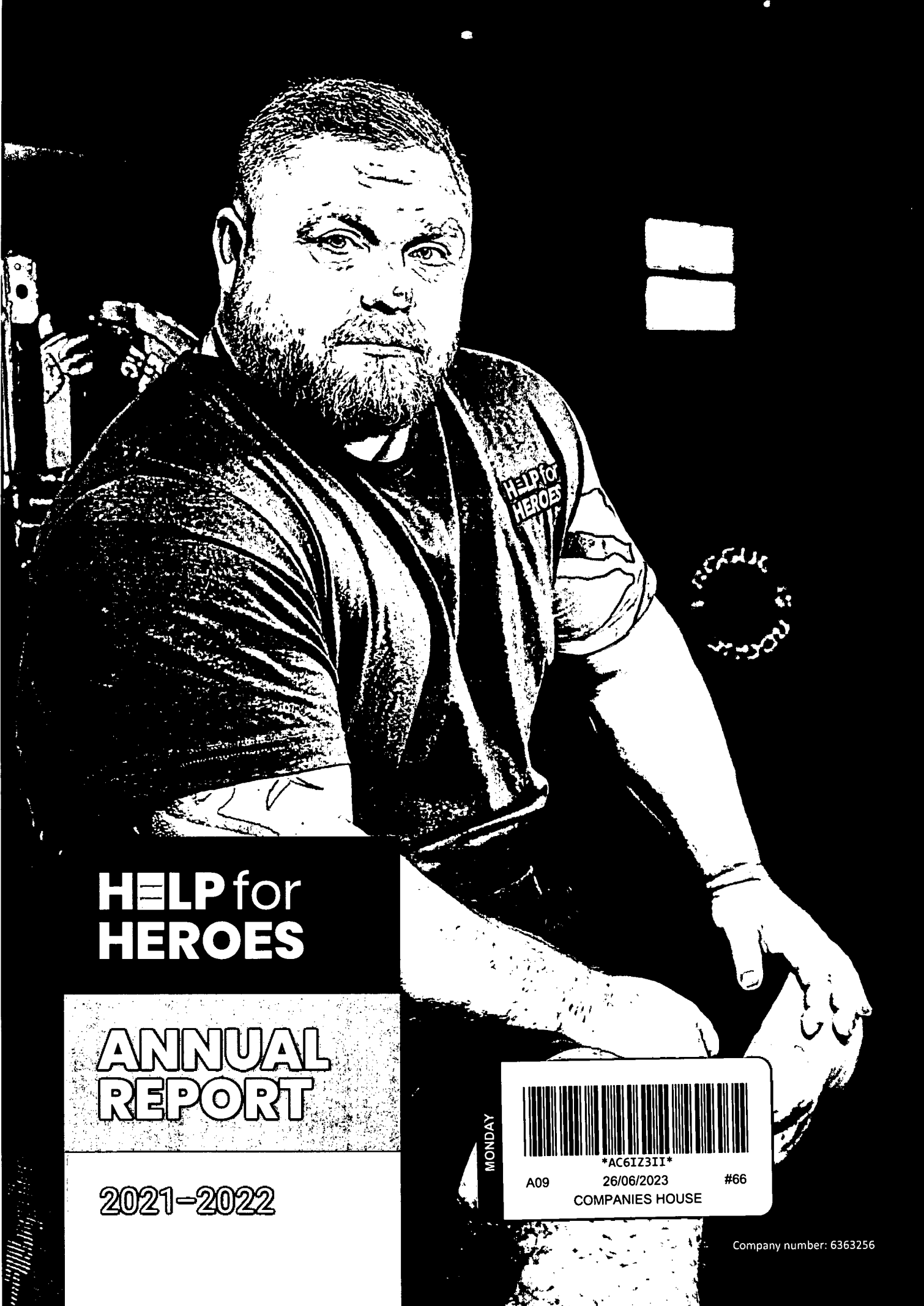


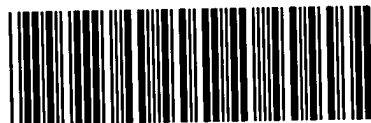


**HELP for
HEROES**

**ANNUAL
REPORT**

2021-2022

MONDAY



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26/06/2023

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COMPANIES HOUSE

Company number: 6363256

While it takes strength to serve in the Armed Forces, it takes a different kind of strength to adapt to life after military service. It could be the strength to learn to walk again, or to ask for mental health support after 15 years of battling on alone.

**TOGETHER, WE CAN HELP
VETERANS AND THEIR
FAMILIES LIVE WELL AFTER
MILITARY SERVICE.**



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This report covers our financial year from 1 October 2021 to 30 September 2022. Pages 4 to 37 form our Strategic and Directors' report.

MESSAGE FROM OUR CEO



“
Our support is now available in all four corners of the UK. And in every town, city and hamlet in between. It is easier than ever before for people to get the help they need from us.”

The commitment of the Help for Heroes team to provide the best possible support to our Armed Forces community amazes me.

And I'm equally amazed by the passion of our supporters who enable us to do this critical work.

Every day our team of dedicated healthcare professionals and support workers visit the homes and communities of veterans and their families.

Our support is now available in all four corners of the UK. And in every town, city and hamlet in between. It's easier than ever before for people to get the help they need from us.

This approach is working. It's helping people who had felt that all hope was lost, see and enjoy the world around them again.

Such as when we took a very seriously injured veteran to the top of a mountain, so he could make memories that will last a lifetime.

His Mum said that Help for Heroes 'makes the impossible, possible'. But that's only because we have you - our donors, fundraisers and partners - by our side every step of the way.

Your support allows us to deliver creative solutions to very serious problems.

Last year we launched a project to provide life-saving suicide awareness training. We provided life-changing support to Afghan interpreters who served on the frontline with British troops and have since had to flee the Taliban. And we helped veterans and their families pay food and heating bills.

Just three examples of how we continue to be in tune with the needs of the Armed Forces community. And how our response to unmet needs transforms lives.

Providing this vital support is only half the story.

The way this country treats the Armed Forces community needs to drastically improve. That's why we make sure that veterans' voices are heard loudly and clearly in the corridors of power.

Because of your ongoing support, we've made progress. For example, the Armed Forces Covenant is now enshrined in law. This important promise on behalf of the nation to those who served has more authority and meaning. For example, local authorities now have a legal obligation to make sure that veterans aren't disadvantaged in terms of access to public services.

But so much more needs to be done.

We will hold ministers to account over their worthy pledge to make the UK the best place in the world to be a veteran. We're not there yet, but with you by our side this ambitious goal is achievable.

Thank you for all you've done to help veterans and their families. Together, we're making a real difference.

Please keep doing all you can, the mission is far from over.

James Needham
Chief Executive Officer

MESSAGE FROM OUR CHAIR

Last year saw us reach our 15th anniversary.

In October 2007 a small group of friends realised more had to be done to help injured service personnel returning from the wars in Iraq and Afghanistan. So, Help for Heroes was born.

Led by husband and wife team Bryn Parry CBE and Emma Parry OBE, they were armed simply with the will to succeed. And they did succeed. They started a charity that would quickly have the attention and support of an entire nation.

Roll on 15 years, this Charity is needed now more than ever. Thanks to you, Help for Heroes continues to provide holistic support services carefully tailored to each individual. Support that simply isn't available anywhere else.

As a result, more than 28,500 veterans and family members have received life-changing and life-saving support.

Thousands more veterans and families are in desperate need of help right now. Just ask anyone who is medically discharged from the Armed Forces. And that's an average of four people every day in the UK¹.

When a career in the Armed Forces comes to an end, overnight you lose your job, your home, your way of life, and a support network that's like your family.

It can seem so easy to shut yourself off from the world. It can seem so easy to give up.

But thanks to your support, our team of dedicated and caring professionals ensure that veterans and their families have the bright future they deserve.

Your support means that people can reconnect with their local community and enjoy friendship, hobbies, get a job, take part in physical activity and sport. The value of a supportive and positive community can't be understated. It can be the difference between a long and lasting recovery, and further suffering.

In September 2022, we lost Her Majesty Queen Elizabeth. The Queen personified the principle of leading by example. And that's why, among the Armed Forces community she was very genuinely and quite simply referred to as The Boss.

The welfare of military veterans was a cause that was always extremely close to Her Majesty's heart. Her remarkable legacy will live on for a very long time.

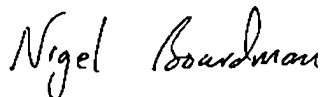
The past financial year saw Mel Waters OBE step down as our Chief Executive after five years of also leading by example. I'd like to take this opportunity to thank Mel and her team, for their excellent work steering Help for Heroes through the pandemic. Their stoicism and hard work, as well as their brave and astute decision making means this Charity is on firm foundations.

I am extremely confident that our new Chief Executive James has the ideas, passion and commitment to make sure that Help for Heroes has an exciting future.

From the bottom of my heart, I'd like to thank you, our supporters, donors, fundraisers and partners. We receive next to no Government funding, so none of this would be possible without you.

What you do means that veterans and families can access support that makes life worth living again.

Right now, across the UK, thousands more veterans and their families desperately need you. So, please continue to be a vital part of the Help for Heroes community.



Sir Nigel Boardman
Chair of Trustees



“ Thanks to you, Help for Heroes continues to provide holistic support services carefully tailored to each individual. Support that simply isn't available anywhere else. ”

¹ Ministry of Defence. Annual Medical Discharges in the UK Regular Armed Forces. 1 April 2017 to 31 March 2022.

WHAT WE DID IN 2021/22

HOW WE SUPPORTED OUR ARMED FORCES COMMUNITY

3,481

people supported
by Help for Heroes

1,311

people supported on
their physical health
recovery journey



1,130

veterans and family
members supported
by our mental
health service,
Hidden Wounds



175

Afghan civilians
who worked with
the UK military,
supported after
fleeing the Taliban

1,078

people worked with
a case manager, to
ensure their support
was tailored for their
individual needs

244

Recovery College
sessions delivered,
helping people
develop skills to
live independently



online Choir
rehearsals, eight
face-to-face
rehearsals and
three performances

62



website views
for our online
Recovery College
self-help guides

6,500



people accessed
our free online
suicide awareness
training

3,179

in cost of living
support to help those
finding it difficult to
pay for food or to
heat their homes

£28K

sporting, recreational
and social activities
held to fight
loneliness and
isolation

1,195

grants issued
to pay for
equipment or home
modifications to
make people's
lives easier

376

OUR IMPACT

OUR AIMS FOR OUR RECOVERY SUPPORT SERVICES FOR 2021/22 WERE TO:

- Embed our integrated recovery model, consolidating delivery changes introduced in 2020/21.
- Offer credible solutions to need, increasing accessibility of services and support.
- Champion continuous improvement, ensuring that veterans and their families help shape service development to drive quality and user experience.
- Evidence service impact and work towards demonstrating social value, with transparency.
- Be collaborative in our approach by forming effective strategic partnerships.

We supported

3,481

people in 2021/22



MAKING LIFE-CHANGING SUPPORT ACCESSIBLE TO ALL

Throughout the year we worked hard to make it easier for people to ask for and receive our help. We supported 3,481 people in 2021/22, an increase of eight per cent on the previous year.

In order to be as accessible to as many people as possible, we have been embedding our integrated recovery model. This means our support services are delivered through a mixture of community activities and home visits, as well as online appointments.

We brought veterans and families together in person in their local area. And we gave people from across the UK the chance to meet up and support one another virtually. By offering both digital and face-to-face activities, we are able to reach further into our

communities and reach those who face barriers to accessing support.

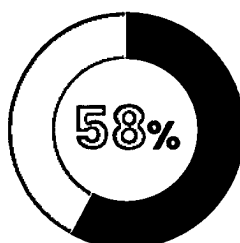
Our support is carefully tailored to each individual's needs. It covers many important areas of people's lives. We help people with their physical and mental health, living arrangements, managing money, helping people find a job or somewhere to live, improving family relationships, tackling isolation. Each of these impact on one another. For someone to have a full and lasting recovery and to live well, we need to make sure each of those areas are healthy.

HEALTHCARE SUPPORT

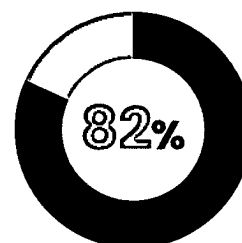
The Charity's nurses, occupational therapists and medical advisers helped 1,311 people with their physical healthcare needs in 2021/22. An increase of eight per cent on the previous year.

The team helped people understand their medical conditions, made sure they were on the right treatment, improved their pain management, sleep, mobility, and more.

We've been advising GPs and key staff in hospitals so they can better serve members of the Armed Forces community.



- 58 per cent of those who received support from our veterans clinical services team experienced an improvement in at least one area of health¹. The most common areas of improvement were pain and discomfort, anxiety, and depression.



- 82 per cent of people supported by our occupational therapists had a significant improvement in the satisfaction of how they feel they're managing their condition

¹ Measured by the EQ-5D Healthcare Questionnaire, n:171

"Help for Heroes paid for an automatic front door so I could leave my house on my own. I no longer feel like a prisoner in my home."



JOHN'S STORY

We provided Army veteran John with an automatic front door, so he can leave his house on his own.

John has multiple sclerosis and is now dependent on a wheelchair to get around. He needs the support of others to do some of the most basic of human tasks, including eating.

Being able to leave the house independently means everything to John.

"Having spent so much time indoors unable to go out, unless someone lets me out, felt like being in prison. I now have freedom again. That's euphoric.

"If I could, I'd do cartwheels I am that happy at being able to go out my front door whenever I want to.

"My support dog Casper and I sometimes get the bus into town. Or we'll go to the park. I throw the ball and Casper chases after it. He'll bring it back all slobbery, but I don't care one bit about that. It's just so wonderful being out in the fresh air. I can visit friends and family and go to appointments on my own. I can help my partner Claire with shopping.

