and continues to operate effectively as a well-established brand in the online giving market. Online giving is an important fundraising method for H4H and our supporters, and the commission free model is very attractive in ensuring that all funds go to the Charity. BmyCharity continues to gift up its annual profits to the Charity. Technology changes in the donation marketplace, particularly regarding the impact of social media/mobile and tablet technology, are being reflected in our offering and has resulted in additional IT resources being committed to improve our proposition. Likewise there has been continuing support for new and growing areas of donating such as mobile and text donations.

HELP FOR HEROES RECOVERY (FORMERLY TEDWORTH HOUSE CHARITY)

Help for Heroes Recovery (H4HR) is a charity with a separate board of Trustees from H4H Charity (with a Trustee representative from the Charity). The key objectives of H4HR during the year were to operate Tedworth House and to provide on-going recovery delivery.

The separate recovery delivery charity model has continued to work successfully during the year. Accordingly there have been further discussions with Trustees and advisors regarding extending this model to cover the other three Recovery Centres, which have been administered by the Charity.

HELP FOR HEROES DEVELOPMENT COMPANY LTD

The capital build project for Tedworth House and some elements of the Catterick and Plymouth capital works have been managed through a separate company, Help for Heroes Development Company Limited ('DevCo'). This company, which is a subsidiary of the Charity, managed all the construction contracts for the refurbishment and extension works at Tedworth House and certain works at Catterick and Plymouth and is entirely funded by the Charity. The company operates on a cash in/cash out basis and carries no fixed assets.

The asset value of the building improvements at Tedworth House and the capital builds at Catterick and Plymouth in respect of the leases which are held by the Charity are capitalised in the balance sheet of the Charity.

HELP FOR HEROES TRADING LTD (THE TRADING COMPANY)

The Trading Company continues to generate a valuable surplus and helps promote the Charity by focusing on selling branded H4H products (in particular clothing).

The Trading Company has continued to develop and promote Corporate Participation arrangements, through high profile partnerships such as 'Eggs for Soldiers' where 15p from the sale of supermarket eggs goes to the Charity.

The strength of the brand has continued to be buoyed by a supportive media, an accessible and informative website which was updated in early 2013 and the popularity of the challenge events run by the Charity, such as the annual bike rides that take place in May/June each year. The Trading Company contributed to, and benefitted from this, by producing branded clothes and products that supporters, both young and old, want to wear and use in everyday life.

Following a strategic review in 2012, several steps were taken during 2012/13 to further improve trading performances. Specifically we trialled high street (shopping mall) retail outlets and revamped the merchandise van offering. We reviewed and improved our merchandise marketing to our supporters, outsourced the warehouse operations and brought in a retail management IT system. At the same time we carefully reviewed our cost base. These changes, together with improved product choice and selection, have allowed us to grow profit in the year.

OUR KEY AIMS FOR THE NEXT FINANCIAL YEAR

- Complete the move of the Recovery Centres in Colchester and Catterick to 'outside the Garrison' so that H4H can independently manage the centres with long term leases
- Develop our support to those affected by mental health worries through our Hidden Wounds (Psychological Wellbeing Practice) support programme
- Proactively develop our fundraising capability through focusing on corporates, legacy income, trusts and foundations and regular giving, delivered through supporting infrastructure including highly skilled staff and CRM IT system
- Identify and evaluate further major capital and strategic projects including further specialist medical and rehabilitation support for veterans
- Further develop our grant policy ensuring that WIS have access to comprehensive support across our five main pillars, medical, mind, body, spirit and family
- Maintain H4H's position as the voice of the WIS veterans with government bodies, the media and within the charity sector
- Continue to refine the services and facilities available within the RCs

FINANCIAL OUTLOOK

The generosity of the British public continued to be very evident during the year under review and there is every reason to believe that it will do so again in the coming year. We have established a strong brand presence and we are optimistic that new and developing income streams such as corporate income and legacies will complement the core fundraising areas of events and challenges. We are optimistic about the coming year and have set our budgets accordingly.

Whilst voluntary income is expected to be by far the largest income stream, the Trading Company and the Challenge events run by the Charity will also make a material contribution. Within the Trading Company the challenge for next year is to further deliver the agreed strategic direction that combines multi-distribution selling with brand promotion of the Charity, building on the growth delivered in 2012/13.

Corporate related revenue through formal arrangements (such as Charity of the Year partnerships 'COTYs') and less formal relationships remained an important income stream during 2012/13. It is also felt that this is an area of significant future growth opportunity together with Corporate Participation income stream (through the Trading Company) where products are sold with receipts passing through the Trading Company and subsequently gifted up to H4H.

The Challenges Team are continuing to offer new events in 2014 alongside our now traditional annual bike ride (which in 2014 is from Brussels to London) with additional mass participation rides (Hero Rides) linking up throughout the country. These include a series of Tough Mudder events (which are 10-12 mile obstacle courses designed by Special Forces), Vietnam Jungle Trek and a number of UK distance challenges up to 100km. We expect to maintain income through our widening range of challenges. The Challenges Team also look after supporters who cannot join the H4H events and opt to join an open challenge (run by many specialist providers for participants from multiple charities).

There is every reason for Help for Heroes to be optimistic for its financial future. As long as the Charity continues to identify and clearly communicate its objectives to the public, H4H will continue to provide direct, practical support to our current wounded and will be seen by supporters to be delivering on those objectives.

RISK MANAGEMENT

Whilst risk management is the responsibility of the whole board who receive an updated report at each Trustee meeting, it is advised on matters of governance and risk management by independent consultants with proven experience in this area.

Management conduct a specific external review of group risk every six months which is presented to the Trustees and additionally, maintain an internal risk register which is updated quarterly. This requires management to identify and analyse risks relevant to their scope of activities, amend them according to the impact on the Charity and their likelihood of occurrence, and report on the procedures which are in place, or are being developed or enhanced, to provide assurance that the risks are being managed. Significant areas of risk are deemed to include:

- Reputation risk that adverse publicity may lead to a reduction in future donations
- Public liability risk that a third party or their representative, participating in an event either promoted by the Charity or organised in support of it may bring a lawsuit following death or serious injury as a consequence of their participation
- Health and Safety risks arising from recovery delivery particularly at our Recovery Centres
- Fraud risk that the Charity suffers financial loss as a result of fraudulent activity

In 2013/14 we have established a Risk Committee which will meet quarterly with pro-bono support from Baker Tilly.

STRUCTURE GOVERNANCE AND MANAGEMENT

The Charity was incorporated on 6 September 2007, registered with the Charity Commission on 20 September 2007 and launched on 1 October 2007. Since then it has grown rapidly, both in terms of the amount of income and the sources of that income.

Suitable governance policies are reviewed as the Charity continues to mature. The detail below sets out the current position,

STRUCTURE

The Charity currently has a board of seven Trustees, all of whom are members of the Charity. The board aims to meet a minimum of four times a year. Formal minutes are taken and papers are circulated before each meeting.

The board is supported by committees, of which four operated during the year:

- Audit, Finance and Legal
- Remuneration
- Grants
- Recovery Centres

Each committee has an appointed Chairman and written terms of reference. Further information on the committees is provided in the Legal and Administrative Details section.

The Recovery Centres Committee meets regularly and comprises independent property construction and facilities management experts, a Trustee, the CFO and the H4H Quantity Surveyor. As the Capital works complete, this Committee is focusing more on on-going property related issues (including operating costs, facilities management, sinking fund requirements etc).

A Risk Committee and an Investment Committee have been established in early 2014.

The Senior management teams of both the Charity and the Trading Company meet weekly (the Directorate Heads produce weekly bullet points of achievements/targets/issues in advance) as a means of facilitating good communication, managing key projects and ensuring suitable allocation of resources. These meetings are fully minuted and a structure is provided of special project groups. Monitoring is also in place. The existing directorate structure is reviewed at regular intervals. We believe this structure best meets the operational, governance and growth requirements of the Charity.

