



HELP for HEROES

Support For Our Wounded

ANNUAL REPORT 2014

INSPIRE · ENABLE · SUPPORT



AS AT 30 SEPTEMBER 2014, HELP FOR HEROES HAS





Beyond Injury...



Front Cover:
RHS Chelsea "Hope on
the Horizon" Garden

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*We are extremely grateful to Roger Keller and
Clare Kendall for allowing us to use their images.*

CHAIRMAN'S REPORT



Help for Heroes is delivering more support to more Veterans and their families than ever before.

For them, and for those still serving our country, we are building a Recovery network that offers them the best possible chance to conquer their illnesses and overcome their wounds or injuries.

Over 7,000 personal financial grants for equipment, home modifications and other practical necessities have been issued to date. Over 2,000 individuals have attended Help for Heroes Sports Recovery events. Many thousands more have made use of the four Help for Heroes Recovery Centres, either as day visitors or residents.

More than 500 families have stayed in the welcoming, purpose-built rooms at Fisher House. It is the home from home for those whose loved ones are being treated on the military wards at Queen Elizabeth Hospital in Birmingham.

We are creating the infrastructure and strategies to help those who need us most.

Although Help for Heroes is and always will be a cause – an ongoing campaign to champion the needs of our wounded – the trustees wish to ensure excellent corporate governance and compliance. It is every bit as rigorous as you would hope to find in any modern British organisation.

To that end, we have now appointed a number of new trustees and directors to Help for Heroes (the fundraising, campaigning charity), Help for Heroes Recovery (the recovery delivery charity) and our retail trading business from backgrounds in fields as diverse as military medicine, academia, commerce and recruitment. They are all willing, and freely give their valuable skills at a time when the full human cost of our recent conflicts is only just becoming clear. They oversee not only what we do for our wounded, but how effectively and efficiently we do it.

Put simply, we are rising to the challenge as the diverse needs of the wounded, injured and sick and their families continue to grow.

None of this is possible without the continuing commitment of our fabulous staff and the generosity of all our donors both here and abroad. I am humbled by the passion and drive I see in every corner of our organisation. Indeed, this is what makes Help for Heroes so unique and special.

At the end of the day we will be rightly judged on what we achieved for our wounded, injured and sick “blokes”. There is much work to do and many more challenges to be addressed.

We are getting there.

Stephen Oxley

11 March 2015





CHIEF EXECUTIVE'S REPORT

For the year ending 30 September 2014



REMEMBER THE FALLEN, CARE FOR THE LIVING

2014 was a year in which we remembered the First World War. The extraordinarily evocative river of blood red poppies that filled the moat of the Tower of London reminded the nation of the horrific cost of war with 888,246 poppies planted, each representing one of the fallen.

The moat would not have been able to hold enough poppies to represent all the wounded: countless individuals whose lives were changed by their service.

We remember the dead but do we think of the injured survivors?

Last autumn, much was made of the 'drawdown' from Afghanistan. Camp Bastion was cleansed of all useful equipment, the last Serviceman climbing on board a helicopter, the Union Flag under his arm.

In fact we still have a number of our men and women serving in Afghanistan, albeit not in Helmand, and British troops are still deployed in a number of locations abroad. Recent events in Paris, Iraq, the Ukraine and the horrific video beheadings carried out by ISIS serve as a brutal reminder that we live in an unstable and dangerous world. We may not want war but war still happens.

Our Armed Forces have been deployed on continuous active duty since the Second World War; the names on the wall at the National Memorial Arboretum bear testimony to that. Young Servicemen and women continue to risk their lives and since 1945 there has only been one year when a member of the Armed Forces has not been killed in action. That was 1969, when our troops deployed to Northern Ireland.

Even if our Armed Forces are not currently fighting on the scale we saw in Afghanistan, they are still at work – fighting terrorism, protecting our ships at sea, patrolling the skies, assisting the civil powers, cleaning up after natural disasters or helping battle disease; they are still at risk.



HELP FOR HEROES' ROLE TO DATE

Help for Heroes was launched in 2007 as a simple, emotional response born out of a desire to do something practical to help. Our non-political, non-critical stance attracted hundreds of thousands of people who wanted to 'do their bit' to help the wounded, injured and sick without commenting on the rights and wrongs of war.

We set ourselves a mission to raise funds to provide a swimming pool at Headley Court, the Ministry of Defence (MoD) Rehabilitation Centre. On completion of the Big Battlefield Bike Ride – our very first fundraising cycling challenge – and having raised £6m in the first eight months, it was evident that we would achieve this mission. There were various options open, including to wind up.



However, by this stage, we had learnt a great deal about the needs of the wounded and created significant awareness of their issues. We felt that we had to continue to support the wounded, injured, sick and their families for the longer term and we began to develop as an organisation that could deliver recovery ourselves.