"And when I get home wet and cold, I can just let myself in. I love having my independence again".

We paid out

376

Grants to veterans
and families

MAKING PEOPLE'S LIVES EASIER

In 2021/22 we paid out 376 grants to veterans and families. These helped with difficulties to people's daily lives caused by injury, illness, financial hardship, and a range of other circumstances.

Just some of the examples of support we can pay for includes modifications to people's homes so they can get into and around their property. Or, equipment so they can cook and wash independently. Specialised furniture so people can sleep and rest comfortably. And we can pay for wheelchairs, leg braces and other medical equipment.

The cost-of-living crisis and the fear surrounding it has hit veterans and their families hard. That's why in 2021/22 we paid out £28,665 in 80 additional needs grants to help people pay for food and to heat their homes.

MENTAL HEALTH AND WELLBEING SUPPORT

Our bespoke mental health service, Hidden Wounds, helped 1,130 people last year. This was up 16 per cent on the year before, after we expanded this service by increasing the number of staff.

The team can provide a mix of counselling, psychology sessions, talking therapy and psychological education.

We help people with a wide range of mental health conditions, including anger, grief, depression, anxiety, alcohol use, phobias, post-traumatic stress disorder and obsessive-compulsive disorder. Support is carefully tailored to each individual's needs.



OUR HIDDEN WOUNDS TEAM RECEIVES NATIONAL KITEMARK

We became one of the first charities to be awarded a quality kite mark for the high standard of care and support the Hidden Wounds team provides. This is a great example of how we are continuously striving for improvements to make sure we deliver high quality services and improve the user experience.

The Quality Network for Veterans Mental Health Services was set up in 2020 by the Royal College of

Psychiatrists, in partnership with military charities and the NHS.

We were judged to be hitting 100 per cent of all the 120 service areas we were assessed on.

Service areas covered included wait times, the process for referring people into our service, the standard of care and treatment provided, accessibility of our services, and how we share information with people we support.

We delivered
244
 Recovery College
 sessions in 2021/22



GIVING PEOPLE THE SKILLS TO LIVE WELL

As well as supporting people through their immediate difficulties, we help people develop skills, knowledge and confidence so they can have a full and lasting recovery and live independently.

Through our Recovery College, we offer a wide range of free online self-guided and group courses for veterans and families. Topics include nutrition, pain management, anxiety, anger, depression, managing money, and sleep. These are written and facilitated by a professional with expertise in the subject matter as well as a veteran with lived experience.

- We delivered 244 Recovery College sessions in 2021/22.
- 98 per cent of people who took one of the courses and completed a survey said they would recommend the course to others.

Last year saw the return of our flagship Pathfinder Experience. This in-person residential course has a strong emphasis on group work, being in nature and physical activity. It allows veterans to better understand and develop who they are as a person. It's delivered to veterans over 11 days within a three-month period. Five of these courses were run last year.

At the end of their course, 91 per cent of survey respondents said they felt more confident to be able to move their lives forward in a positive way. And 100 per cent said the course had improved their knowledge and understanding to manage their wellbeing.

A veteran said: "Out of everything I've done previously, the Pathfinder has been pivotal in moving me onto the next phase of my recovery."

TACKLING LONELINESS AND ISOLATION

Our wide range of free sporting, recreational and social activities tackle loneliness and isolation. Last year, we ran 1,195 of these activities across the UK and online.

This allows veterans and their families to meet up with others who have been through similar experiences. It gives people the chance to be active, take up new hobbies or interests, or simply enjoy a brew and a chat. Being active, especially with others, can have a huge impact on people's health, happiness and self-confidence.

Sabrina Sheikh said: "The choir was a real game changer for me. I was struggling socially and I had low confidence. I used to hide behind my hair. It was difficult to speak in front of people without bursting into tears. Everyone involved in the Help for Heroes Choir is so kind and caring. That safe space has allowed me to grow my confidence to the point where I am now even doing public speaking."

Last year, Jason joined our book club for veterans and families in Wales. He said: "I had very little confidence. As an avid reader, the book club appealed to me as a way of helping me overcome some of my anxieties and difficulties.

It is a friendly and supportive environment.

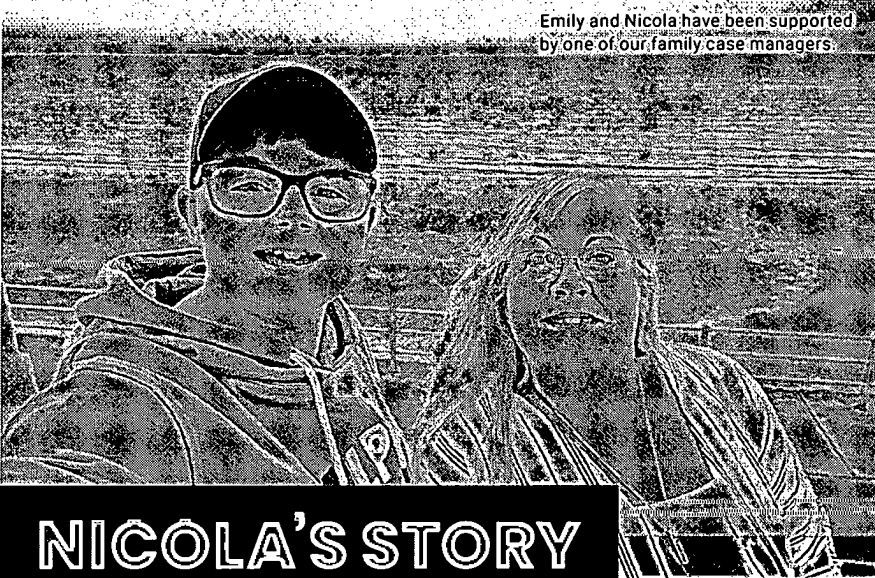
"The book club gave me the inspiration and desire to get back into education.

"In September I became a full-time undergraduate student at the University of Salford on a politics and history course."



Our Choir gave Sabrina the confidence to do public speaking.

Emily and Nicola have been supported
by one of our family case managers.



NICOLA'S STORY

Nicola's husband served in the Army for 19 years. The couple have a 14-year-old daughter Emily. Life has been tough for them all since leaving the military.

Nicola credits her Help for Heroes case manager Amy for keeping their family together after her husband was medically discharged with a back injury and PTSD.

"Amy has helped me personally and us as a family with so much. I come off every call with her feeling positive. Her calmness and knowledge are incredible.

"When Amy said we'd be eligible for the Help for Heroes immediate needs grant I was overwhelmed with relief. I'd been unable to work for six months. The cost-of-living crisis is scary and has given me sleepless nights.

"I was able to make this grant stretch. I could put food in the freezer, and buy toiletries, clothes and cleaning products. When Amy said 'it's ok to buy Christmas presents if you want' I burst into tears, as I hadn't been sure how I was going to get my daughter a present.

"When my daughter wasn't getting the help she needed at school for her additional educational needs, Amy chaired meetings and liaised with the school.

"Amy helped me get mental health support through Hidden Wounds. That has helped me massively. It's totally non-judgemental and it normalises what I've been through and what I'm feeling.

"I have trauma after seeing my husband wake with terror in a cold sweat, having flashbacks. He couldn't help that and he is getting therapy, but I have to process it too.

"It doesn't stop with the veteran. I've got to be in a good place to be able to support my husband.

"We're not asking for a lot. We're just asking for time to be a family. Without Amy, I'm not sure we'd still be together."

"It doesn't stop with the veteran. I've got to be in a good place to be able to support my husband."

WELFARE SUPPORT THROUGH CASE MANAGEMENT

A total of 1,078 individuals with complex or serious needs worked alongside one of our case managers last year. As well as overseeing and co-ordinating all the different elements of people's support package, our case managers help veterans and their families with a wide range of welfare issues.

They can provide support and guidance in many areas including housing, applying for benefits, managing money, applying for the War Pension, helping people get a job, liaising with schools if a child is having problems with their education, and re-introducing people to their local communities.

Case managers work with veterans, and with their families. Because we know that when a veteran is struggling, life can get tough for the family too.

Our family case managers rolled out the Strength in the Families project last year. This offers bespoke mental health support to children and young people, and positive parenting information and support through the Nurturing Programme.

Our case managers supported

1,078

individuals with complex
or serious needs



Chloe, centre, enjoying a rugby match with one of our support workers Emma, left and Ian, who is also a veteran.

CHLOE'S STORY

Army veteran of 22 years Chloe says Help for Heroes has made her feel that 'life is worth living again'.

After leaving the Armed Forces because of bullying and complex PTSD, civilian life soon became increasingly tough.

Chloe suffered one cruel blow after another. Her mental health declined as she experienced depression and sensory overload. She found basic daily tasks difficult.

"I struggled to get out of bed. I didn't want to shower or leave the house. I didn't want to live."

Her father then passed away and Chloe split from her partner.

"I felt worthless and lost all my self-confidence and belief. I was alone in the world with no family, only my dog and my closest friends who live on the other side of the world or are still serving.

"I was suicidal, and I didn't know where to turn.

"I called Help for Heroes and was put in touch with their team in Scotland, where I live. They have given me so much support, guidance, and encouragement. I was assigned a case manager and referred to Hidden Wounds for support with my mental health. My psychologist was absolutely amazing. As was the support from my case manager Jock, and my clinical lead, Fletch, who helps with my physical healthcare. They made regular calls to check in on me and encouraged me to attend virtual

get-togethers and the Recovery College, all of which really helped.

"The weekly virtual get togethers have given me a social life. I have enjoyed walks, kayaking, archery and segway sessions, which were hilarious. I took part in some online paint by numbers sessions. We went to rugby games in Edinburgh. It really built up my social skills again, being back in big crowds.

"I took part in a Recovery College course on nutrition which I really enjoyed and learned a lot from. So, I did more of them. The courses have really helped me understand me and where I was at.

"The Mind, Mood and Body course was brilliant at explaining how breaking a negative cycle in one of those areas improves all three areas.

"Combining the different sport and social activities, Recovery College courses and Hidden Wounds support has put me back together and helped me believe in myself again.

"This Charity has given me my life back. It's given me the support and strength to move forward and carry on living. I now work full-time, and I know I have the support of the team behind me. I try to attend as many activities as I can. Being among fellow veterans and the Help for Heroes team allows me to discuss things others in the civilian world may not understand."

MAKING IT EASIER FOR PEOPLE TO ASK FOR HELP ONLINE

This year we launched a new website and started a major project to improve the online process for people to ask for our help.

We want to remove any barriers people may have that prevents them from asking for our help. This is a wide-ranging piece of work, looking at all relevant factors, including veterans' reluctance to ask for help.

We're making sure all our processes are easy to understand and follow. Last year, we simplified our online 'Get help' form. We reduced the number of questions and made the language as easy to understand as possible.

Once someone has contacted us through the form, they can immediately access self-help content to start their recovery journey. They will be able to access this content on their own My Recovery portal. This is a private, closed online area which people will log on to.

This concept was a direct response to what veterans and family members asked for, and they helped us design and create it.

In time, we will be adding to what people can do in their My Recovery portal, such as book appointments with our support staff, as well as places on our sporting and social activities.

NEW WEBSITE

Veterans, their families and Charity supporters helped us revamp our website to make it more accessible and easier to use.

The overarching aim was for anyone visiting our website to find the information they need as easily as possible.

We're continuing to seek the views of website visitors to make ongoing improvements.



As of September 2022

3,179

people had accessed our online
suicide awareness training

SUICIDE AWARENESS AND SELF-HELP CAMPAIGN

The number of veterans telling us they've been feeling suicidal or have attempted suicide increased year-on-year for the past three years.

In response, we launched a Suicide Awareness and Self-Help project.

The aim was to get life-saving training out to veterans and those around them, to create suicide-safer communities.

We developed a free 30-minute online course, in partnership with Zero Suicide Alliance (ZSA). This was launched on January 31, 2022. By September 30 of that year, our online training had been accessed 3,179 times. This collaborative working with ZSA has been a very effective strategic partnership.

This runs alongside online group courses specifically for veterans and families. These are facilitated by mental health professionals and veterans with lived experience.

The courses teach people how to spot the subtle, but critical signs that someone might be feeling suicidal. And they give people the skills and confidence so that if they think someone is at risk, they know how to have a conversation to keep them safe, and how to get them professional help.

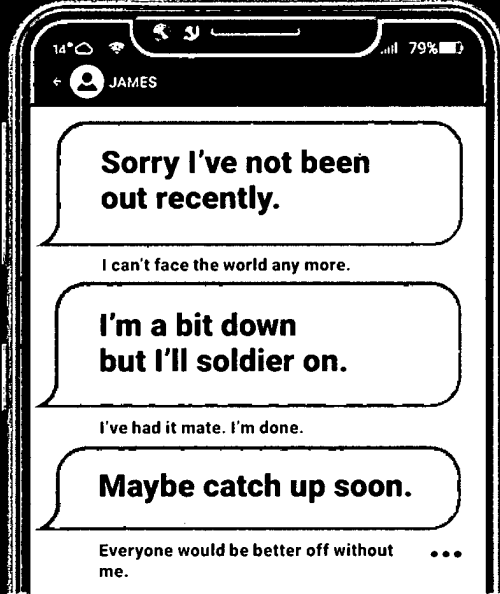
The project will run over two years. It's funded by the Armed Forces Covenant Fund Trust, as part of their 'One is Too Many' programme, which aims to reduce veteran suicides.

“

Before I started with Help for Heroes there were times when I thought my only option was suicide. Now, I've got everything in my life I want and need. Mentally, I've never been stronger.”