TRUSTEES

The Charity aims to appoint Trustees with a broad range of skills and backgrounds and, as a minimum, would expect representation from the Services and the professions. All Trustees are issued with induction papers covering their roles and responsibilities and relevant governance updates are available as and when required.

EMPLOYEES

Consistent with the group's obligation to be a responsible employer, we have periodically commissioned external reviews to benchmark salary levels and overall remuneration packages (targeting just below the median for the charity sector) throughout the group, and to ensure compliance with all related employment and health and safety legislation.

VOLUNTEERS

Volunteers are vital to the success of the Charity and form an integral part of its achievements both from within the Charity's Tidworth office and across the country. The volunteers in the Charity's Tidworth office have always been on hand to ensure that supporters are able to contact someone who shares their passion and commitment. Nationally, volunteers provide help and information at a local level to anyone looking to donate or fundraise. As at 30 September 2013 we had:

- Over 265 County and Local Coordinators who give 6-8 hours per person per week on average
- Over 3,500 volunteers who give 1 hour or more per person per week on average

GRANTS POLICY

Our grant making policy aims to achieve our charitable objects. It is underpinned by what we have termed the '360 Degree Circle of Support' that places the wounded at the very heart of what we do (see page 13). Accordingly we are working to a) finalise the physical infrastructure to support the wounded, injured and sick and b) provide further support through our strategic Armed Forces Charity partners. Whilst we would hope that all in need might benefit, we do have a particular emphasis on those injured since 2001 as we acknowledge the work already being provided by other established service charities.

Mindful of our duty to monitor the proper application of each grant we make, we believe we can be most effective by making a small number of high value grants to specific projects with a tangible outcome together with a number of grants to smaller service charities that may otherwise find fundraising difficult.

In addition to making grants to other charities we also now provide individual grants direct through our Grants Team at H4H.

- Individual Recovery Plans Fund
- Quick Reaction Fund
- Band of Brothers and Band of Sisters
- Aeromed Packs
- Battle Back

We work closely with our partner charities to almonise these grants where possible.

Potential projects may originate from within the Armed Forces, and to that end a Defence Recovery Steering Group, chaired by Rear Admiral Simon Williams with representation from the tri-Services as well as Help for Heroes, The Royal British Legion and Cobseo, meet regularly to ensure that charitable support for the recent wounded is most appropriately focused.

The ultimate beneficiaries of our grant making programme are the wounded, injured and sick and their families and dependents.

Applicants submit their grant requests to our Grants Team who manage the applications, produce papers for the regular Grant Committee meetings and ensure that grant recipients are reporting regularly on progress.

The grant authorisation procedure is dependent on the amount requested. A small grant, for £150,000 or less, requires the written authority of the Small Grants committee and is ratified at the subsequent Trustees' board meeting. A large grant in excess of £150,000 requires the consent of the full board of Trustees plus a deed of grant reviewed by the Charity's solicitor. Grants to individuals are authorised based on a schedule of delegated authority for the various funds in place. Details of how to apply are available from our Grants Team or on our website.

RESERVES POLICY

Our policy is to try to hold as reserves twelve months of the Charity's anticipated fixed running costs. Our forecast fixed running costs for the Charity for the coming year is £7.4m and the general unrestricted reserve at the year end is £7.4m.

INVESTMENT POLICY

Our investment policy reflects the grants and reserves policies. The grants policy anticipates making large but infrequent payments, the exact timing of which is not always within the Charity's control as they may be contingent on, for example the flow of funds into our Charity Partners. Consequently, the current need is to maintain a high degree of liquidity, in addition to stability, security and achieving a reasonable return. Accordingly our investment policy necessitates that a sizeable proportion of funds are kept on short/medium term deposit.

H4H considers social, environmental and ethical issues before making investment decisions. Our ethical investment policy requires that investments held must be sensitive to the cause of the Charity that provides care and support for wounded British Military Personnel. Investments should not be held in any company or Country whose intentions are contrary to those of such a charity.

With the signing of long leases in respect of the RCs, two fund managers are in place to manage our ring fenced funds in respect of future running costs. A conservative approach has been taken with regard to risk and capital preservation by investing in Real Return Funds with Newton Investment Management Ltd and Ruffer LLP. The performance of those funds is formally reviewed quarterly.

The group maintains a panel of six banks, and aims to hold no more than two thirds of its cash and deposits with any single institution.

We monitor our external investment policy on a regular basis.

TRUSTEES' REPORT

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements are prepared in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and Charity and of incoming resources and application of resources of the Group and Charity for that period. In preparing these financial statements, the Trustees are required to

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are responsible and prudent
- State whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business

The Trustees are responsible for keeping adequate accounting records that show and explain the Group and Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Group and Charity, 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 Group and Charity and hence for taking responsible steps for the prevention and detection of fraud and other irregularities

Financial statements are published on the Group and Charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group's website is the Trustees' responsibility and also extends to the ongoing integrity of the financial statements contained therein

PROVISION OF INFORMATION TO AUDITORS

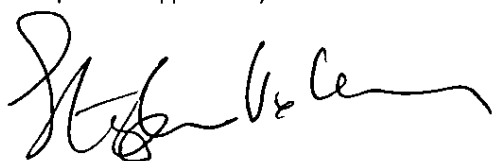
All of the current Trustees (who are also the directors of the company) have taken all the steps that they ought to have taken to make themselves aware of any information needed by the Group and Charity's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Trustees are not aware of any relevant audit information of which the auditors are unaware

APPOINTMENT OF AUDITORS

BDO LLP have indicated their willingness to continue in office and a resolution to re-appoint them will be proposed at the Annual General Meeting

APPROVAL

This report was approved by the board of Trustees on 28 April 2014 and signed on its behalf by



Stephen Oxley, Chairman

Date 28 April 2014



Alex Scott-Barrett, Treasurer, Vice Chairman

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HELP FOR HEROES

We have audited the financial statements of Help for Heroes for the year ended 30 September 2013 which comprise the Group and Parent Charity Company Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group and Parent Charitable Company Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Charity'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 Charity'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 Charity and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

As explained more fully in the Statement of Trustees' Responsibilities (see page 48), the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements

- give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 30 September 2013, and of the Group's and the Parent Charitable Company's incoming resources and application of resources, including the Group's and the Parent's income and expenditure, for the year then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual Report, incorporating the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us, or
- the parent 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.



Andrew Stickland, Senior Statutory Auditor
for and on behalf of BDO LLP, Statutory Auditor
Gatwick, United Kingdom

Date: 28 April 2014

BDO LLP is eligible to act as an auditor in terms of section 12.12 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FINANCIAL STATEMENTS 2013

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 30 September 2013 (incorporating an income and expenditure account)

		2013	2013	2013	2013	2012
		Unrestricted	Designated	Restricted	Total	Total
		Funds	Funds	Funds	Funds	Funds
	Notes	£'000	£'000	£'000	£'000	£'000
Incoming resources						
Incoming resources from generated funds						
Voluntary income	2	23,360	–	791	24,151	32,585
Activities for generating funds	3	2,100	–	629	2,729	1,862
Trading activities		6,184	–	–	6,184	5,108
Investment and interest income		850	–	–	850	996
Total incoming resources		32,494	–	1,420	33,914	40,551
Resources expended						
Cost of generating funds						
Cost of generating voluntary income	4	2,346	–	–	2,346	2,336
Cost of activities for generating funds	5	744	–	–	744	655
Cost of trading activities		4,981	–	–	4,981	3,955
Total costs of generating funds		8,071	–	–	8,071	6,946
Net incoming resources available for charitable application		24,423	–	1,420	25,843	33,605
Cost of charitable activities						
Grants made	10	445	–	344	789	3,195
Recovery delivery costs	10	3,114	7,909	–	11,023	5,353
RC lease adjustments	10	–	–	–	–	(1,688)
Total cost of charitable activities		3,559	7,909	344	11,812	6,860
Governance costs	9	56	–	–	56	72
Total resources expended		11,686	7,909	344	19,939	13,878
Net incoming/(outgoing) resources before transfers		20,808	(7,909)	1,076	13,975	26,673
Transfer between funds	17	(18,222)	18,222	–	–	–
Net income before other gains and losses		2,586	10,313	1,076	13,975	26,673
Realised and unrealised gains on investments	12	188	–	–	188	106
Net movement in funds		2,774	10,313	1,076	14,163	26,779
Funds brought forward		4,581	88,054	104	92,739	65,960
Funds carried forward		7,355	98,367	1,180	106,902	92,739

All amounts relate to continuing operations. All gains and losses recognised in the year are included in the Consolidated Statement of Financial Activities. There are no material differences between net income for the year and the historical cost equivalents.

CHARITY STATEMENT OF FINANCIAL ACTIVITIES

FINANCIAL STATEMENTS 2013

CHARITY STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 30 September 2013 (incorporating an income and expenditure account)

	2013 Unrestricted Funds £'000	2013 Designated Funds £'000	2013 Restricted Funds £'000	2013 Total Funds £'000	2012 Total Funds £'000
Incoming resources					
Incoming resources from generated funds					
Voluntary income	25,065	–	791	25,856	34,167
Activities for generating funds	2,100	–	629	2,729	1,862
Interest and Investment Income	841	–	–	841	982
Total incoming resources	28,006	–	1,420	29,426	37,011
Resources expended					
Cost of generating funds					
Cost of generating voluntary income	2,629	–	–	2,629	2,403
Cost of activities for generating funds	744	–	–	744	655
Total costs of generating funds	3,373	–	–	3,373	3,058
Net incoming resources available for charitable application	24,633	–	1,420	26,053	33,953
Cost of charitable activities					
Grants made	445	–	344	789	3,195
Recovery delivery costs	3,114	4,940	–	8,054	3,344
PRC lease adjustment	–	–	–	–	(1,688)
Total cost of charitable activities	3,559	4,940	344	8,843	4,851
Governance costs	56	–	–	56	48
Total resources expended	6,988	4,940	344	12,272	7,957
Net incoming/(outgoing) resources before transfers	21,018	(4,940)	1,076	17,154	29,054
Transfer between funds	(17,476)	17,476	–	–	–
Net income before other gains and losses	3,542	12,536	1,076	17,154	29,054
Realised and unrealised gains on investments	188	–	–	188	106
Net movement in funds	3,730	12,536	1,076	17,342	29,160
Funds brought forward	3,259	87,099	104	90,462	61,302
Funds carried forward	6,989	99,635	1,180	107,804	90,462

All amounts relate to continuing operations. All gains and losses recognised in the year are included in the Charity Statement of Financial Activities. There are no material differences between net income for the year and the historical cost equivalents.

FINANCIAL STATEMENTS 2013

CONSOLIDATED AND CHARITY BALANCE SHEETS Company Number 6363256

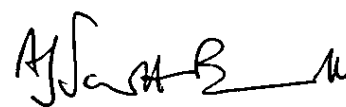
	Notes	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Fixed assets					
Tangible fixed assets	11	58,528	59,562	37,151	37,716
Investments	12	28,241	28,241	17,821	17,821
		86,769	87,803	54,972	55,537
Current assets					
Stock		670	–	733	–
Debtors	14	3,228	4,714	8,057	8,493
Cash and short term deposits	15	23,711	21,059	43,088	40,828
Current Liabilities					
Creditors amounts falling due within one year	16	(7,476)	(5,772)	(14,111)	(12,896)
Net current assets		20,133	20,001	37,767	36,425
Total assets less current liabilities		106,902	107,804	92,739	91,962
Creditors amounts falling due after more than one year	16	–	–	–	(1,500)
Net assets		106,902	107,804	92,739	90,462
Funds					
Restricted funds	17	1,180	1,180	104	104
Unrestricted funds					
– Designated funds	17	98,367	99,635	88,054	87,099
– General funds	17	7,355	6,989	4,581	3,259
Total funds		106,902	107,804	92,739	90,462

The financial statements on pages 50 to 71 were approved by Trustees on 28 April 2014 and signed on their behalf by



Stephen Oxley, Chairman

Date 28 April 2014



Alex Scott-Barrett, Treasurer, Vice Chairman

CONSOLIDATED AND CHARITY CASHFLOW STATEMENTS

FINANCIAL STATEMENTS 2013

CONSOLIDATED AND CHARITY CASHFLOW STATEMENTS

	Notes	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Net cash flow from operating activities					
Net incoming resources before other recognised gains/losses		13,975	17,154	26,673	29,054
Adjustments for non-cash items					
Realised and unrealised gains on investments		188	188	106	106
Interest earned		(850)	(841)	(996)	(982)
Depreciation		3,300	3,228	132	45
Other non-cash items		(82)	(82)	(106)	(107)
Decrease in stock		63	–	214	117
Decrease/(increase) in debtors		4,829	3,779	(4,134)	(4,528)
Decrease in creditors		(6,635)	(8,624)	(5,961)	(7,468)
Net cash inflow from operating activities		14,788	14,802	15,928	16,237
Investment income		850	841	996	982
Capital expenditure					
Purchase of fixed assets	11	(24,677)	(25,074)	(29,406)	(29,827)
Financial investments					
Purchase of fixed asset investments	12	(27,241)	(27,241)	(15,186)	(15,186)
Proceeds from sale of fixed asset investments	12	16,903	16,903	6,676	6,676
Net cash outflow from investing activities		(35,015)	(35,412)	(37,916)	(38,337)
Management of liquid resources					
Decrease in short term deposits and net cash inflow from liquid resources	18	23,000	23,000	4,000	4,000
Increase/(Decrease) in cash	20	3,623	3,231	(16,992)	(17,118)

NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

Accounting convention

These accounts have been prepared on the going concern basis and under the historical cost convention as modified by the revaluation of investments. They comply with the Statement of Recommended Practice 'Accounting and Reporting by Charities' as revised in 2005 ('the SORP'), together with the reporting requirements of the Companies Act 2006 and applicable accounting standards in the United Kingdom. The Charity has adapted the Companies Act formats to reflect the SORP and the special nature of the Charity's activities.

Basis of consolidation

The accounts are consolidated on a line by line basis and incorporate the results of Help for Heroes ('the Charity'), its subsidiary undertakings Help for Heroes Trading Limited (H4H Trading), Help for Heroes Development Company Limited (DevCo) and Help for Heroes Recovery (a Registered Charity). H4H Trading has one subsidiary undertaking being BMyHero Limited (BMyHero), also consolidated. The consolidated entity is referred to as 'the Group'.

Fund accounting

Designated funds represent funds that have been earmarked by the Trustees for specific purposes and are therefore held separately from general unrestricted funds. Included within designated funds are:

- Asset reserves representing the value of fixed assets held at 30 September 2013
- RC capital reserves representing amounts designated for future construction costs relating to Recovery Centres (RCs)
- RC running costs reserves representing amounts designated to the future running costs of the RCs

Restricted funds represent donations which are allocated by the donor for a specific purpose.

Incoming resources

Incoming resources are accrued and included in the SOFA when the Group is entitled to the income and it can be quantified with reasonable certainty.