READ between the LINES

1 in 3 veterans have felt suicidal.*



**Could you read between the lines?
We're on a mission to create
suicide-safer communities for veterans.**

Take our free 30-minute suicide awareness training.
Visit helpforheroes.org.uk

**HELP for
HEROES**

*31.8% of veterans have felt suicidal at some point in their life. Research conducted by YouGov Plc into mental health and suicide in GB adults and the Armed Forces Community. July 2022, total sample size of 8346 adults, including 455 veterans.

"Help for Heroes have been brilliant. They understand there's no time limit on how long your injury will last."

VERY SERIOUSLY INJURED VETERANS PROGRAMME

We supported 28 people within our very seriously injured veterans programme in 2021/22.

Some of these veterans are paralysed. Some have catastrophic brain injuries. Some have lost their eyesight. Some have lost limbs. All will be deeply affected by their injuries for the rest of their lives. Their families will be too.

Thanks to your support we're making sure these veterans get essential round-the-clock care and support every day. This helps them with the most

basic of human tasks. Eating, washing, walking, and leaving the home.

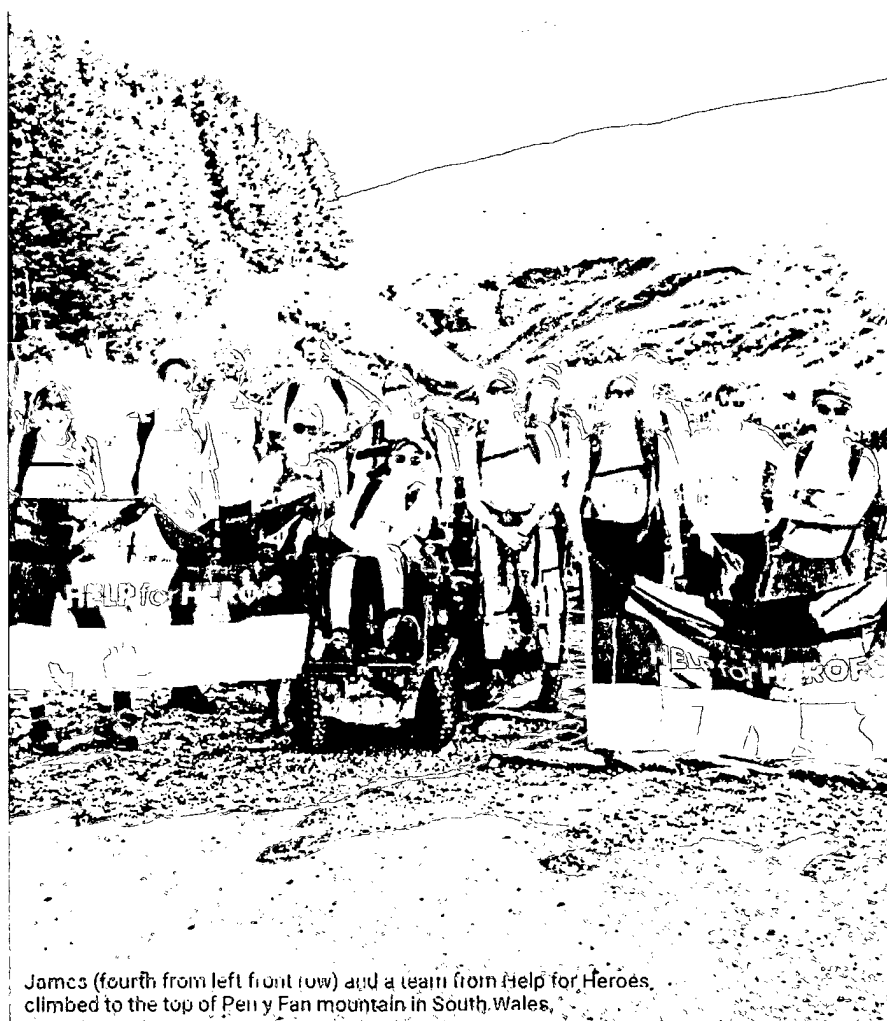
This programme provides these veterans with the highest possible standard of holistic support, carefully tailored to meet each individual's complex needs.

And they will all need this support for the rest of their lives.

We're here for their families too, supporting their mental health and easing the pressure.

Janet's son James suffered a serious brain injury during his Royal Marines training. She said: "Help for Heroes makes the impossible, possible.

"Their support has given James opportunities that we didn't think possible, and it's enabled him to get closer to the life that he would have otherwise had."



PROJECT SOLIDARITY

Project solidarity is our programme to support Afghan civilians who have come to the UK following the war in Afghanistan. These are people who worked alongside the UK military during the conflict, providing life-saving information to our troops. Many have sustained injuries from bomb blasts, lived underground in fear of the Taliban, and suffered extreme PTSD and nightmares.

We are providing them with tailored and holistic support that they simply would not receive elsewhere.

The team has had to be incredibly flexible, understanding, resourceful and compassionate to deliver support to these traumatised people, who are living in a different country with varied and complex needs. In the financial year 2021/22 we supported 175 people through this project.

The team works collaboratively with other charities and statutory organisations to ensure that support is joined up. By doing this, we're able to reach more people and offer our services wider.

We supported
175
people through
Project Solidarity

One of our Project Solidarity case managers, Keziah, talking to Ahmad.



AHMAD'S STORY

Ahmad had slept on a park bench in the cold and rain for three nights. He had no plan, no money, and no friends. He was starting to lose hope.

"At that moment, Keziah appeared in my life like an angel."

Keziah is a case manager in the Help for Heroes Project Solidarity team.

As an interpreter on the frontline in the war, Ahmad saved British soldiers' lives.

If the Taliban had found him it's unlikely they'd have shown any mercy.

Ahmad arrived in the UK confused, alone and penniless, but alive.

He was entitled to a place to live as he qualified for support under the Government's Afghan Relocation and Assistance Policy (Arap) scheme.

At his most vulnerable and just when he needed a slice of good fortune, Ahmad was duped into modern slavery.

For two months he was forced to live in unsanitary and unbearable conditions. Made to work 10-hour days, every day with no break and for no pay. He was manipulated and threatened with violence.

He escaped. But with nowhere to go and no-one to turn to, he ended up homeless.

Thankfully, Ahmad remembered he had a number for Help for Heroes. He'd been told the Charity supported people from Afghanistan who had served with the British Armed Forces.

"When I spoke to Keziah, I said 'please help me or send me back to

Afghanistan. If I go back to Afghanistan I will die once. Here I am dying a thousand times a day'.

"Living on the streets thousands of miles from home when I was cold and hungry was the toughest thing I've ever had to do.

"Keziah said 'Don't worry, it will all be ok. I will get you a hotel room for tonight'. She told me to keep warm and safe by walking around supermarkets and she'd call me back.

"Within hours Keziah had got me a hotel room. She said 'go to the hotel, have a shower. Eat something, rest and get some sleep. I will call you in the morning'. It was wonderful. I felt alive again.

"Within days I was living in a nice room in a nice house.

"Keziah worked so hard for me, she went above and beyond. She helped me apply for jobs, got me GP appointments, and helped with my mental health.

"My life has completely turned around. I now have a job as an employment advisor helping other Afghan refugees in the UK who are in desperate situations. I am so happy to be able to help people who are going through what I went through.

"I tell them, 'It will be ok. There are people who can help. I know because they've helped me, and now I will help you'."

LOOKING AHEAD

OUR FOCUS FOR SERVICE DELIVERY FOR 2022/23 IS:

Ensuring our services are shaped and delivered in the best way to help members of the Armed Forces community live well after service, with particular attention on increasing awareness of the support we offer, reaching more people, and delivering impact. In particular, we aim to:

- Ensure our support services are responding to unmet needs and that they help members of the Armed Forces community manage their physical and mental health challenges, and welfare issues.
- Improve veterans' and family members' knowledge and understanding to greater enable self-management and independent living.
- Work collaboratively with partner organisations to ensure the people we serve have access to the most appropriate support services, and to avoid duplication of effort and resources within the sector.
- Make it easier for people to get the help they need. To do this, we will work with service users to improve our processes to request and receive support.
- Improve awareness of the support we offer.
- Reduce the stigma within the Armed Forces community around asking for help.
- Build on efforts to address social isolation and loneliness by enhancing our work to help veterans and their families be part of a connected and supported network in their community.



"When there are charities like Help for Heroes that really understand, it's like somebody shows you the route-map to get to the next chapter of your life."

David, veteran

CALLING FOR CHANGE

OUR AIMS FOR 2021/22 WITH OUR COMMUNICATIONS AND CAMPAIGNING WORK WERE TO:

- Grow the Charity's reputation as a leading and trusted authority on wounded veterans and their families.
- Address Government policy gaps through campaigning and collaboration.
- Ensure veterans and their families have a clear voice to influence plans and service delivery, as well as increasing advocacy for the Charity.
- Be a more inclusive brand and organisation, which truly values diversity.

FIGHTING VETERAN INJUSTICE

As well as delivering life-changing support services, we campaign relentlessly and passionately to bring to light veterans' needs that aren't being met by governments and other decision makers.

It's an injustice that people don't get a fair deal from the country they risked everything for.

We won't stop until those who served to keep us safe, get the support they deserve.

We're proud to have brought about positive change.

Last year, we helped shape measures in the Armed Forces Act to strengthen the Armed Forces Covenant in law.

The Armed Forces Covenant is a promise on behalf of the nation to treat those who served in the Armed Forces – and their families – fairly.

It now places a legal obligation on local authorities to make sure that veterans aren't being disadvantaged when accessing public services, particularly with regards to housing, healthcare and education.

We ensured that the Government committed to carrying out a yearly review of the Covenant to monitor if it is truly benefitting members of our Armed Forces community.

We remain part of a working group with the Ministry of Defence to shape how the Covenant works in practice. This gives us the opportunity to shape future legislation and make sure it's delivering positive change for veterans and families.

We've helped create guidance for local councils to make sure they know how they can and should be meeting the aims of the Covenant.



Veterans Minister, Johnny Mercer, attends a Help for Heroes event inside the Houses of Parliament.

CHAMPIONING INCLUSIVITY AND DIVERSITY

Through our internal equity, diversity and inclusivity forum we looked at the language we use in external communications, to make sure it's always as inclusive, positive and progressive as it can be. This is especially, but not exclusively, with regards to how we talk about the challenges people with disabilities face. We worked in partnership with the charity Celebrating Disability, who delivered two internal training sessions in this important area.

“
When I left the Army as a disabled person there was no support to help me transition to civilian life.
”

OUR FOCUS FOR CAMPAIGNING IN 2022/23

We will:

- Urge the Government to carry out an independent review into the medical discharge process to highlight where improvements are needed. In a recent study commissioned by Help for Heroes, we found that almost 70 per cent of medically discharged veterans supported by us had a negative or very negative experience of transition into the civilian world.
- Demand the re-establishment of funding along the lines of the Veterans Mobility Fund. This Government funding stream was making a huge difference to the lives of veterans with serious physical injuries, but funding for it ended in February 2021.
- Call on the Government to improve the rehabilitation pathways for injured veterans.
- Lobby the Government further to make sure that the Armed Forces Covenant covers more critical areas affecting veterans' lives.
- Work with local authorities to make sure they're doing all they can to reduce veteran suicide rates.

OUR INCOME

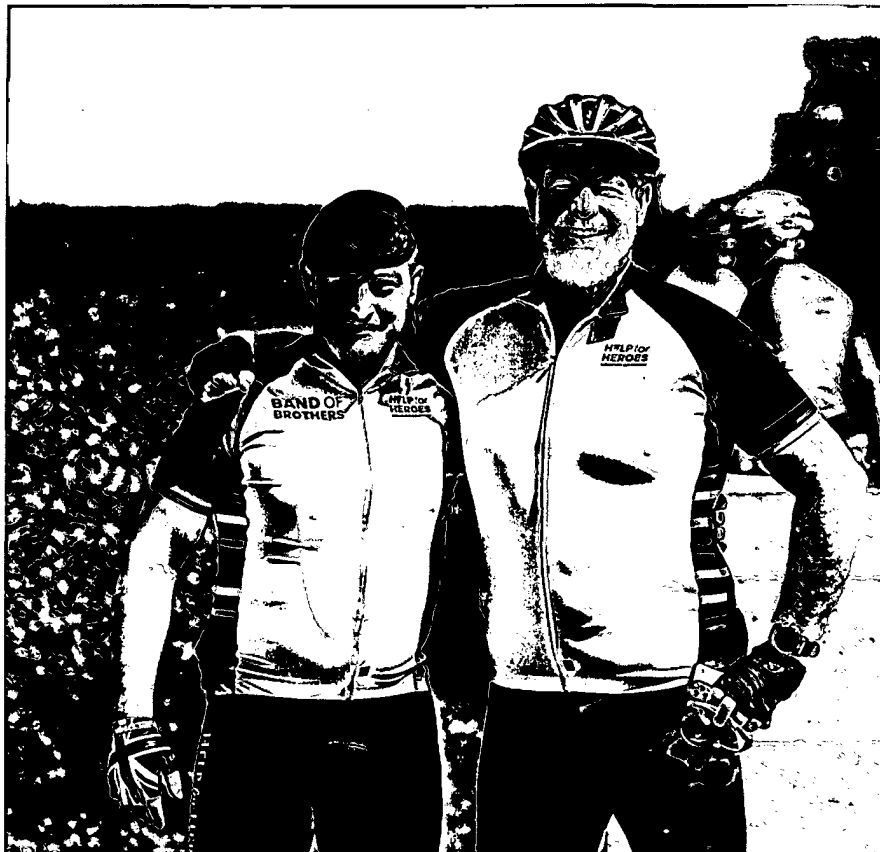
AIMS FOR 2021/22

- **Deepen supporters' connection to veterans' needs and demonstrate how their support allows us to make a difference.**
- **Find new ways to inspire supporters in our work.**
- **Motivate new supporters, philanthropists, and strategic partnerships to give, so we can continue supporting wounded veterans.**

GETTING PEOPLE ON BOARD

During the year, we reached out to and engaged with supporters and potential supporters and provided them with more ways to get involved in our mission.

This included increasing our digital presence. During the year we signed up 6,000 new active supporters to our database. We revamped our fundraising appeals, to clearly show supporters how crucial their donations are to ensuring that veterans and families receive the life-changing and life-saving services that they need.



INSPIRING SUPPORTERS

After a lull during the Covid pandemic, our fundraising teams and volunteers were able to get out and about in person to do what they do best.

An army of 333 dedicated volunteers took to their collecting stations at 270 Tesco stores for our annual national collection weekend in June.

Thanks to our amazing volunteers, the generosity of the British public, and Tesco's hospitality, we raised £144,000 from the weekend's collection.

Our challenge and events income increased to **£1.1 million** in 2021/22 compared to £0.6 million in 2020/21. We also saw an **increase** in our legacy income from £9.5 million in 2020/21 to **£10.5 million** in 2021/22.



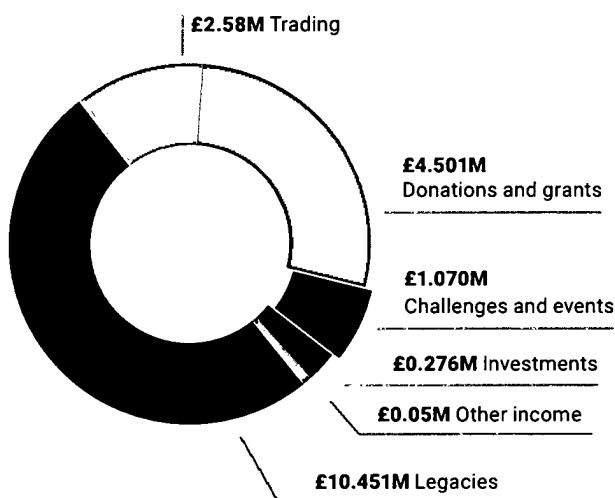
The Charity's iconic fundraising event, the Big Battlefield Bike Ride, was back after a two-year break. A total of 130 cyclists took on the five-day challenge across northern France, raising more than £500,000.

We evolved ways for people to participate in our fundraising events and challenges with new Facebook virtual fundraisers and JustGiving campaigns. The Heroes Lottery was developed as a new and fun way for people to support our work.

“
On the Big Battlefield Bike Ride we all become great friends. It's a terrific chance to raise money, have fun, challenge yourself, and ride with amazing people.
”

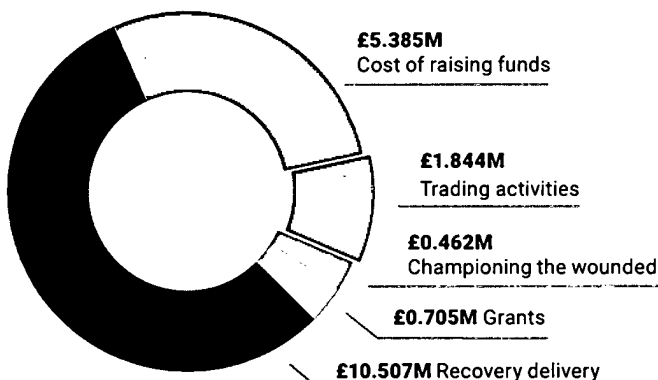
WHERE OUR INCOME COMES FROM:

Total group income £18.928M



HOW WE SPEND OUR MONEY:

Total Group spend £18.903M



OUR AMAZING PARTNERS

St James's Place

We were thrilled that St James's Place signed a new three-year partnership agreement with our Recovery College and donated £150,000.

Colleagues at St James's Place shared their expertise by delivering a financial wellbeing course to veterans and families. They also helped co-produce self-help materials for our website, to help members of the Armed Forces community learn more about money management.

During 2022, the investment management company extended its support to us even further by providing financial awareness and advice sessions for colleagues.

Cotton Traders

Cotton Traders held its first charity golf day since the pandemic and raised £31,500. With online and in-store donations and royalties, the iconic clothing brand donated over £153,000 to us during 2022.

This means the company has donated an incredible £1.6 million in total to Help for Heroes in the 11 years it has been supporting us.

Moto in the Community

Moto in the Community presented us with a cheque for £200,000 at its 2022 conference. This is the charitable arm of the motorway service station company.

This incredible donation means the company has contributed a staggering £1.3 million to Help for Heroes in 10 years. It was a fitting way to sign off this wonderful partnership.

We were delighted to welcome a team from Moto on our Big Battlefield Bike Ride in France. Their staff also helped at our Tesco collections and ran fundraisers at their sites during Easter and over the Jubilee Weekend.

OUR INCOME OBJECTIVES FOR 2022/23

To continue to help members of the Armed Forces community live well after service, we have developed a three-year strategy to build our sustainable income and engage significantly more people in our work. We will do this by:

- Building a strong and active supporter base.
- Increasing our visibility and activity in communities.
- Driving innovation and developing new ways for supporters to engage with us.
- Building stronger and longer-term partnerships with corporates, trusts and foundations.
- Launching a major gift appeal to be able to support very seriously injured veterans for their lifetime.



Alex Berezynskyj, the founder of Combat Fuel, one of our 'Veteran Ventures' range of products. Photo by Alex Morris.

We increased the number of products available under our 'Veteran Ventures' range. These are products made or designed by members of the Armed Forces community.

We also looked at new product areas and widened our gifting offer across different price points.

During the year, we improved on-site experience across search, filtering and upselling options. We also launched a function to email customers when a particular product is back in stock.

By launching Google Shopping (now PMax) in September 2021, this allowed us to test out a number of Google ads

messages and mechanisms across different media.

We enhanced the donation mechanisms across the site and the checkout. For example, we brought in a 'Donate £X for free delivery' at the checkout. We also provided more information to show people how their donations will help veterans and their families. And we worked with our customer service team to instruct them how to have conversations with customers that could encourage donations.

TRADING

OBJECTIVES FOR 2021/22

- Optimise existing online retail trading business through further product development, enhanced website user experience and retention activities.
- Develop new methods to gather donations through our retail site.
- Increase our retail and commercial income.

TRADING OBJECTIVES FOR 2022/2023

- Review our product offer to optimise our sales and develop new product areas especially those that support our mission.
- Focus on acquiring new customers for the Charity.
- Develop the ways we communicate with existing customers with enhanced retention activities.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Help for Heroes was incorporated on 6 September 2007, registered with the Charity Commission on 20 September 2007 and launched on 1 October 2007.

GOVERNANCE STRUCTURE

We currently have a board of ten Trustees, all of whom are members of the Charity. The Board met five times in the financial year. All sessions are minuted.

The Trustees, who are also directors under company law, who served during the year ending 30 September 2022 and up to the date of this report were as follows:

Sir Nigel Boardman
(Chairman)

Charles Donald CDipAF

Clive Warner FCA

Liz Rylatt

Manroop Khela
(resigned 31 December 2021)

Oliver Gregson
(resigned 31 January 2022)

Philip Yates
(Vice Chairman from 2 September 2020)

Stuart Bell CBE

Shirley Cramer CBE
(appointed 10 March 2022)

Professor Nicola Fear
(appointed 1 April 2022)

Adam Brooks OBE MBA FRCS
(appointed 1 April 2022)

Emma Birchall
(appointed 30 September 2022)

All Trustees are unremunerated.

As well as regular full Trustee Board meetings, a number of Trustee Committee meetings are held.

During the year the Committees were restructured with the Audit and Risk Committee and Finance and Investment Committee being replaced with a Finance, Risk and Audit Committee. A Delivery Committee was also formed to look at all aspects of service delivery including associated risks. The Trustee Committees that met during the year were:

Until 31 May 2021

- Nominations
- Audit and Risk
- Finance and Investment

After 1 June 2021

- Nominations
- Finance, Risk and Audit
- Delivery

The Nominations Committee is responsible, amongst other things, for recruiting new Trustees, the CEO and making Board appointments. One of its aims is to ensure a broad mix of skills and backgrounds and, as a minimum, the board would include representation from the Armed Forces community and the professions.

New Trustees go through a period of induction and training, managed by the Head of Risk and Compliance, as part of the wider ongoing programme of Trustee briefings and development. The Board undertake regular assessments against the Charity Governance Code to develop high standards of governance.

MANAGEMENT STRUCTURE

The day-to-day management of the Group is conducted by the Executive Team under authority delegated to it by the Board of Trustees.

During the financial year 1 October 2021 to 30 September 2022, our Executive Team, which meets weekly,

consisted of the Chief Executive and Directors.

The pay policy for Help for Heroes is approved by the Nominations Committee and applies to all colleagues, including the Executive Team. In setting overall pay levels for colleagues we take into account data from organisations of similar status to Help for Heroes. Reviews of the policy are approved by the Nominations Committee.

Chief Executive Officer

Melanie Waters OBE
(resigned 30 September 2022)

Chief Executive Officer

James Needham
(appointed interim CEO from 1 October 2022 and permanent CEO from 6 March 2023)

Marketing, Communications and Public Affairs Director

Beth Miles

Chief Financial Officer

Polly McGivern FCA

Chief Operating Officer

James Needham
(until 6 March 2023)

Services Director

Lis Skeet
(resigned 2 December 2022)

Interim Services Director

David Walker
(appointed 3 December 2022)

Commercial Director

Clare McDermott
(appointed 21 March 2022)

LEGAL AND ADMINISTRATIVE DETAILS

GROUP STRUCTURE AND SUBSIDIARIES

Help for Heroes Recovery

Help for Heroes Recovery is registered in England and Wales as a charity, number 1143004, and as a company limited by guarantee, number 07647921. Help for Heroes Recovery was not active in the year.

Help for Heroes Trading Limited

Help for Heroes Trading Limited is registered in England and Wales as a private limited company, number 06380957.

The sale of merchandise and the licencing of our brand continue to be key focuses. The main aim of these activities is to provide income to Help for Heroes (the parent Charity), as well as raise awareness of its activities.

Help for Heroes Development Company Limited

Help for Heroes Development Company Limited is registered in England and Wales as a private limited company, number 07464349. The company was not active in the year.

BmyHero Limited

BmyHero Limited is registered in England and Wales as a private limited company, number 07192143. The company was not active in the year.

All subsidiary companies donate all distributable profits to Help for Heroes.

Charity Status

Help for Heroes is a public benefit entity, registered in England and Wales as a charity, number 1120920 and as a company limited by guarantee, number 06363256. Help for Heroes is also registered as a charity in Scotland, number SC044984. 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 ten 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. Help for Heroes is governed by its Memorandum and Articles of Association. The Annual Report is filed with the Charities Commission, Companies House and the Office of the Scottish Charity Regulator.

Registered Office

14 Parkers Close, Downton Business Centre, Salisbury, Wiltshire SP5 3RB

Company Secretary

Wilsons (Company Secretaries) Limited, Alexandra House, St John's Street, Salisbury, Wiltshire SP1 2SB

Auditor

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW

Bankers

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

HSBC, 8 Canada Square, London, E14 5HQ

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

Nationwide, Nationwide House, Pipers Way, Swindon, SN38 1NW

Santander UK PLC, 2 Triton Square, Regent's Place, London NW1 3AN

Investment Fund Managers

Veritas Investment Management LLP, 90 Long Acre, London WC2E 9RA

CCLA, Senator House, 85 Queen Victoria St, London EC4V 4ET

Solicitors

Wilsons Solicitors LLP, Alexandra House, St John's Street, Salisbury, Wiltshire SP1 2SB

PUBLIC BENEFIT STATEMENT

Help for Heroes (the Charity) works to provide practical, direct support for those physically or psychologically wounded while serving in the UK Armed Forces. 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. The Trustees consider the activities as described on pages 4 to 19 clearly demonstrate the public benefit provided by the Charity.

OUR CHARITABLE OBJECTS

Our charitable objects remain unchanged, these 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 while 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 while 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.

* The Commander of His Majesty's Armed Forces, or, where relevant, of any allied military body to whom His Majesty's Armed Forces is subject during combined operations.

OUR FOUNDERS

Everyone at Help for Heroes is deeply saddened by the death of our co-founder Bryn Parry CBE. Without Bryn, this Charity wouldn't be here. Bryn was instrumental in changing the focus of the nation and the way we regard both military service and wounded veterans.

Help for Heroes was founded in 2007 by Bryn and his wife Emma Parry OBE with one objective: to help the men and the women of our Armed Forces who have given our nation their all.

In the years that followed, and thanks to the couple's drive and commitment, Help for Heroes grew. To date, more than 28,500* individuals have received support to help them live well after service.

The couple stepped down in November 2016, passing the baton to Melanie Waters OBE, former Chief Executive of The Poppy Factory. Melanie spent five years in post and has left the Charity to take up another exciting job.

We've recently appointed James Needham as our CEO. James has been at the Charity for five years in several roles and has previously worked in operations management at Starbucks and Greene King.

*as of 30 September 2022



POLICIES AND DISCLOSURES

RESERVES POLICY

Reserves are held to make sure we can provide the lifetime support that veterans and their families need and deserve, even if our donations fall. The Trustees have considered the guidance issued by the Charity Commission: CC19 Building Resilience and the requirements of the Charities SORP (FRS 102) when considering the reserves policy below.

A significant proportion of our funds are held in the form of the buildings of the purpose-built recovery centres. These funds, which includes our fixed assets, including our recovery centres, are not realisable as cash reserves to support any day-to-day running costs.