Incoming resources comprise

Grants Receivable		Recognised on notification when there is certainty, entitlement and the amount can be measured
Major Donations		Donations are considered major if they have a value of £50,000 or more. Donations from events organised in support of the Charity are recognised at the date the event occurs.
Voluntary Income	Other Donations	Accounted for as received
	Gifts in Kind and Donated Services and Facilities	Recognised on notification
	Gift Aid	Amounts receivable
	Legacies	Accounted for as received or if, before receipt, there is sufficient evidence as to the entitlement, measurement and certainty of the receipt. Pecuniary legacies are recognised when the legacy has been received, or if before receipt, when there is sufficient evidence to provide necessary certainty that the legacy will be received. Residual legacies are recognised on the same basis.
Generating Funds	Challenges Organised	Income received in advance is included in deferred income and recognised in the period in which the events take place
	Merchandise	Accounted for when transaction occurs

NOTES TO THE FINANCIAL STATEMENTS

Gifts in kind and donated services and facilities

Incoming resources in the form of gifts in kind are included in the SOFA when they are seen as having a value in excess of £1,000

Assets given for use by the Group are recognised as incoming resources and within the relevant fixed asset category of the balance sheet when received

Donated services and facilities recognised in the financial statements include those usually provided by an individual or entity as part of their trade or profession for a fee. In contrast, the contribution of volunteers is excluded from the SOFA as the value of their contribution to the Charity cannot be reasonably quantified in financial terms. Commercial discounts are not recognised as incoming resource except where they clearly represent a donation.

Where donated services or facilities are recognised, an equivalent amount is included as expenditure under the appropriate heading in the SOFA.

Resources expended

- All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category
- Cost of Generating Voluntary Income includes all the costs attributable to raising voluntary income
- Cost of Activities for Generating Funds includes all the costs attributable to that event, specifically the fees paid to event organisers and staff costs
- Support Costs are allocated on the basis of staff time
- Trading Costs include all the costs attributable to the trading subsidiaries
- Grants Payable are commitments made to third parties in the furtherance of the charitable objectives of the Charity. Single or multi-year grants are accounted for when the recipient receives the conditional offer of the grant unless it cannot be determined with certainty that the recipient will meet these conditions
- Recovery Delivery Costs are the costs incurred in delivering services direct to beneficiaries. This includes the running costs of the Recovery Centres and related activities
- Governance Costs include costs associated with the governance arrangements of the Charity including external audit and costs of complying with constitutional and statutory requirements, such as professional fees and Trustees liability insurance

Stock

Stock is measured at the lower of cost or net realisable value

Fixed assets

Tangible fixed assets are held at cost. Items with a cost in excess of £250 are capitalised and written off evenly over their useful economic life. The following rates have been applied:

Office Equipment & Plant and Machinery	3 years
Leasehold Property Improvements	Depreciated over the life of the lease or to the first break point if earlier
Vehicles	10 years

No depreciation has been charged on the RC capital works where the assets are in the course of construction. Transfers are made from assets under the course of construction to the relevant category of fixed asset when the asset is brought into use.

The Trustees have considered the appropriate depreciation policy for the Tedworth House RC and have determined that, although the lease has tenant only lease breakpoints (every 10 years), depreciating to the second lease breakpoint (in 2031) is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS

Investments

Fixed asset investments are included at market value at the balance sheet date

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end

Leases

Rentals payable under operating leases are charged to the SOFA over the period of the lease

Taxation

Help for Heroes is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly it is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary companies make qualifying donations of taxable profit to Help for Heroes. A corporation tax liability of £5k on the subsidiaries arose in the accounts.

Irrecoverable VAT is not separately analysed and is charged to the statement of financial activities when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

Tax recovered from voluntary income received under gift aid is recognised when the related income is receivable and is allocated to the income category to which the income relates.

NOTES TO THE FINANCIAL STATEMENTS

2 VOLUNTARY INCOME

	2013 Unrestricted Funds £'000	2013 Restricted Funds £'000	2013 Total Funds £'000	2012 Total Funds £'000
Major donations and Grants	1,819	665	2,484	2,415
Other donations	16,249	126	16,375	24,450
Legacies	3,369	–	3,369	3,040
Gifts in kind and donated facilities and services	955	–	955	1,465
Gift aid receivable	968	–	968	1,215
	23,360	791	24,151	32,585

3 ACTIVITIES FOR GENERATING FUNDS

	2013 £'000	2012 £'000
Major Bike Rides	1,108	714
Open Challenges	161	205
Overseas Treks	270	274
Other Challenges	1,190	669
	2,729	1,862

See note 5 for the related costs of activities

4 COST OF GENERATING VOLUNTARY INCOME

	2013 £'000	2012 £'000
Intermediary charges	62	75
Consultancy fees	321	277
Other direct costs	1,183	1,395
Allocated support costs	780	589
	2,346	2,336

5 COST OF ACTIVITIES FOR GENERATING FUNDS

	2013 £'000	2012 £'000
Major Bike Rides	199	202
Open Challenges	60	24
Overseas Treks	162	48
Other Challenges	58	250
Other direct costs	265	131
	744	655

NOTES TO THE FINANCIAL STATEMENTS

6 ALLOCATED SUPPORT COSTS

Support costs have been allocated to SOFA categories as shown below

	Cost of generating voluntary income £'000	Grants Made £'000	Recovery Delivery costs £'000	2013 Total £'000	2012 Total £'000
Administration, Legal and Management	355	163	1,415	1,933	1,429
Finance	178	81	708	967	966
Information Technology	201	93	802	1,096	872
Human Resources	46	21	189	256	190
	780	358	3,114	4,252	3,457

The basis of the allocation is staff costs

7 NET INCOME FOR THE YEAR

	2013 Group £'000	2013 Charity £'000
This is stated after charging		
Depreciation for the year	3,300	3,228
Rentals payable under operating leases		
– Land and Buildings	175	168
– Equipment	1	3
Auditors remuneration		
– Audit services	36	28
– Non-audit services	26	14

NOTES TO THE FINANCIAL STATEMENTS

8 EMPLOYEE COSTS

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Wages and salaries	6,047	3,677	4,249	2,410
Social security	594	369	438	246
	6,641	4,046	4,687	2,656

Average number of employees (headcount)

Charity	95	95	72	72
Trading	51	–	52	–
Recovery Delivery	78	33	46	17
	224	128	170	89

The number of employees during the year, whose gross pay and benefits fell within the following bands were

Banding	2013 Number	2012 Number
£60,001–£70,000	4	2
£70,001–£80,000	2	1
£80,001–£90,000	1	2
£90,001–£100,000	2	–

Taxable remuneration for the year includes benefits in kind. No pension contributions were made for employees.

9 GOVERNANCE COSTS

	2013 £'000	2012 £'000
Audit	36	28
Accounts printing and distribution	–	10
Trustees' advice	19	33
Trustees' Liability Insurance	1	1
	56	72

Trustees' Advice covers primarily risk management and a review of the Group structure, in particular assessing the widening of the scope of Help for Heroes Recovery to cover all four Recovery Centres.

Expenses of £371 (2012 £41) for travel expenses re attendance at Trustee meetings were reimbursed to one Trustee.