Against the financial backdrop of falling income in recent years and an unpredictable external environment, Trustees continue to assess what appropriate levels of reserves are considering current needs, future need, and costs. An analysis of our funds is in the table below:

	2022 £'000	2021 £'000
Restricted funds	3,795	5,245
Designated funds		
Fixed Assets (including recovery centres)	12,762	15,100
Capital Fund	-	6,500
Urgent Response Fund	2,000	2,000
Recovery Fund (two years' running costs)	-	17,000
Very Seriously Injured Fund	4,000	
Fundraising Investment Fund	3,400	
Total designated funds	22,162	40,600
General funds	40,649	22,232
Total funds	66,606	68,077

RESTRICTED FUNDS

Donations, legacies and grants received where the donor has specified that the monies should be used for a specific purpose (e.g. a specific area of recovery).

At 30 September 2022 the restricted fund was £3.8 million. It is intended to spend down restricted fund balances within five years. As these funds are required to be spent on specific parts of our activities, and so are not freely available to support all our objectives, they are excluded in determining our reserves.

DESIGNATED FUNDS

Fixed Assets

Representing the value invested in the Help for Heroes recovery centres and other fixed assets. These assets cannot be sold on the open market and were developed by Help for Heroes as part of our recovery delivery for wounded serving personnel, veterans and their loved ones, working with the Ministry of Defence. As the value of this fund is made up of fixed assets used for the delivery of our activities, this fund is not included in the calculation of our reserves.

At 30 September 2022 the designated Fixed Asset Fund was £12.8 million.

Very Seriously Injured Fund

We have promised to be there for life for our beneficiaries. We know that those who have been most seriously injured by their service will continue to have complex needs for the rest of their lives. We intend to raise the funds required to deliver on that promise and have set aside £4 million to support the overhead costs for this support programme and the costs of raising those essential funds. Although the Trustees consider the Very Seriously Injured Fund to be part of Help for

Heroes reserves, we believe that this fund should be ring-fenced to ensure we are able to support the programme.

Fundraising Investment Fund

As part of ensuring our charity's sustainability, Help for Heroes are looking for opportunities to diversify our income and ensure we can be here to support all our beneficiaries for the rest of their lives. As part of this strategy, we require funds to invest in innovation and new ways of fundraising. We have set aside £3.4 million to support investment in new ways of fundraising over the next three to five years. Although the Trustees consider this to be part of Help for Heroes reserves, we believe that this fund should be ring-fenced to support the additional investment required in fundraising over the next few years.

Urgent Response Fund

This fund has been established to ensure we have funds available to support emerging and urgent issues as they arise. The events in Afghanistan in the summer of 2021, and the ongoing global uncertainty, highlighted that there will be times when we need to act quickly to respond to emerging needs. This fund will ensure we can respond quickly to the changing needs of our beneficiaries. Funds totalling £2 million have been designated to the Urgent Response Fund. Although the Trustees consider the Urgent Response Fund to be part of Help for Heroes reserves, we believe that this fund should be ring-fenced so we can support urgent needs as they arise.

GENERAL FUNDS

The Trustees reviewed the level of general funds appropriate to hold during the 2021/22 financial year and it was agreed that given the ongoing impact of Covid-19, international conflict and the uncertain economic situation in the UK, it was appropriate to retain reserves at a level that would support 12 to 24 months running costs to secure our stability as a charity. This will ensure that in the event that income remains significantly lower than in previous years or our running costs increase (due to rising costs, inflation and increasing wages) we can meet the costs of our vital services supporting the Armed Forces community, essential support, such as IT, Governance, Finance and Communication and fundraising as well during that period.

Based on the above parameters the general fund is expected to be approximately £38 million.

The balance in the General Fund and Help for Heroes reserve level (excluding the Very Seriously Injured Fund, the Fundraising Investment Fund and the Urgent Response Fund) was £40.6 million at 30 September 2022, which was above that range.

FUTURE RESERVE LEVELS

At 30 September 2022 our reserves are above the range the Trustees consider to be optimal for Help for Heroes. The Trustees are continually monitoring the plans and performance of the Charity to assess the impact of external factors and making adjustments, where necessary, to ensure reserves will return to the target level.

The Charity has a new strategic direction and is implementing a longer term business plan. This will impact our reserves by developing proposals to invest in innovation and development of our services. These will increase our reach and impact, and our support for veterans and their families, in a sustainable way allowing reserves to return within the range Trustees have agreed. We aim to keep our reserves within the parameters set by Trustees.

INVESTMENT POLICY

The amount held in investments and the type of investments is reviewed by Trustees in line with the reserves policy and anticipated expenditure.

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.

The Charity's investment benchmark is Consumer Price Index (CPI) + 3 per cent annualised over a five-year period, net of all fees. The Charity's investments are managed by Veritas Investment Management Limited and CCLA.

The portfolio held by Veritas showed a total loss net of fees of -9.7 per cent in the year to 30 September 2022 and a return net of fees of +29.7 per cent over the last five years. UK CPI + 3 per cent was +10.0 per cent and + 35.1 per cent in those periods respectively.

The CCLA portfolio has only been invested with CCLA since April 2021. However, the portfolio's performance over the last twelve months was -4.2 per cent and performance since inception is +5.1 per cent.

Whilst both portfolios have suffered losses in the past financial year and not performed in line with the benchmark, this has been a turbulent year for investments. The majority of our investments are held in equities which have been impacted significantly by uncertainties around inflation, the war in Ukraine and rising interest rates.

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

RISK MANAGEMENT

The Executive Team review the Group Risk Register on a quarterly basis for prioritisation before it is presented to the Trustee Finance Risk and Audit Committee, Delivery Committee and Board for validation. Risks are prioritised according to their probability and potential impact, and then adjusted for the effect of mitigating controls.

Significant areas of risk currently include:

1 Fundraising

The priority for the Trustees and the Leadership Team is to drive sustainable and secured income, as detailed in the Our Income section on pages 20 to 23. We are focusing on enhancing our supporter journey by investing in a new CRM and alternative fundraising opportunities.

2 Safeguarding

Maintaining the highest standards for our beneficiaries, staff and volunteers is of paramount importance. In the last year we have continued to enhance our policies and procedures to align to regulatory and best practice standards. Our Internal Safeguarding Board has provided ongoing guidance and assurance to the Executive Team and Trustees.

3 Data protection and information security

The security and protection of information is fundamental to the effective and efficient working of Help for Heroes and the maintenance of confidentiality.

In the last year we have conducted further external testing of our network security and moved to remote working, implementing guidance and training which covers all aspects of data and information security.

We have strong internal controls, an Income Protection Team, and we outsource Internal Audit where required, to prevent financial loss and reputational damage. Any suspicious or inappropriate activity is promptly investigated, and the relevant actions taken.

Complaints handling

We aim to ensure that any concerns or complaints raised are fairly, transparently and robustly managed in line with our complaints policy, and seek to understand where improvements to service delivery can be made for the benefit of all.

Where appropriate, and led by their guidelines, we pass information about complaints or other incidents to the Charity Commission and/or the Information Commissioner's Office (ICO).

During the last year we have referred one serious incident to the Charity Commission. After providing the outcomes of our internal review, no further actions were required. The Charity works closely with the Charity Commission and is a member of the Charities Against Fraud Group.

FUNDRAISING DISCLOSURES

Help for Heroes is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice.

Whilst we fundraise in many different ways, we do not undertake door-to-door collections and all of our registered volunteers are given guidance on the expected standards. None of our staff, volunteers, professional fundraisers or commercial participators are put under pressure to raise funds on the Charity's behalf.

We employ three professional fundraising organisations (PFOs) who act on our behalf to recruit new regular donors as part of the Give As You Earn scheme via a large roster of businesses and companies which we would not, otherwise, have the resource or be permitted to approach. Each PFO is paid by results, meaning we only pay for each new supporter they sign up.

In 2021/22 we worked with one further PFO. The PFO arranges challenge events, for which Help for Heroes is a charity partner.

We have formal agreements with our professional fundraisers with specified standards of performance. We enter into these agreements to raise net funds to continue our important work.

Some individuals who sign up to our challenge events, e.g. Big Battlefield Bike Ride (BBBR), are also considered to be professional fundraisers because they receive a place on the event in return for a minimum fundraising target. They are provided with formal agreements which include fundraising standards.

The Help for Heroes group also engages with a number of corporate organisations, many of which do not fundraise for us but make a payment for use of our logo. We are ensuring that all of our contracts are regularly reviewed and are being updated to include all regulatory requirements.

We monitor the approach of our professional fundraisers and commercial participators to protect donors, supporters and the organisation from poor practices. Monitoring includes meeting regularly with commercial participators and communicating regularly with fundraisers taking part in our challenge events such as BBBR.

During the period to 30 September 2022 we received sixteen complaints relating to fundraising, none of which related to professional fundraisers or the companies with whom we have a commercial participator agreements. We investigate all complaints and are satisfied that none of these complaints relate to a breach in fundraising guidelines.

STATEMENT OF COMPANY'S BUSINESS RELATIONSHIPS WITH SUPPLIERS AND OTHER STAKEHOLDERS

As a large Charitable Company, Help for Heroes is required to report on how the Trustees have discharged their duty to promote the best interests of the Charity whilst having regard to the matters in section 172(1) (a) to (f) of the Companies Act 2006, namely:

- a) the likely consequences of any decision in the long term,
- b) the interests of the company's employees,
- c) the need to foster the company's business relationships with suppliers, customers and others,
- d) the impact of the company's operations on the community and the environment,
- e) the desirability of the company maintaining a reputation for high standards of business conduct, and
- f) the need to act fairly as between members of the company.

The Trustees recognise that relationships with stakeholders are key to the success of the Charity. The table below sets out our key stakeholders, our considerations with regard to them and how we engage with them.

STAKEHOLDER MAPPING

Stakeholder	Consideration	How we engage
Veterans and their Loved Ones (Beneficiaries)	Help for Heroes has supported more than 28,000 veterans and their loved ones. We want to make sure they understand the difference our support can make to their recovery and what is on offer. Including the voices and perspectives of our beneficiaries is critical to the development of the Charity and we want to ensure all beneficiaries have the opportunity to be part of the conversation, are able to give feedback and feel confident that the Charity is championing their needs. It remains a priority to continue to drive beneficiary engagement and ensure veterans and their families have a clear voice to influence plans and delivery plus increase advocacy for the Charity.	Monthly newsletter (Bandstand) and closed Facebook groups for our fellowship members. Regular events, courses and activities run virtually and face-to-face in the community. We communicate these specific activities via tailored regional emails. We ran our third annual Veterans and Families Survey and held focus groups on various topics to provide input and guidance to the Charity. Beneficiary advisory panel to ensure the voice of lived experience is represented to Trustees. Other channels we use include the Help for Heroes website and mainstream social media platforms (including Facebook, Twitter and Instagram).
Colleagues	Our aim is to create a culture where all colleagues feel proud to work for the Charity and understand the difference they are making to the lives of those we support. Our approach to creating an inclusive culture has the following vision - Together we will develop and nurture an inclusive organisation and culture which values diversity. This will mean all employees, volunteers, beneficiaries and supporters see and experience Help for Heroes as a charity for them, somewhere they will belong and thrive. Ensuring we are transparent with opportunities for growth, training and development and that we contribute positively to a diverse, inclusive and equal workforce. Fair and appropriate remuneration, benefits and conditions.	Staff intranet site called The Loop. Quarterly all-staff meetings and briefings (2 virtual and 2 face to face). We receive feedback and seek to implement positive change through our team of employee 'Super Connectors'. Diversity and Inclusion Working Group called The Forum made up of colleague representatives. All colleague surveys: regular pulse surveys throughout the year. Learning and development through our People team.

STAKEHOLDER MAPPING

Stakeholder	Consideration	How we engage
Volunteers	Our aim is to ensure our fundraising volunteers feel part of the Help for Heroes family. That they are connected with the Charity and each other, encouraging positive interactions and participation. We provide content to support volunteers in their role so that they are informed about the Charity, understand the difference their contribution makes and understand the cause we support together. We want to inspire conversations and encourage accessibility to information and stories to reinforce the reasons why their support is important.	Volunteer intranet (Workplace) weekly posts, plus months of focus such as Recovery Delivery in the Community. Monthly volunteer newsletter. Full induction and welcome pack for new volunteers. Face-to-Face regional meetings (approx. every quarter). Engagement with the Community Fundraising Team via Teams and phone calls. Dedicated point of contact within the team. Birthday calls and emails.
Partners (including but not limited to Cobseo members, Ministry of Defence, government, corporate partnerships and NHS)	We want to build and sustain relationships with key stakeholders and influencers. It is our mission to build and share our knowledge and expertise in issues affecting our veterans, and wider society – particularly mental health, the benefit of physical activity and adaptive sport, trauma-informed care and disability. We want to use this knowledge to advise and consult on issues that affect our veterans to help them and their families live well after service. We aim to clearly communicate externally what we are fighting for and why and increase visibility of our lobbying work	Sharing publication of research and impact reports. One-to-one engagement on relevant issues and membership of working groups with sector partners. Lobbying for change at a policy level. Direct communications. Joint working on case studies, issues and campaigns, where appropriate.
Ambassadors	Our aim is to support our ambassadors to endorse and advocate for the charity. We want our ambassadors to feel engaged and well-informed. Our ambassadors play an important role in sharing their stories, myth busting and sharing their knowledge of the Charity across their networks.	Receive communication as per beneficiary cohort. Direct communication: provided with updated messaging, stats and FAQs. Facebook Workplace for Ambassadors with key information and updates shared. Monthly conference call with Chief Advocacy Officer and teams from across the Charity. Training to speak to the public and media.
Media	We must protect the Charity's reputation whilst promoting news stories to engage supporters and ensure we hit fundraising targets. We must also encourage veterans and families who need support to come forward and ask for help.	Proactive media releases featuring our beneficiary or fundraiser case studies around relevant topical issues. Provide comment or perspective on relevant topics in the media. Provide a reactive response to media enquiries.
Fundraisers/ Supporters	We want to drive engagement, loyalty and income, supported by a single supporter view.	Social media platforms (Facebook, Instagram, LinkedIn and Twitter). News and information published on Help for Heroes website. All Charity Mailer sent monthly. Fundraising events and challenges throughout the year.