NOTES TO THE FINANCIAL STATEMENTS

10 COST OF CHARITABLE ACTIVITIES

Help for Heroes undertakes two distinct types of charitable activities, services delivered directly by Help for Heroes or Help for Heroes Recovery 'Recovery Delivery Costs' and grants made to other individuals or organisations, detailed below as Grants Made and Recovery Delivery Costs

	2013 £'000	2012 £'000
Grants Made		
Combat Stress – 'The Enemy Within'	1,000	1,000
Headley Court	–	75
Skill Force	300	–
Winston's Wish	–	88
Battle Back	400	605
Not Forgotten Association	–	150
Horseback UK	200	315
Band of Brothers/Sisters beneficiaries	24	350
The Princes Trust	–	230
Fisher House	15	2,000
Horses Help Heroes	–	129
RMA	–	140
Haig Housing Trust	850	750
SBSA Families Centre	(96)	100
Big White Wall	100	100
Individual Recovery Plans/QRF	(3,021)	(2,982)
Union Jack Club	132	–
RFEA	83	–
Other	444	(94)
Allocated Support costs	358	239
Total grants	789	3,195
Recovery Delivery Costs (including allocated support costs)		
Plymouth	209	137
Catterick	870	406
Colchester	368	193
Tedworth House	2,523	1,724
Band of Brothers/Sisters (excluding grants to beneficiaries)	145	155
Battle Back (excluding grants to beneficiaries)	39	110
Recovery Career Service	143	–
National Recovery Delivery Team	384	–
Allocated Support costs	3,114	2,628
Depreciation	3,228	–
Total recovery delivery costs	11,023	5,353
RC lease adjustments	–	(1,688)
Total costs of charitable activities	11,812	6,860

NOTES TO THE FINANCIAL STATEMENTS

During 2010, grant commitments were made in respect of the Individual Recovery Plan (IRP) and the Quick Reaction Funds (QRF) which were established and funded at £11m and £6m respectively. As at 1 October 2012 the commitments stood at £3.74m for IRP and £1.5m for QRF.

The IRP Fund was a grant to provide support to individuals through an annual allocation. Any amount of the annual £3.75m fund not utilised is written back to the Statement of Financial Activities. It is this write back that reduces the overall charge of grants made.

Grants made from these funds are deducted from liabilities as the full charge had been made in the Statement of Financial Activities in previous years. Grants made from the IRP and QRF were £0.5m (2012: 0.8m) and £0.9m (2012: £1.3m) respectively.

Recovery delivery costs relate to the costs incurred by Help for Heroes in delivering recovery and other services. These costs are in addition to any grants made.

Prior year RC lease adjustments relate to changes in accounting treatment following progress made on the underlying legal structures to build and operate the Recovery Centres.

The transition of moving from granting funds to delivering services directly resulted in significant adjustments to the Statement of Financial Activities in the prior year. Help for Heroes entered into leases to build and operate three Recovery Centres at Tedworth House, Catterick and Plymouth. The leases commenced between February 2011 and March 2012. Prior to entering into these leases, Help for Heroes had granted funds to the MoD to build these centres. These grants were reversed in 2011 as costs were to be directly incurred by Help for Heroes. As a result £27.5m of grants made were reversed and placed in designated funds or spent on construction and running costs. Not all leases had been signed at 30 September 2011. As a result £1.6m capital costs incurred were provided against in 2011 and treated as a cost. As all relevant leases were signed in 2012 the £1.6m provision was released and the capital costs taken to fixed assets.

NOTES TO THE FINANCIAL STATEMENTS

11 FIXED ASSETS

GROUP	Assets in the course of Construction £'000	Leasehold Property Improvements £'000	Office Equipment £'000	Plant and Machinery £'000	Vehicles £'000	2013 Total £'000
Cost						
At 1 October 2012	36,665	150	546	35	83	37,479
Additions during the year	10,725	13,557	374	–	21	24,677
Transfers	(36,665)	36,665	–	–	–	–
At 30 September 2013	10,725	50,372	920	35	104	62,156
Depreciation						
At 1 October 2012	–	(42)	(241)	(31)	(14)	(328)
Charge for the Year	–	(2,862)	(425)	(3)	(10)	(3,300)
At 30 September 2013	–	(2,904)	(666)	(34)	(24)	(3,628)
Net book value at 30 September 2013	10,725	47,468	254	1	80	58,528
Net book value at 1 October 2012	36,665	108	305	4	69	37,151

CHARITY	Assets in the course of Construction £'000	Leasehold Property Improvements £'000	Office Equipment £'000	Vehicles £'000	2013 Total £'000
Cost					
At 1 October 2012	37,386	73	329	42	37,830
Additions during the year	10,004	14,682	367	21	25,074
Transfers	(36,665)	36,665	–	–	–
At 30 September 2013	10,725	51,420	696	63	62,904
Depreciation					
At 1 October 2012	–	(10)	(103)	(1)	(114)
Charge for the Year	–	(2,854)	(368)	(6)	(3,228)
At 30 September 2013	–	(2,864)	(471)	(7)	(3,342)
Net book value at 30 September 2013	10,725	48,556	225	56	59,562
Net book value at 1 October 2012	37,386	63	226	41	37,716

NOTES TO THE FINANCIAL STATEMENTS

12 INVESTMENTS

	Listed Investments £'000	Other £'000	Cash & Settlement Pending £'000	Consolidated Total £'000
Market Value at 1 October 2012	10,164	254	7,403	17,821
Add Additions to investments at cost	25,589	909	743	27,241
Less Disposals at carrying value	(9,515)	–	(7,388)	(16,903)
Add Net gain on revaluation	82	–	–	82
Market value at 30 September 2013	26,320	1,163	758	28,241
Historic cost as at 30 September 2013	25,902	1,274	758	27,934
Historic cost as at 30 September 2012	9,920	276	7,403	17,599

	2013 Group £'000	2012 Group £'000
Listed Investments		
UK	16,205	16,924
Non UK	12,036	897
	28,241	17,821

Investments representing more than 5% of the portfolio of the Group by market value

No individual investments are above 5% of the total portfolio by market value at 30 September 2013 or 2012

NOTES TO THE FINANCIAL STATEMENTS

13 INVESTMENTS IN SUBSIDIARIES

Name	Control	Charity Interest	Other Group Companies Interest	Activities
Help for Heroes Trading Ltd	Share Capital	100%	–	Retail and Corporate Licensing
Help for Heroes Recovery (formerly The Tedworth House Charity)	Deemed	100%	–	Recovery Delivery
Help for Heroes Development Company Ltd	Share Capital	100%	–	Design and build
BMV Hero Ltd	Share Capital	–	100%	Online donations

The results of consolidated trading entities are stated prior to any consolidation adjustments

	2013 H4H Trading £'000	2013 BmyHero £'000	2013 Help for Heroes Recovery £'000	2013 DevCo £'000	2013 Total £'000	2012 Total £'000
Turnover	6,060	273	3,204	11,763	21,300	20,797
Direct costs	(1,971)	(95)	–	(11,452)	(13,518)	(14,901)
Employee costs	(1,223)	(66)	(1,532)	–	(2,821)	(2,159)
Overheads	(1,499)	(29)	(1,437)	–	(2,965)	(2,137)
Net income before donation to the Charity	1,367	83	235	311	1,996	1,600
Donated to the Charity	(1,372)	(83)	–	(311)	(1,766)	(1,556)

Balance Sheets of The Consolidated Trading Entities

	2013 H4H Trading £'000	2013 BmyHero £'000	2013 Help for Heroes Recovery £'000	2013 DevCo £'000	2013 Total £'000	2012 Total £'000
Fixed assets	95	1	–	–	96	156
Stock	641	–	12	–	653	733
Debtors	776	165	562	1,321	2,824	2,450
Cash	1,373	285	397	597	2,652	2,489
Total assets	2,885	451	971	1,918	6,225	5,828
Liabilities	(1,509)	(368)	(737)	(1,607)	(4,221)	(4,264)
Donation due to the charity	(1,382)	(83)	0	(311)	(1,776)	(1,566)
Net assets/(Liabilities)	(6)	-	234	-	228	(2)
Profit and loss account	(6)	-	234	-	228	(2)

NOTES TO THE FINANCIAL STATEMENTS

14 DEBTORS AND PREPAYMENTS

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Trade debtors	252	6	283	7
Other debtors	403	232	4,849	4,488
Taxation recoverable	47	–	710	–
Gift Aid receivable	310	310	72	72
Amounts owed from Group undertakings	–	2,055	–	1,863
Prepayments and accrued income	2,216	2,111	2,143	2,063
	3,228	4,714	8,057	8,493