KEY DECISIONS IN 2021/22

The table below sets out the key decisions taken in the year to 30 September 2022 and how the interests of our stakeholders were considered when making those decisions.

Strategy Development	2021/22 was a transition year where we focused on developing a refreshed long-term strategy for the Charity and a new theory of change¹. The strategy was based on a range of inputs and key issues identified, leading to a refreshed vision and purpose.	Key considerations: In developing a new strategy, a range of inputs were considered including: • Literature review of needs within the Armed Forces community • Sector analysis and understanding Help for Heroes positioning within the sector • Foresight summary • Impact Review • Impact and outcome data • Internal Performance Review • Beneficiary Focus groups • Colleague Workshops • Sector and Partner Interviews • Supporter research. • The refreshed Vision and Purpose and Theory of Change was reviewed and approved by the Board. • The business plan relating to the new strategy (for financial year 2022/23) was developed and approved by the Board. • Day-to-day decisions are delegated to the Executive Management team. • Board meetings are held regularly, and the Board receive regular updates on all activities.
Recovery Centres (continuing to be operated and funded by MOD)	We reached an agreement where all four Help for Heroes recovery centres, were operated and funded by the MOD for the next 12 months. This agreement was extended in March 2022 and, as such, they continue to provide core recovery activities for serving personnel who are wounded, injured or sick.	Key Considerations: • Recovery centres continue to be part of the journey for serving personnel. This honours the original purpose of the centres. • This continued agreement means we can continue to direct our funds to fully focus on supporting veterans and their families in the best way possible for them. • All services continue, with those that were delivered at a recovery centre continuing in a community location. • We continued regular beneficiary communication to ensure it is clear how to access support. • We are continuing negotiations with the MOD around the full transfer of responsibility for these recovery centres to MOD longer term, as part of the Defence Recovery Capability.

¹ A Theory of Change defines the long-term goals/ impact that will deliver the Charity purpose and links this to short- and medium-term outcomes delivered by identified activities. It also defines how we will evaluate the impact the Charity has.

Decision to move to remote and hybrid working	In 2021/22 we continued to work with a remote / hybrid model having vacated our London office space in April 2021 and served notice on one office space in Downton, which we vacated in the 2021/22 financial year.	Key considerations: • All employees continued to work from home with options to use office space in Downton or arrange locations to meet face to face as required. • Wellbeing of employees remained a priority. • Surrendering of leases meant those funds could be redirected into ensuring sustainability of the Charity and service delivery.
Continuation of community-based service delivery for all services	The COVID 19 pandemic and ending of Charity-led operations from recovery centres accelerated a move from a mixed model of service delivery (virtual, community and centres based) to a community-based model. We further embedded that approach in 2021/22. We know that the best outcomes happen when individuals can take control of their own wellbeing, gain the knowledge and tools to manage their condition and create a strong support network within their local community. All of the direct support we give is accessible either digitally, by phone or face to face close to where the individual lives, in their community.	Key Considerations: • Wellbeing of colleagues and beneficiaries remains a priority. • Local and regional partnerships and relationships were developed and built to enable and enhance delivery of services. • Accessibility considerations remain central to delivery decisions, ensuring all can access the support needed. • Relevant platforms to support delivery were considered, and we launched Just Go as our activity management platform in October 2021. • We made it easier to access our own services through a simplified 'Get Help' process.

SUSTAINABILITY AND CARBON REPORTING

Help for Heroes is reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnership (Energy and Carbon Report) Regulations 2018.

ENERGY

2022			2021	
Source	Consumption KWh	CO2 Emissions	Consumption KWh	CO2 Emissions
Electricity	140,727	32,809	186,848	43,562
Gas	14,269	2,860	379,173	70,249
Total			113,811	

TRANSPORT

2022			2021	
Source	Consumption	CO2 Emissions	Consumption	CO2 Emissions
Fleet (diesel litres)	12,310	32,008	3,595	9,348
Claims (miles)	245,811	69,815	40,880	11,611
Total			20,959	

	2022	2021
Total Emissions	137,492 KgCO2e	134,770 KgCO2e
Carbon Intensity (per person)	554 KgCO2e	537 KgCO2e

METHODOLOGY

Energy consumption was obtained from monthly meter readings or energy supplier invoices. Where practical, this covers the period 1 October 2021 to 30 September 2022, but if this has not been possible (due to invoicing dates) the nearest 12 month period available has been used.

Transport emissions have been calculated with data including:

- Quantity of fuel purchased in litres on fleet fuel cards
- Number of miles travelled for work by employees, calculated from claims submitted at £0.45 per mile (average conversion figure for diesel and petrol was used)
- Quantity of fuel used from employee expense claims and calculated at an average of £1.30 per litre of diesel fuel

Conversion factors used were obtained from two sources:

- www.carbontrust.com
- www.carbon-calculator.org.uk

RENEW OF ACTIVITIES

During the year to 30 September 2022 our energy consumption in respect of electricity and gas reduced. We did not operate any of our recovery centres in the year. In addition, we continued to reduce our office space as much as possible and felt the full impact of properties disposed of in the 2020/21 financial year. Conversely, our current ways of working, which focus on delivering in the community, have led to an increase in our colleagues travelling to engage in face-to-face activities with beneficiaries and supporters. Transport emissions have therefore increased

significantly in the 2021/22 year compared to the 2020/21 year, during which activities and travel were restricted due to lockdowns and social distancing requirements. Overall, there has been an increase in our emissions.

FINANCIAL REVIEW

INCOME

During 2021/22 we resumed a higher level of face-to-face activity in the community following two years of postponed or cancelled activities due to Covid-19 restrictions.

We were finally able to run our main challenge event the Big Battlefield Bike Ride, as well as other challenge events. Our challenge and events income increased to £1.1 million in 2021/22 compared to £0.6 million in 2020/21.

We also saw an increase in our legacy income from £9.5 million in 2020/21 to £10.5 million in 2021/22.

Other areas of fundraising have seen decreases with both grant income and general donations being lower than the previous year.

EXPENDITURE ON RAISING FUNDS

Increased fundraising activity has led to, an increase in the cost of fundraising from £6.8 million in 2020/21 to £7.2 million in 2021/22.

We are aware this is an area we will need to focus on in the coming years as we look to invest in new ways of generating income to ensure we can support veterans and families for the long term. For this reason, we have designated £3.4 million to develop fundraising over the next three to five years.

EXPENDITURE ON CHARITABLE ACTIVITIES

In the 2020/21 financial year we reviewed the carrying value of our recovery centres. As a result, an impairment of £17.2 million was recognised as a cost on charitable activities. Consequently, the expenditure in 2021/22 is considerably lower at £11.7 million, compared to the prior year cost of £29.6 million. Adjusting for the impact of the £17.2 million impairment, the comparative figure was £12.4 million.

We have therefore seen a slight reduction in the cost of ongoing charitable activities, excluding the impairment. This is a combination of increased costs of delivering services to our beneficiaries with further savings in our recovery facilities costs as we continue to increase our activities in delivering in the communities of those we support.

EXPENDITURE ON SUPPORT COSTS

The Group's expenditure on support costs, as set out in note 4, have continued to be carefully controlled and overall have reduced in comparison to the previous year from £3.5 million to £3.1 million. Support functions continue to be a vital part of the Charity, ensuring we continue to raise funds and deliver against our charitable objects.

The needs of our veterans continue to grow and we must recruit and retain qualified individuals who can design, deliver, support and fund the recovery services we provide. We pay competitive salaries and benchmark ourselves to make sure we do this.

NET LOSS ON INVESTMENTS

During the year, our investments made losses on revaluation of £1.5 million which compares to a gain on revaluation in the previous year of £3.8 million. This was another turbulent year for investment with factors including uncertainties around inflation, the war in Ukraine and rising interest rates having an impact on the equities market, in which the majority of our investments are held (see note 11 on page 56). Trustees monitor the performance of our investments (as detailed in our investment policy section on page 29) and we consider our investments to be held for the long term. We are therefore optimistic that any decrease in the value of our investments will be reversed before any investments are disposed of.

CAPITAL EXPENDITURE

Capital expenditure continues to be low at £0.4 million (2021 £0.1 million). This reflects our ongoing focus towards delivery of direct services.

GOING CONCERN

The Board of Trustees has reviewed budgets and forecasts and considered Help for Heroes' activities, financial position and risk management policies together with likely factors affecting future development, including the impact of the current uncertain economic situation and other operating challenges on our income, cash, reserves and delivery of activities.

The Board has concluded that the existing level of free reserves and available cash, coupled with strong cost control, are sufficient to ensure Help for Heroes has the resources to continue operating as a going concern. On this basis, the Board has concluded that there are no material uncertainties surrounding the Charity's ability to continue as a going concern for the foreseeable future and the accounts have been prepared on that basis.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Help for Heroes for the purposes of company law) are responsible for preparing the Trustees' Annual Report, including the Strategic and Directors' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable Company and the Group, and of the incoming resources and application of resources, including the income and expenditure of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business.

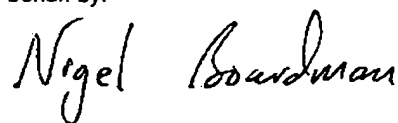
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charitable Company's transactions, disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities SORP (FRS102), the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group, and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees at the date of this report is aware:

- there is no relevant audit information of which the Charity's auditor is unaware; and
- each Trustee has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approval

The Trustees' Report, incorporating the Strategic and Directors' Report, was approved by the Board of Trustees on 27/04/2023 and signed on its behalf by:



Nigel Boardman
Chairman, Help for Heroes

FINANCIAL STATEMENTS AND AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF HELP FOR HEROES

Opinion

We have audited the financial statements of Help for Heroes ('the Charitable Company') and its subsidiaries ('the Group') for the year ended 30 September 2022 which comprise the Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the Charitable Company's affairs as of 30 September 2022 and of the Group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.

Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's or the Group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information contained within the Annual Report. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Group and Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charitable Company and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charitable Company's and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Charitable Company and the Group for fraud. The laws and regulations we considered in this context for the UK operations were fundraising regulations, taxation legislation, employment legislation, health and safety regulations and general data protection regulation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

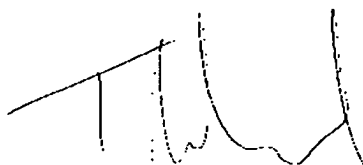
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, the fraud and serious incident logs, and reading regulatory reports and minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with chapter three of part 16 of the Companies Act 2006, and to the Charitable Company's Trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members as a body and the Charitable Company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood
Senior Statutory Auditor

Date: 5 June 2023

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 30 September 2022 (incorporating an income and expenditure account)

		2022 General funds	2022 Designated funds	2022 Restricted funds	2022 Total funds	2021 Total funds
Notes		£'000	£'000	£'000	£'000	£'000
Income from						
Donations and legacies	2	15,598	-	424	16,022	15,721
Other trading activities		2,580	-	-	2,580	2,487
Investments		276	-	-	276	329
Other		50	-	-	50	-
Total		18,504	-	424	18,928	18,537
Expenditure on						
Raising funds	3	7,173	56	-	7,229	6,781
Charitable activities	8	7,176	2,679	1,819	11,674	29,564
Total		14,349	2,735	1,819	18,903	36,345
Net income/(expenditure) before gains and losses on investments		4,155	(2,735)	(1,395)	25	(17,808)
Net gains/(losses) on investments		(1,496)	-	-	(1,496)	3,763
Net income/(expenditure)	5	2,659	(2,735)	(1,395)	(1,471)	(14,045)
Transfers between funds	16	15,758	(15,703)	(55)	-	-
Net movement in funds		18,417	(18,438)	(1,450)	(1,471)	(14,045)
Reconciliation of funds						
Total funds brought forward	16	22,232	40,600	5,245	68,077	82,122
Total funds carried forward	16	40,649	22,162	3,795	66,606	68,077

CONSOLIDATED AND CHARITY BALANCE SHEETS

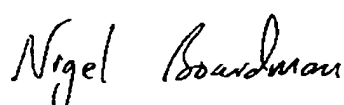
Company Number 6363256

As at 30 September 2022

	Notes	2022 Group £'000	2022 Charity £'000	2021 Group £'000	2021 Charity £'000
Fixed assets					
Intangible assets	9	350	335	128	104
Tangible assets	10	12,412	12,676	14,972	15,286
Investments	11	42,727	42,727	41,267	41,267
		55,489	55,738	56,367	56,657
Current assets					
Stock		475	-	546	-
Debtors	13	1,800	2,287	1,880	2,338
Investments		6,130	6,130	6,096	6,096
Cash at bank and in hand		6,085	5,857	7,430	6,897
Current liabilities					
Creditors: amounts falling due within one year	14	(2,382)	(2,151)	(2,545)	(1,899)
Net current assets		12,108	12,123	13,407	13,432
Total assets less current liabilities		67,597	67,861	69,774	70,089
Provision for Liabilities and charges	15	(991)	(991)	(1,697)	(1,697)
Net assets		66,606	66,870	68,077	68,392
Funds					
Restricted funds	16	3,795	3,795	5,245	5,245
Unrestricted funds					
Designated funds	16	22,162	22,411	40,600	40,890
General fund	16	40,649	40,664	22,232	22,257
Total funds		66,606	66,870	68,077	68,392

The Charity's deficit for the year was £1,522k (2021 £14,489k).