Some accrued legacy income may be received after more than one year, but this has not been estimated to include in debtors receivable after more than one year due to uncertainty in the timing of the receipt of such income

2012 other debtors includes £2.7m held in Escrow for Recovery Centre build commitments

15 CASH, CASH EQUIVALENTS AND SHORT-TERM FIXED DEPOSITS

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Short-term fixed deposits	–	–	23,000	23,000
Same day deposit account	168	168	166	166
Cash	23,543	20,891	19,922	17,662
	23,711	21,059	43,088	40,828

Cash represents cash at bank and instant access savings accounts

2012 short-term fixed deposits were investments maturing in 2013. £10m was re-invested into fixed asset investments, the balance was held as cash, as more favourable long-term interest rates were not available

NOTES TO THE FINANCIAL STATEMENTS

16 CREDITORS

AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Grant payable re Individual Recovery Plans (IRPs)	–	–	3,740	3,740
Grant payable re Quick Reaction Fund (QRF)	818	818	1,493	1,493
Other grants	2,689	2,689	3,659	3,659
Trade creditors	1,620	366	2,339	1,462
Other creditors	1,014	731	1,080	51
Other taxes and Social Security	419	124	433	87
Amounts owed to Group undertakings	–	669	–	1,951
Accruals and deferred income	916	375	1,367	453
	7,476	5,772	14,111	12,896

Included within creditors is deferred income of £171k (2012 £349k) This relates to monies received for Challenges which will take place in the next financial year

AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Intercompany creditors	–	–	–	1,500
	–	–	–	1,500

NOTES TO THE FINANCIAL STATEMENTS

17 FUNDS

(A) ANALYSIS OF MOVEMENT IN FUNDS

GROUP	At 1 October 2012 £'000	Incoming Resources £'000	Operating Expenditure £'000	Transfers within funds Capital Expenditure £'000	General Expenditure £'000	At 30 September 2013 £'000
Restricted						
Catterick RC	(1)	167	1	-	-	167
Colchester RC	-	14	-	-	-	14
Tedworth House RC	1	368	(2)	-	-	367
Plymouth RC	92	43	(92)	-	-	43
Tough Mudder	-	629	(40)	-	-	589
Other	12	199	(211)	-	-	-
Total restricted	104	1,420	(344)	-	-	1,180
RC Capital Costs	17,725	-	-	(15,273)	-	2,452
Recovery Running Costs	33,178	-	(4,531)	-	4,640	33,287
Individual Support	-	-	-	-	2,000	2,000
Hidden Wounds LIBOR Funded Project	-	-	-	-	1,000	1,000
Building Maintenance Fund	-	-	-	-	500	500
Emerging projects/Further Grants	-	-	(150)	-	750	600
Sub total	50,903	-	(4,681)	(15,273)	8,890	39,839
Asset Reserves	37,151	-	(3,228)	21,377	3,228	58,528
Total Designated	88,054	-	(7,909)	6,104	12,118	98,367
General	4,581	32,494	(11,498)	(6,104)	(12,118)	7,355
Total Funds	92,739	33,914	(19,751)	-	-	106,902

NOTES TO THE FINANCIAL STATEMENTS

CHARITY	At 1	Incoming	Operating	Transfers within funds		At 30
	October			Capital	General	September
	2012	Resources	Expenditure	Expenditure	Expenditure	2013
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted						
Catterick RC	(1)	167	1	–	–	167
Colchester RC	–	14	–	–	–	14
Tedworth House RC	1	368	(2)	–	–	367
Plymouth RC	92	43	(92)	–	–	43
Tough Mudder	–	629	(40)	–	–	589
Other	12	199	(211)	–	–	–
Total restricted	104	1,420	(344)	–	–	1,180
Designated						
RC Capital Costs	17,725	–	–	(15,273)	–	2,452
Recovery Running Costs	31,658	–	(1,562)	–	3,425	33,521
Individual Support	–	–	–	–	2,000	2,000
Hidden Wounds LIBOR Funded Project	–	–	–	–	1,000	1,000
Building Maintenance Fund	–	–	–	–	500	500
Emerging projects/Further Grants	–	–	(150)	–	750	600
Sub total	49,383	–	(1,712)	(15,273)	7,675	40,073
Asset Reserves	37,716	–	(3,228)	21,846	3,228	59,562
Total Designated	87,099	–	(4,940)	6,573	10,903	99,635
General	3,259	28,006	(6,800)	(6,573)	(10,903)	6,989
Total Funds	90,462	29,426	(12,084)	–	–	107,804

Restricted funds comprise those funds received that are restricted in nature. Generally, restrictions relate to a specific RC and amounts are shown for each RC. There are a number of other smaller funds that are restricted and these are included under Other.

There are 7 types of designated funds,

Type	Purpose
RC Capital	Capital costs committed to in respect of Recovery Centre facilities
Recovery Running	Future running costs of Recovery Delivery and these are a long term fund held to protect against the uncertain nature of incoming resources
Individual Support	Provide for future direct individual grant support to our beneficiaries
Hidden Wounds LIBOR Funded Project	Provide for future commitments made within the LIBOR funded project
Building Maintenance Fund	General maintenance across all four recovery sites
Emerging projects/ Further Grants	Provide funds to be able to meet needs as they emerge. This will include making grants to other organisations
Fixed Assets	To reflect the value of fixed assets held

NOTES TO THE FINANCIAL STATEMENTS

(B) ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2013 Total £'000
Fixed assets				
Asset reserves	–	58,528	–	58,528
Investments	–	28,241	–	28,241
	–	86,769	–	86,769
Net current assets	7,355	11,598	1,180	20,133
Total net assets	7,355	98,367	1,180	106,902

Charity	Unrestricted £'000	Designated £'000	Restricted £'000	2013 Total £'000
Fixed assets				
Asset reserves	–	59,562	–	59,562
Investments	–	28,241	–	28,241
	–	87,803	–	87,803
Net current assets	6,989	11,832	1,180	20,001
Total net assets	6,989	99,635	1,180	107,804

18 RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET CASH FUNDS

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Cash and short term deposits at 1 October 2012	43,088	40,828	64,080	61,946
Decrease in short term deposits	(23,000)	(23,000)	(4,000)	(4,000)
Increase/(Decrease) in cash	3,623	3,231	(16,992)	(17,118)
Cash and short term deposits at 30 September 2013	23,711	21,059	43,088	40,828

19 ANALYSIS OF NET FUNDS

	At 1 October 2012 £'000	Cash flow £'000	At 30 September 2013 £'000
Cash	20,088	3,623	23,711
Cash on short term deposit	23,000	(23,000)	–
Cash and short term deposits	43,088	(19,377)	23,711

NOTES TO THE FINANCIAL STATEMENTS

20 OPERATING LEASES

At 30 September 2013 the Group was committed to payments during the next year in respect of operating leases which expire

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Land and Buildings				
Within one year	6	6	15	–
Between one and five years	145	55	138	59
After five years	14	14	–	–
	165	75	153	59

	2013 Group £'000	2013 Charity £'000	2012 Group £'000	2012 Charity £'000
Equipment				
Within one year	4	2	–	–
Between one and five years	4	2	–	–
	8	4	–	–

21 COMMITMENTS

As at the year end, the Group had contracted but not provided for future capital expenditure on specific projects of £2.5m (2012 £20.8m). This relates to the construction of the RC at Plymouth.

22 RELATED PARTY TRANSACTIONS

The Group has taken advantage of the exemption available under FRS8 'Related Party Transactions' that permits non disclosure of transactions with wholly owned group undertakings that are eliminated on consolidation. No Trustees have been remunerated for their role as a Trustee.