The financial statements on page 42 to 65 were approved and authorised for issue by the Trustees on 27/04/2023 and signed on their behalf by:



Sir Nigel Boardman

Chair of Trustees, Help for Heroes

CONSOLIDATED STATEMENT OF CASH FLOW

For the year ended 30 September 2022

	2022 Group £'000	2021 Group £'000
Cash flows from operating activities:		
Net cash provided/(utilised) by operating activities	2,045	(1,279)
Cash flows from investing activities		
Dividends and interest from investments	41	64
Proceeds from the sale of property, plant and equipment	-	10
Purchase of tangible and intangible assets	(397)	(66)
Proceeds from sale of investments	-	11,014
Purchase of investments	(3,000)	(20,456)
Transfer (to)/from short term deposits	(34)	8,955
Net cash (utilised)/provided by investing activities	(3,390)	(479)
Change in cash and cash equivalents /net debt in the reporting period	(1,345)	(1,758)
Cash and cash equivalents/net debt at the beginning of the reporting period	7,430	9,188
Cash and cash equivalents/net debt at the end of the reporting period	6,085	7,430
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net expenditure for the reporting period (as per the statement of financial activities)	(1,471)	(14,045)
Adjustments for:		
Depreciation charges	2,735	4,044
Impairment of assets	-	17,239
(Gains)/losses on investments	1,496	(3,763)
Dividends and interest from investments	(276)	(329)
Management charges deducted from investments	279	235
Loss/(profit) on the sale of fixed assets	-	30
(Increase)/decrease in stock	71	(196)
(Increase)/decrease in debtors	80	230
Increase/(decrease) in creditors	(869)	(4,724)
Net cash provided/(utilised) by operating activities	2,045	(1,279)

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

ACCOUNTING CONVENTION

The Charity is a public benefit entity, its status and registered office are noted on page 25.

The Board of Trustees have reviewed budgets and forecasts and considered Help for Heroes activities, financial position and risk management policies together with likely factors affecting future development, including impact of the current cost of living and other operating challenges on income, cash, reserves and delivery of its activities.

Forecasts have been prepared and the Directors have considered plans and resources for the future. The Board has concluded that the existing level of free reserves and available cash coupled with strong cost control are sufficient to ensure Help for Heroes has the resources to continue operating as a going concern. On this basis, the Board have concluded that there are no material uncertainties surrounding the Charity's ability to continue as a going concern for the foreseeable future and the accounts have been prepared on that basis.

The Group accounts have been prepared 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' effective 1 January 2019 (the SORP), together with the reporting requirements of the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) - effective 1 January 2015, the Companies Act 2006, and the Charities and Trustee Investment (Scotland) Act 2005. The Charity has adapted the Companies Act formats to reflect the SORP and special nature of the Charity's activities.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the Group's accounting policies, which are described in this note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant.

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period.

Significant areas of estimate and judgement include the remaining useful life of assets, carrying value and treatment of tax connected to Help for Heroes recovery centres. The Trustees have considered the net book value of Help for Heroes recovery centres and other fixed assets and the expectations for future use in line with our strategy. The Trustees have also considered the treatment of VAT incurred on the construction of the recovery centres. A provision is recognised in respect of VAT previously saved on the construction of the recovery centres.

Other significant areas of estimate and judgement include the recognition of contract and grant income, the valuation of gifts in kind, the period in which legacy income should be recognised. In determining the recognition of contract and grant income the Trustees consider the principles of entitlement, measurement and probability of receipt.

Consideration is given to any performance conditions and the recoverability of any balances outstanding at the end of the year. Gifts in kind and donated services are recognised at the Trustees' best estimate of the value to the Charity and recorded in income and expenditure. In terms of legacy recognition, where there is no evidence that a legacy distribution was authorised by executors prior to the balance sheet date, then that distribution is recorded in the subsequent year but disclosed as a contingent asset within the legacy pipeline disclosure.

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, Help for Heroes Development Company Limited and Help for Heroes Recovery. Help for Heroes Trading has one subsidiary undertaking being BMyHero Limited, also consolidated. The consolidated entity is referred to as 'the Group'. A separate Statement of Financial Activities (SOFA) is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Further details regarding subsidiaries are shown in note 12 on page 57.

FUND ACCOUNTING

General funds are funds which are expendable at the discretion of the Trustees in furtherance of the objects of the Charity. Designated funds represent funds that have been earmarked by the Trustees for specific purposes and are therefore held separately from general unrestricted funds. Restricted Funds represent funds restricted by donors for a specific purpose. Details of designated and restricted funds are provided in the funds note 16 on page 61.

INCOME

Income from donations, grants and other sources is recognised on an accruals basis and included in the Statement of Financial Activities when the Group is entitled to the income, when receipt is probable, and when it can be measured reliably.

Legacies subject to a life interest by another party will not be recognised. Pecuniary legacies will be recognised when the legacy is received or where there is sufficient evidence that receipt is probable. Residuary legacies are recognised at the earlier of cash received or notification of an interim distribution or estate accounts having been approved by the executors.

Gifts in kind and donated services and facilities are recognised in the financial statements at fair value.

Donated services represent gifts and facilities received from third parties for use by the Charity in furtherance of its charitable activities.

In 2021/22 significant elements of donated services included services for use by beneficiaries, such as training and wellbeing courses and classes, in addition to professional services such as legal advice provided to the Charity. These are valued at fair value.

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

Income from the sale of goods and services is recognised in the year of sale or to the extent that the service was delivered during the year. Income from dividends and interest is recognised in the financial

statements during the year it is earned by the Group.

EXPENDITURE

All expenditure, including termination payments relating to former employees, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Support costs are allocated on the basis of staff time and include finance, human resources, IT, administration, and governance costs. Marketing costs are directly attributed to the costs of raising funds and charitable activities. Support costs are allocated based on a percentage of staff time, percentages are updated annually to reflect changes in operation and staffing.

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.

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

EXPENDITURE ON RAISING FUNDS

Expenditure on raising funds includes all of the costs attributable to raising voluntary income, event fees, and all costs incurred in the trading subsidiaries.

EXPENDITURE ON CHARITABLE ACTIVITIES

This comprises grants made, recovery delivery and championing the wounded.

Grants made 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 approved by the Charity and committed to the recipient, less any awards cancelled or refunded.

Recovery delivery costs are the costs incurred in delivering services directly to beneficiaries.

Championing the wounded costs are those costs incurred in raising awareness and representing the needs of the Armed Forces community.

Support costs are allocated to the cost of grants, recovery delivery and championing the wounded based on staff time.

STOCK

The carrying amount of stock sold is recognised as an expense in the period in which the related revenue is recognised. Year-end stock is valued at the lower of cost or net realisable value.

TANGIBLE FIXED ASSETS

Tangible fixed assets are held at cost less impairment. Items in excess of £5,000 are capitalised and written off evenly over their useful economic life. The following rates are being applied:

Leasehold property improvements
Structural works are depreciated until the expiry of the lease, or the first breakpoint not at the sole discretion of the Group, or the expiry of 20 years.
Non-structural works connected to bringing the leasehold property into working use are depreciated over 10 or 15 years.
Office equipment (including IT)
Five years
Plant and machinery
Five years
Vehicles
Four years

INVESTMENTS

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

Gains and losses arising on the disposal of fixed asset investments and the revaluation to market value are charged or credited to the SOFA in the year.

Current asset investments relate to short-term cash deposits which have a maturity of more than three months. They are included at the initial transaction value at the balance sheet date.

LEASES

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis.

Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

PENSION COSTS

The Group contributes to a money purchase pension plan on behalf of employees in compliance with auto-enrolment legislation. Costs are expensed in the period in which they are incurred.

CURRENCY

The functional currency of the Group is sterling.

FINANCIAL INSTRUMENTS

The Group has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost.

Financial assets measured at amortised cost comprise of cash at bank and in hand together with trade debtors, other debtors, and current asset investments, excluding prepayments.

Financial liabilities measured at amortised cost comprise all creditors excluding deferred income and tax and social security balances outstanding at year end.

Fixed asset investments are held at fair value at the balance sheet date with gains and losses being recognised in the SOFA.

2. DONATIONS AND LEGACIES

	2022 Total funds £'000	2021 Total funds £'000
Grants	116	1,183
Donations	3,882	4,011
Legacies	10,451	9,498
Challenges and events	1,070	605
Donated services and facilities	85	20
Gift Aid receivable	418	404
Total	16,022	15,721

The value for grants in 2021 includes £165k in respect of the Government's job retention scheme

3. EXPENDITURE ON RAISING FUNDS

	2022 Group £'000	2021 Group £'000
Cost of donations and legacies	4,090	3,291
Cost of trading activities	1,844	2,081
Investment management costs	279	236
Support costs	1,016	1,173
Total	7,229	6,781

4. ALLOCATED SUPPORT COSTS

Support costs have been allocated to SOFA categories as shown below:

A. 2022 ALLOCATED SUPPORT COSTS

Group	Charitable activities				2022 Total £'000
	Raising funds £'000	Grants £'000	Recovery delivery costs £'000	Championing the wounded £'000	
Administration, Legal and Management	331	10	386	35	762
Finance	125	13	177	6	321
Information technology	237	20	641	20	918
Human resources	210	18	566	18	812
Governance costs	113	-	146	41	300
Total	1,016	61	1,916	120	3,113

B. 2021 ALLOCATED SUPPORT COSTS

Group	Charitable activities				2021 Total £'000
	Raising funds £'000	Grants £'000	Recovery delivery costs £'000	Championing the wounded £'000	
Administration, Legal and Management	494	13	627	34	1,168
Finance	120	14	203	7	344
Information technology	265	22	700	23	1,010
Human resources	166	14	438	14	632
Governance costs	128	-	195	47	370
Total	1,173	63	2,163	125	3,524

The basis of the allocation is staff time.

5. NET INCOME FOR THE YEAR

	2022 Group £'000	2021 Group £'000
This is stated after charging:		
Depreciation for the year	2,692	4,006
Amortisation for the year	43	38
(Profit)/loss on disposal	-	30
Impairment for the year	-	17,239
Rentals payable under operating leases		
- Land and buildings	135	322
- Equipment	8	20
- Vehicles	41	49
Auditor's remuneration		
- Audit services	43	41
- Non-audit services	5	6

6. EMPLOYEE COSTS

	2022 Group £'000	2021 Group £'000
Wages and salaries	8,331	8,084
Social security	878	800
Pension	321	321
Total	9,530	9,205

The average number of employees (headcount) employed by the Group during the year was 248 (2021: 251).

The number of employees during the year whose gross pay and benefits (excluding payments in respect of leaving the Charity), fell within the following bands was:

REMUNERATION OF HIGHER PAID STAFF

	2022 Group	2021 Group
£60,001 - £70,000	9	7
£70,001 - £80,000	2	2
£80,001 - £90,000	1	2
£90,001 - £100,000	1	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	1
£140,001 - £150,000	1	-

Pension contributions of £50,349 (2021: £43,270) were made on their behalf. Taxable remuneration for the year includes benefits in kind.

During the year, the Charity made payments in respect of staff leaving the Charity totalling Nil (2021: £34,241), including redundancy payments. All amounts were accounted for in the year.

The key management personnel of Help for Heroes comprise the Trustees and the Executive Team. The total remuneration including benefits in kind, employers, pension contributions, employers, National Insurance contributions and termination payments paid to and on behalf of the Executive Team amounted to £635,368 (2021: £606,792).

7. GOVERNANCE COSTS

	2022 Group £'000	2021 Group £'000
External and internal audit	43	40
Company secretarial, finance and accounts production	39	38
Strategy (including apportionment of staff time)	36	118
Executive Team (apportionment of staff time)	127	126
Other	55	48
Total	300	370

The Group reimbursed travel expenses of £236 (2021: £Nil) to 1 (2021: Nil) Trustees. Of this Nil (2021: Nil) remained outstanding at year end.

The Group has in place Trustee indemnity insurance. This is part of a wider policy and not separately charged.

8. EXPENDITURE ON CHARITABLE ACTIVITIES

	2022 Group £'000	2021 Group £'000
Grants made		
Institutional grants	7	(48)
Individual grants	481	414
Other grant costs	217	299
Total grant expenditure	705	665
Services	8,585	6,805
Recovery facilities	1,922	21,610
Championing the wounded	462	484
Total costs of charitable activities	11,674	29,564

Recovery facilities for the prior year includes a £17.2 million impairment in the recoverable amount of our recovery centres.

9. INTANGIBLE FIXED ASSETS

COMPUTER SOFTWARE	Group £'000	Charity £'000
Cost or valuation		
At 1 October 2021	679	637
Additions during the year	265	265
At 30 September 2022	944	902
Amortisation		
At 1 October 2021	(551)	(533)
Charge for the year	(43)	(34)
At 30 September 2022	(594)	(567)
Net book value at 30 September 2022	350	335
Net book value at 1 October 2021	128	104



10. TANGIBLE FIXED ASSETS

GROUP	Leasehold property improvements £'000	Office equipment £'000	Plant and machinery £'000	Vehicles £'000	Total £'000
Cost					
At 1 October 2021	64,570	5,670	648	127	71,015
Additions during the year	-	132	-	-	132
At 30 September 2022	64,570	5,802	648	127	71,147
Depreciation					
At 1 October 2021	(49,698)	(5,625)	(595)	(125)	(56,043)
Charge for the year	(2,603)	(47)	(41)	(1)	(2,692)
At 30 September 2022	(52,301)	(5,672)	(636)	(126)	(58,735)
Net book value at 30 September 2022	12,269	130	12	1	12,412
Net book value at 1 October 2021	14,872	45	53	2	14,972

CHARITY	Leasehold property improvements £'000	Office equipment £'000	Plant and machinery £'000	Vehicles £'000	Total £'000
Cost					
At 1 October 2021	65,828	5,765	649	127	72,369
Additions during the year	-	132	-	-	132
At 30 September 2022	65,828	5,897	649	127	72,501
Depreciation					
At 1 October 2021	(50,640)	(5,722)	(596)	(125)	(57,083)
Charge for the year	(2,653)	(47)	(41)	(1)	(2,742)
At 30 September 2022	(53,293)	(5,769)	(637)	(126)	(59,825)
Net book value at 30 September 2022	12,535	128	12	1	12,676
Net book value at 1 October 2021	15,188	43	53	2	15,286

11. INVESTMENTS: GROUP AND CHARITY

	2022 £'000	2021 £'000
Market value at 1 October	41,267	27,939
Add: additions to investments at cost	3,000	20,456
Add: Dividends and interest received and reinvested	235	358
Less: sales proceeds	-	(11,014)
Add: net (loss) / gain on revaluation	(1,496)	3,763
Investment charges deducted from gain	(279)	(235)
Market value at 30 September	42,727	41,267
Historic cost as at 30 September	35,558	32,558
Market value at 30 September	2022 £'000	2021 £'000
Equities	28,058	30,142
Fixed interest	6,752	5,691
Infrastructure and operating assets	1,858	1,453
Cash	3,806	2,116
Property	870	950
Other	1,383	915
Total	42,727	41,267

12. INVESTMENTS IN SUBSIDIARIES

Name	Control	Charity interest	Other Group companies interest	Registered number	Activities
Help for Heroes Trading Ltd	Share capital	100%	-	06380957	Retail and corporate licensing
Help for Heroes Recovery	Deemed	100%	-	07647921	Non-trading
Help for Heroes Development Company Ltd	Share capital	100%	-	07464349	Design and build
BMV Hero Ltd	Share capital	-	100%	07192143	Non-trading

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

The registered office address of all subsidiaries is 14 Parkers Close, Downton Business Centre, Downton, Salisbury, Wiltshire, SP5 3RB.

Help for Heroes Recovery and BMV Hero Ltd are dormant and have no assets or liabilities.

	2022 Help for Heroes Trading £'000	2022 DevCo £'000	2021 Help for Heroes Trading £'000	2021 DevCo £'000
Turnover	2,580	-	2,487	-
Expenditure and Gift Aid	(2,580)	-	(2,487)	-
Net income	-	-	-	-

Balance sheets of the consolidated trading entities

	2022 Help for Heroes Trading £'000	2022 DevCo £'000	2021 Help for Heroes Trading £'000	2021 DevCo £'000
Assets	866	26	1,257	26
Liabilities	(865)	(26)	(1,256)	(26)
Net assets	1	-	1	-

13. DEBTORS

	2022 Group £'000	2022 Charity £'000	2021 Group £'000	2021 Charity £'000
Trade debtors	65	2	490	431
Other debtors	336	227	133	105
Amounts owed from Group undertakings	-	728	-	603
Prepayments and accrued income	1,399	1,330	1,257	1,199
Total	1,800	2,287	1,880	2,338

The estimated value of legacies notified but neither received nor included in income is £9,497,851 (2021: £5,806,193). This amount has been treated as a contingent asset, which is not recognised in debtors above.

Help for Heroes has provided grants to individuals to enable them to purchase or adapt housing. Should the properties be disposed of in the future Help for Heroes is entitled to the granted funds being returned. This amount has been treated as a contingent asset, which is not recognised in debtors above.

The balance which may be returned is £1,660,000 (2021 - £1,710,000).

14. CREDITORS

Amounts falling due within one year	2022 Group £'000	2022 Charity £'000	2021 Group £'000	2021 Charity £'000
Grants payable	122	122	37	37
Trade creditors	528	415	347	255
Other creditors	921	920	768	767
Other taxes and social security	259	255	183	194
Accruals	552	439	1,210	646
Total	2,382	2,151	2,545	1,899

15. PROVISION FOR LIABILITIES AND CHARGES

	2022 Group £'000	2022 Charity £'000	2021 Group £'000	2021 Charity £'000
Balance at 1 October	1,697	1,697	-	-
Amount provided in the year	(706)	(706)	1,697	1,697
Balance at 30 September	991	991	1,697	1,697

This provision is in respect of VAT previously saved on the construction of the recovery centres under zero rating relief. The provision has been updated in the year to reflect the latest best estimate of the potential liability.

16. FUNDS

A. ANALYSIS OF MOVEMENT IN FUNDS

Group	At 1 Oct 2021 £'000	Incoming resources* £'000	Operating expenditure £'000	Capital expenditure £'000	Transfers £'000	At 30 Sep 2022 £'000
Restricted						
Recovery North	-	7	(7)	-	-	-
Recovery East	22	-	-	-	-	22
Recovery South	-	11	(11)	-	-	-
Recovery West	-	1	(1)	-	-	-
Sports Recovery	27	1	(16)	-	-	12
Very Seriously Injured (LIBOR)	301	20	(321)	-	-	-
Psychological Well-being	86	25	(65)	-	(38)	8
Welfare and Support Hubs	326	-	(304)	-	-	22
Afganistan Veterans	-	160	(107)	-	-	53
Prosthetics	100	2	(11)	-	-	91
Mobility Equipment	-	61	(1)	-	-	60
Headley Court	4,339	-	(830)	-	-	3,509
Health and Physical Wellbeing	35	4	(8)	-	(17)	14
Invictus Games	3	120	(123)	-	-	-
Other	6	12	(14)	-	-	4
Total restricted	5,245	424	(1,819)	-	(55)	3,795
Designated						
Recovery Fund	17,000	-	-	-	(17,000)	-
Capital Fund	6,500	-	-	-	(6,500)	-
Urgent Response Fund	2,000	-	-	-	-	2,000
Very Seriously Injured Fund	-	-	-	-	4,000	4,000
Fundraising Investment Fund	-	-	-	-	3,400	3,400
Sub total	25,500	-	-	-	(16,100)	9,400
Fixed assets	15,100	-	(2,735)	397	-	12,762
Total designated	40,600	-	(2,735)	397	(16,100)	22,162
General	22,232	17,008	(14,349)	(397)	16,155	40,649
Total funds	68,077	17,432	(18,903)	-	-	66,606

At the year end the Trustees consider the required level of funds in line with the reserves policy (described on page 27) and anticipated future running costs and other spending. Changes are made to each designated reserve as appropriate.

The nature and purpose of each fund is explained on pages 27 and 28. Our fund accounting policy is described in note one on page 46.

The Headley Court restricted fund relates to funds received from the Headley Court Charity restricted to provide advice and support in communities across the UK over a five-year period.

* Including losses on investments.

16. FUNDS

B. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2022 Total £'000
Fixed assets				
Intangible assets	-	350	-	350
Tangible assets	-	12,412	-	12,412
Investments	33,327	9,400	-	42,727
Net fixed assets	33,327	22,162	-	55,489
Net current assets	8,313	-	3,795	12,108
Provision for Liabilities and charges	(991)	-	-	(991)
Total net assets	40,649	22,162	3,795	66,606

17. OPERATING LEASES

At 30 September 2022 the Group had future minimum operating lease commitments under non-cancellable operating leases:

	2022 Group £'000	2021 Group £'000
Land and buildings		
Within one year	56	85
Between one and five years	-	28
Total	56	113

	2022 Group £'000	2021 Group £'000
Equipment		
Within one year	5	10
Between one and five years	-	8
Total	5	18

	2022 Group £'000	2021 Group £'000
Vehicles		
Within one year	24	42
Between one and five years	2	3
Total	26	45

18. COMPARATIVE INFORMATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	2021 General funds	2021 Designated funds	2021 Restricted funds	2021 Total funds
	£'000	£'000	£'000	£'000
Income from				
Donations and legacies	14,024	-	1,697	15,721
Charitable activities	-	-	-	-
Other trading activities	2,487	-	-	2,487
Investments	329	-	-	329
Other	-	-	-	-
Total	16,840	-	1,697	18,537
Expenditure on				
Raising funds	6,720	61	-	6,781
Charitable activities	6,085	21,252	2,227	29,564
Total	12,805	21,313	2,227	36,345
Net income/(expenditure) before gains and losses on investments	4,035	(21,313)	(530)	(17,808)
Net gains/(losses) on investments	3,763	-	-	3,763
Net income/(expenditure)	7,798	(21,313)	(530)	(14,045)
Transfers between funds	(3,056)	3,056	-	-
Net movement in funds	4,742	(18,257)	(530)	(14,045)
Reconciliation of funds				
Total funds brought forward	17,490	58,857	5,775	82,122
Total funds carried forward	22,232	40,600	5,245	68,077

19. COMPARATIVE INFORMATION

A. ANALYSIS OF MOVEMENT IN FUNDS

Group	At 1 Oct 2020	Incoming resources*	Operating expenditure	Capital expenditure	Transfers	At 30 Sep 2021
Restricted	£'000	£'000	£'000	£'000	£'000	£'000
Catterick Recovery Centre / Recovery North	-	179	(179)	-	-	-
Colchester Recovery Centre / Recovery East	22	5	(5)	-	-	22
Tedworth Recovery Centre / Recovery South	-	103	(103)	-	-	-
Plymouth Recovery Centre / Recovery West	-	118	(118)	-	-	-
Sports Recovery	131	-	(104)	-	-	27
Very Seriously Injured (LIBOR)	589	50	(338)	-	-	301
Psychological Well-being	67	143	(124)	-	-	86
Covid-19 Impact	-	396	(396)	-	-	-
Welfare and Support Hubs	-	370	(44)	-	-	326
Afganistan Veterans	-	136	(136)	-	-	-
Prosthetics	-	100	-	-	-	100
Headley Court	4,908	-	(569)	-	-	4,339
Other	58	97	(111)	-	-	44
Total restricted	5,775	1,697	(2,227)	-	-	5,245
Designated						
Recovery Fund	16,000	-	-	-	1,000	17,000
Capital Fund	6,500	-	-	-	-	6,500
Urgent Response Fund	-	-	-	-	2,000	2,000
Sub total	22,500	-	-	-	3,000	25,500
Fixed assets	36,357	-	(21,313)	66	(10)	15,100
Total designated	58,857	-	(21,313)	66	2,990	40,600
General	17,490	20,603	(12,805)	(66)	(2,990)	22,232
Total funds	82,122	22,300	(36,345)	-	-	68,077

* Including gains on investments.

19. COMPARATIVE INFORMATION

B. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted	Designated	Restricted	2021 Total
	£'000	£'000	£'000	£'000
Fixed assets				
Intangible assets	-	128	-	128
Tangible assets	-	14,972	-	14,972
Investments	15,767	25,500	-	41,267
	15,767	40,600	-	56,367
Net current assets	8,162	-	5,245	13,407
Provisions for liabilities and charges	(1,697)	-	-	(1,697)
Total net assets	22,232	40,600	5,245	68,077

20. RELATED PARTY TRANSACTIONS

TRANSACTIONS BETWEEN GROUP COMPANIES

In the normal course of operations, transactions arise between Group companies. These amounts cover donations received in the trading companies, purchases settled by other Group companies, stock sold by one company on behalf of another, and VAT settled across the Group VAT registration.

The net of costs recharged between the Charity and its subsidiary, Help for Heroes Trading Limited, was £148,500 (2021: £369,400). At 30 September 2022, Help for Heroes had an intercompany debtor due from Help for Heroes Trading Limited of £722,100 (2021: £597,200). Total profits gifted to the Charity by Help for Heroes Trading Limited were £736,600 (2021: £407,100). Donations of £83,500 (2021: £126,200) were received by Help for Heroes Trading Limited on behalf of the Charity and paid across in the year.

At 30 September 2022, Help for Heroes had an intercompany debtor due from Help for Heroes Development Company Limited of £5,900 (2021: £5,900). Total profits gifted to the Charity by Help for Heroes Development Company Limited were Nil (2021: Nil).

OTHER RELATED PARTY TRANSACTIONS

No Trustees have been remunerated for their role as a Trustee.

As a charity, Help for Heroes cannot recover VAT and the costs of related party transactions therefore include irrecoverable VAT where appropriate. The sales value to the related party may therefore be less.

During the year Help for Heroes was charged an annual subscription of £10,650 (2021: £9,950) by COBSEO - The Confederation of Service Charities (COBSEO). During the year Mel Waters was both the CEO of Help for Heroes and a director of COBSEO.

During the year Help for Heroes was charged £49,200 (2021: £6,000) by ARX Partners Limited for the provision of a mental health assessment platform. One of the directors of ARX Partners Limited is the partner of Mel Waters.

During the year ended 30 September 2021 Help for Heroes commissioned a research report from Picker Institute Europe. The cost to Help for Heroes in the current year was Nil (2021: £26,880) During the year ended 30 September 2021 Charles Stuart Bell was a Trustee of Help for Heroes and a Patron of Pickers Institute Europe.

During the year ended Help for Heroes was charged Nil (2021: £44,350) by Obhanrose Consulting Limited. During the year ended 30 September 2021 Marion Rose was both the commercial director of Help for Heroes and a shareholder and director of Obhanrose Consulting Limited.

THANK YOU

Thank you so much for all your support. You're changing the lives of veterans and their families.

Your support is allowing people to get the help they need to improve their physical and mental health. To overcome isolation and enjoy the company of others. It's helping people find somewhere to live, to get a job and enjoy a purpose and a place in society again. It's helping people to develop the skills, confidence and knowledge to live independently. It's helping people feel part of a community again.

Your support is helping people to live well after military service.

But, there are thousands more veterans and families desperately in need of your help today. Please continue to do all you can to support them.

HELP for HEROES

SUPPORT FOR OUR WOUNDED

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