An arms length lease agreement for 14 Parker's Close, Downton between Help for Heroes Trading and Bryn Parry Properties Ltd (BPP), a company owned by Bryn Parry, commenced on 22nd February 2010. BPP were able to provide this property free of charge to the Charity up to the point of sale of Bryn Parry Studios. Three independent rental valuations were carried out in relation to 14 Parker's Close and the lowest was adopted. Rent paid to BPP during the year amounted to £17.5k (2012 £17.5k). At 30th September 2013 the company owed BPP £Nil (2012 £Nil).

The Help for Heroes logo, 'Support For Our Wounded' strapline, bear designs (and derivatives), stretcher bearers logo, Band of Brothers logo, medal logo (and derivatives), and the Phoenix logo are owned by Bryn Parry, and the use of these assets is provided to the Charity and approved partners through a licence at nil cost with all royalties waived. Similarly, the rights to design work relating to the Battle Back initiative, Frontline to Startline initiative and product design work in relation to the Trading Company are retained by Bryn Parry and this work is made available free of charge. Bryn Parry also carries out regular graphic design consultancy for the Charity, Group and Trading Company on a pro bono basis, and grants a licence to the intellectual property rights arising from this activity, again at no cost. The value of royalties based on a notional 10% of sales would be £52.6k (2012 £58.7k).

During the year the Group was charged £291k by Wilsons Solicitors LLP, including amounts charged to the Charity of £281k (2012 £374k, Charity £315k) primarily in support of negotiations on leases for the RCs. £22k (2012 £19k) was outstanding by the Group and £Nil (2012 £Nil) by the Charity at the year end. This project was a highly specialised piece of legal work essential to delivering support to our wounded and will substantially reduce for 2014/15. Stephen Oxley, Chairman of Trustees, is also a senior partner of Wilsons Solicitors LLP which provides substantial pro bono legal services to the Charity.

Tony Schofield, a Trustee of Tedworth House Charity, is also a partner at Deloitte who generously provides services to the Group on a pro bono basis. During the year Help for Heroes Group received pro bono services from Deloitte with a value of £252k (2012 £364k) including Charity with a value of £252k (2012 £364k).

The Blue Ballroom Ltd provide design and editing services for Heroes Magazine. Sheila Parry, a director, is the wife of Hadyn Parry, a former trustee. During the year the group was charged £17k (2012 £16k) including Charity £17k (2012 £16k). £Nil (2012 £Nil) was outstanding by the Group at the year end, Charity £Nil (2012 £Nil).

H4H made a grant of £20k during 2012/13 to Major Peter Norton GC, a wounded veteran and accordingly one of our beneficiaries for the purposes of part-funding adaptive housing improvements. Pete Norton is a H4HR trustee.

23 GUARANTEES

The Charity is party to a Group registration for VAT purposes. As the representative member, the Charity is jointly and severally liable for any VAT liabilities of the subsidiary companies that are part of the same VAT registration.

LEGAL AND ADMINISTRATIVE DETAILS

HELP FOR HEROES

Charity Status

Help for Heroes (H4H) is registered in England and Wales as a Charity, number 1120920 and as a company limited by guarantee, number 6363256. The Charity has no maximum permitted membership and membership is open to any individual interested in promoting the objects of the Charity. There are currently seven members, all of whom are Trustees. Each member guarantees to contribute up to one pound sterling (£1) to the Charity's debts, liabilities and costs in the event of the Charity being wound up and for one year after ceasing to be a Member. H4H is governed by its Memorandum and Articles of Association.

The Annual Report is filed with the Charities Commission and Companies House.

Honorary President

General The Lord Richard Dannatt GCB CBE MC DL

Trustees

The Trustees who are also directors under company law, who served during the year ended 30 September 2013 and up to the date of this report were as follows:

Stephen Oxley

Chairman (from 16 December 2013)

Hadyn Parry

Chairman to 16 December 2013 (Resigned as Trustee and Chairman 16 December 2013)

Alex Scott-Barrett ACA

Vice Chairman and Treasurer

Richard Constant MBE

Lieutenant General Sir Robert Fry KCB CBE

His Honour Judge Jeff Blackett

Steve Harman

Alex Northcott

Biographies of our Trustees can be found on the Trustees section of our website.

LEGAL AND ADMINISTRATIVE DETAILS

Sub-Committees**Audit, Finance and Legal**

Alex Scott-Barrett

Chairman

Stephen Oxley

Steve Harman

Jonathan Ballin BA FCA (in attendance)

Remuneration

Richard Constant

Chairman

Alex Scott-Barrett

Jeff Blackett

Grants

Alex Scott-Barrett

Chairman

Stephen Oxley

Alex Northcott

Property

Chris Davies (Drivers Jonas Deloitte) MA MRICS

Chairman

Warren Glaister (Construction Expert) MBA MCIOB

Alex Scott-Barrett

David Dickinson (Gardiner & Theobald) MRICS

Nick Shryane (Harrow School)

Jonathan Ballin BA FCA

John Desmond (BWA)

Risk Committee

Alex Scott-Barrett

Chairman

Robert Fry

Alex Ffrench (Baker Tilley)

Investment Committee

Alex Scott-Barrett

Chairman

Richard Constant

Stuart Davies (L J Athene)

LEGAL AND ADMINISTRATIVE DETAILS

HELP FOR HEROES RECOVERY (FORMERLY THE TEDWORTH HOUSE CHARITY)

Charity Status

Help for Heroes Recovery (H4HR) is registered in England and Wales as a Charity, number 1143004, and as a company limited by guarantee, number 07647921. The Charity has no maximum permitted membership and membership is open to any individual interested in promoting the objects of the Charity. There are currently five members, all of whom are Trustees. Each member guarantees to contribute up to one pound sterling to the Charity's debts, liabilities and costs in the event of the Charity being wound up and for one year after ceasing to be a member. Help for Heroes Recovery is governed by its Memorandum and Articles of Association.

Trustees

The Trustees who are also directors under company law, who served during the year ended 30 September 2013 and up to the date of this report were as follows:

Lieutenant General Sir Philip Trousdell KBE CB	<i>Chairman (from 16 December 2013)</i>
Stephen Oxley	<i>Chairman to 16 December 2013 (resigned as Trustee and Chairman 16 December 2013)</i>
Rod Dunn MB DS DMCC FRCS (Plast)	
Steve Harman	
Major Peter Norton GC MSc MCGI CEng FIEpE	
Tony Schofield	

Biographies of our Trustees can be found on the Trustees section of our website.

Charity Objects

The objects for which the Charity is established are restricted to the assistance of persons who are currently serving or have served in the Armed Forces and their dependents and persons connected to the Armed Forces ('Beneficiaries') by

- The provision of facilities, equipment and Services at Tedworth House and any location in order to promote the health of Beneficiaries and assist in the recovery of those who have been wounded or injured, and
- Meeting charitable needs of beneficiaries and assisting Help for Heroes and other charities or bodies which are engaged in meeting those needs in each case for the benefit of the public.

For the purposes of this clause, persons are connected to the Armed Forces if they have been wounded or injured whilst providing Services to, or in conjunction with, and in either case under the direction of the Commander of the Armed Forces and his officers or, where relevant, of any military body with whom her Majesty's Armed Forces are working during combined operations.

Trustees Meetings are also attended by

Bryn Parry OBE	<i>Chief Executive Officer</i>
Emma Parry OBE	<i>Executive Vice-Chairman of H4H Trading</i>
Jonathan Ballin BA FCA	<i>Finance Director</i>
David Richmond CBE	<i>Recovery Operations Director (attends H4HR meetings only)</i>

Financial Statements

The financial statements comply with the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities as revised in 2011, the Charities Act (2011) and the Companies Act (2006)

Registered Office

14 Parker's Close, Downton Business Centre, Salisbury, Wiltshire SP5 3RB

Company Secretary

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, Wiltshire SP1 2SB

Auditors

BDO LLP, 2 City Place, Beehive Ring Road, Gatwick, West Sussex RH6 0PA

Bankers

Lloyds TSB Bank PLC, 25 Gresham Street, London EC2V 7HN

Barclays Bank PLC, 1 Churchill Place, London E14 5HP

HSBC Bank PLC, Harry Weston Road, Binley, Coventry CV3 2TQ

Co-operative Banking PLC, PO Box 101, 1 Balloon Street, Manchester M60 4EP

Coutts & Co, 440 Strand, London WC2R 0QS

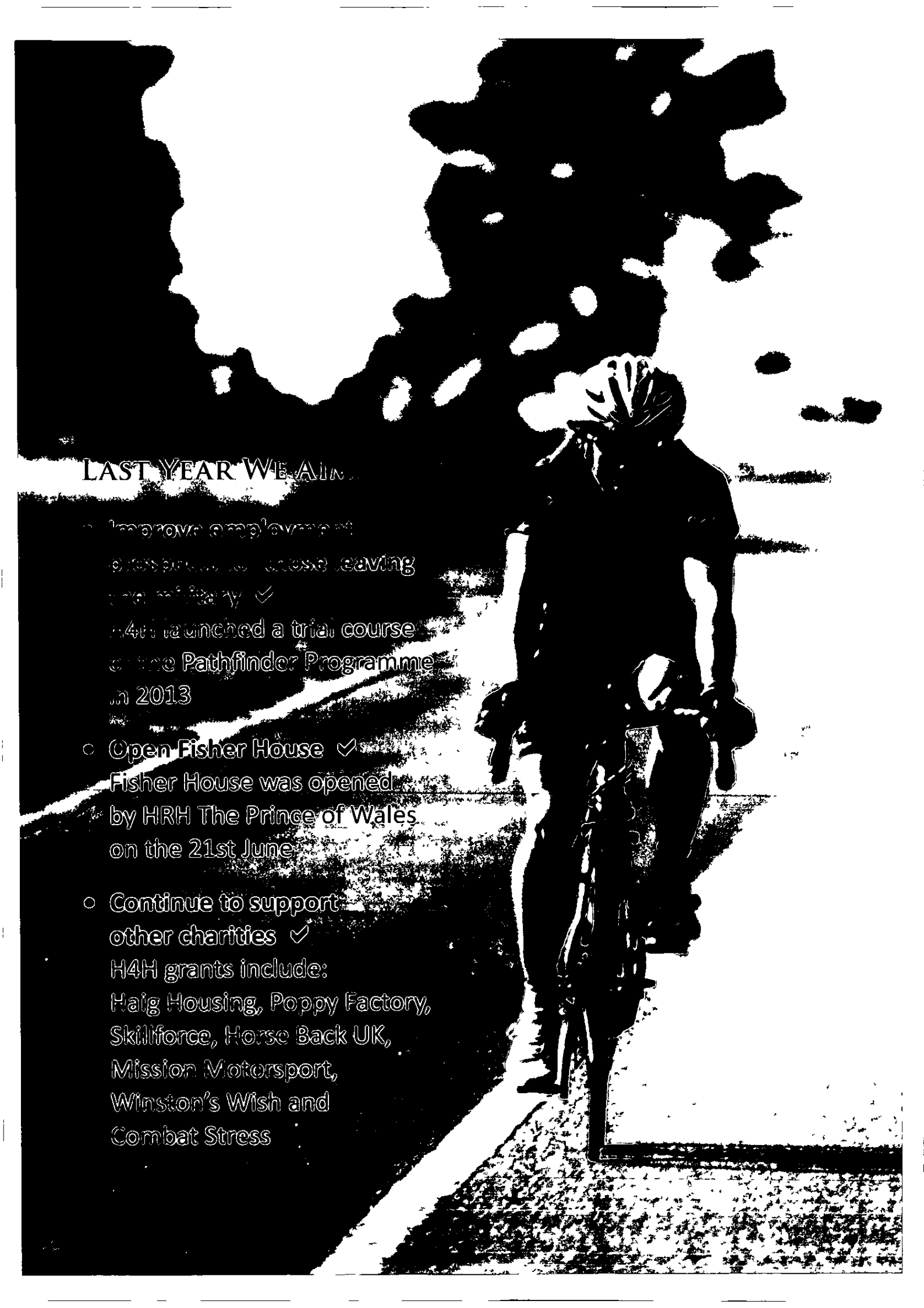
C Hoare & Co, 37 Fleet Street, London EC4P 4DQ

Solicitors

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, Wiltshire SP1 2SB

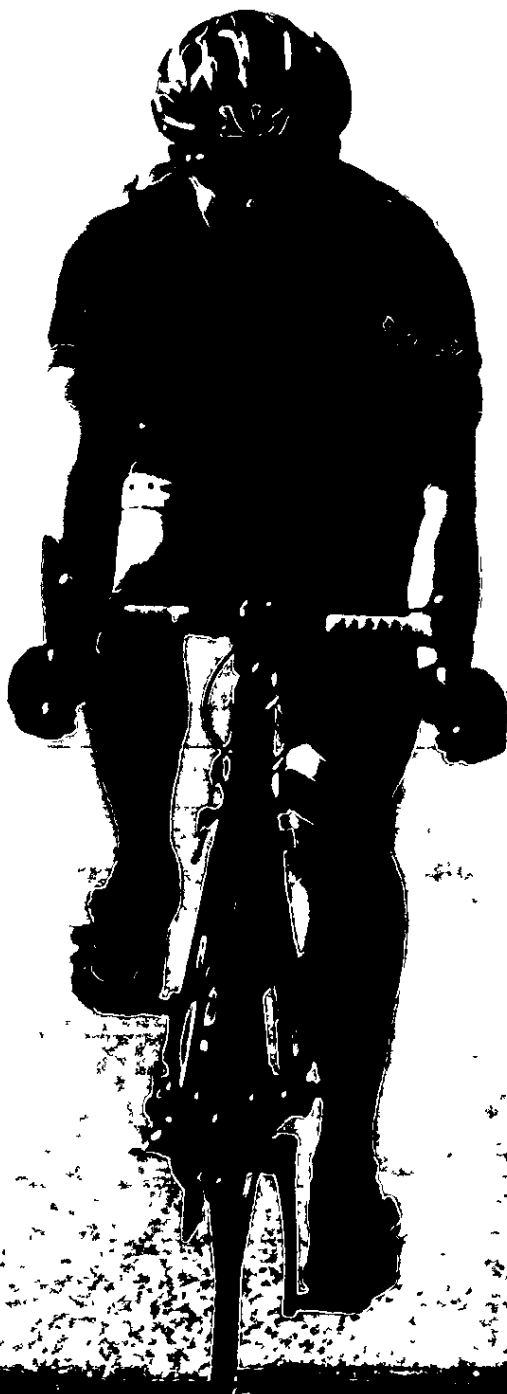
Governance and Risk Management

Baker Tilly UK Audit LLP, Hartwell House, 55-61 Victoria Street, Bristol BS1 6AD



LAST YEAR WE ACHIEVED

- Improve employment prospects for those leaving the military ✓
H4H launched a trial course of the Pathfinder Programme in 2013
- Open Fisher House ✓
Fisher House was opened by HRH The Prince of Wales on the 21st June
- Continue to support other charities ✓
H4H grants include:
Haig Housing, Poppy Factory, Skillforce, Horse Back UK, Mission Motorsport, Winston's Wish and Combat Stress



NEXT YEAR WE WILL:

- Improve employment prospects for those leaving the military through the H4H Pathfinder programme
- Offer psychological support to veterans and their families through the Hidden Wounds initiative launching in 2014
- Grow and develop the Band of Brothers support network
- Continue support for life

For further details see page 40-41