Since then, millions of pounds have been raised and spent on the direct, practical support of those whose lives have been affected by their service – be it through wounds sustained in battle, training injury or ill health (mental or physical). Our scope now takes in the whole 'Road to Recovery' from the point of injury or sickness through to a fulfilling life.

We saw the benefits of our wounded, injured and sick being together during their recovery so the concept of one place that could offer all round support was trialled in 2009. By 2011, we had opened the first of four purpose built Help for Heroes Recovery Centres and, by 2014, Help for Heroes had Centres in Tidworth, Catterick, Colchester and Plymouth, delivered in partnership with the MoD.

A high proportion of every centre is sponsored. Donors have provided kitchens, IT equipment, gardens, climbing walls, individual rooms and even entire wings.

To find out what our Recovery Centres have been up to turn to page 18.

By 2010, we had realised that our serving and Veteran beneficiaries' loved ones also needed support. As a response we launched our fellowship for the families called the Band of Sisters. In addition, a Quick Reaction Fund was set up to give speedy financial help to wounded, injured or sick Service Personnel, Veterans and their families. Now part of Help for Heroes Grants, it has delivered over 7,000 grants to date.

You can read more about the Band of Sisters Fellowship starting on page 28.

OUR BENEFICIARIES

When one thinks of Help for Heroes' beneficiaries it may be of a battle casualty or amputee, but we help a far broader group. There are thousands more who have less visible wounds. We are seeing a widening mix of problems; injuries sustained on the home front, sickness and those suffering from psychological wellbeing issues.

We make no difference between those injured either physically or mentally in or out of contact with the enemy.

Additionally, we have seen an increase in the number of individuals who have suffered as a result of their service before 2001 ask for help. Our charitable objects draw no distinction between those wounded before the attack on New York's Twin Towers and those hurt in the wars that followed.

We support those who are serving as well as Veterans, of any age, from any conflict and will do so, as long as the British public continues to do their bit, for as long as they need us.

Our charitable objects are listed on page 38.



COUNTING THE HUMAN COST OF CONFLICT

As Help for Heroes continues to increase the range of support we offer, it is essential that we try to discover the true human cost of recent conflicts.

Statistical analysis by Help for Heroes, reported extensively by the press and broadcast media in September and October 2014, estimates that the total number of British men and women who may be left injured or sick following wars in Afghanistan and Iraq could be as high as 75,000.

We established this estimate from information already in the public domain, from Freedom of Information Act requests to the Government and from existing academic studies funded by the MoD. Our findings are acknowledged and recognised by Professor Neil Greenberg – the Royal College of Psychiatrists Lead for Military and Veterans' Mental Health and Professor of Defence Mental Health at King's College London.

On page 43 you can read more about counting the human cost of conflict.

LONG TERM NEEDS

In 2015, we plan to conduct more formal research, which I will expand on later. However, even without this research, we have a good understanding of the long-term needs of those who are injured. Their needs change as their lives progress but it is important that we are able to respond to them just as quickly.



Therefore, during 2014, we made it a priority to deepen our support and invest in our infrastructure; building better systems and ensuring that the Help for Heroes Recovery Programmes are properly accredited. We also need to ensure that, should we experience reduced income, we have enough money to enable us to continue to provide excellent care.

Read more about delivering on our promises on page 39.

HOW DO WE SUPPORT?

Help for Heroes was initially a fundraising and grant giving charity. We had a 'shopping list' of projects to fundraise against, some were capital projects like the Headley Court Rehabilitation Complex, and others were grants to other charities such as Combat Stress or SSAFA. Our approach has developed as we have matured and have come to understand the needs of our beneficiaries and their families.

In 2014, and the years running up to it, we have worked with nearly 70 organisations, many of which we have directly funded to ensure that our wounded, injured and sick get the very best support. We play an active role within COBSEO (the Confederation of Service Charities) and with Veterans Scotland. A number of our Career Recovery courses are accredited by City and Guilds, helping the wounded gain confidence and give them practical skills. We are also working with Charity Evaluation Services and Ofsted to ensure that the support we offer is of the highest possible standard, and properly accredited.

OUR STRUCTURE

To ensure we are cost effective, Help for Heroes Group is made up principally of two charities (one which fundraises and campaigns, the other which delivers Recovery), and one trading company. Full details of our structure are on page 78-79.

HELP FOR HEROES RECOVERY

David Richmond CBE heads Help for Heroes Recovery; he was wounded in Afghanistan whilst Serving as a Lt Colonel in the British Army. Many members of his team have also recently served in the Armed Forces or come to Help for Heroes as experts in their fields of psychology, welfare, adaptive sports, health and wellbeing. They fully understand our beneficiaries and their needs.

Help for Heroes Recovery is overseen by its own Board of Trustees to ensure good governance, working within a framework of guidance from the Help for Heroes Charity. Additionally, our work is complemented and aided by that of our partner charities and organisations. We continue to forge good relationships with the Armed Forces through the Defence Recovery Capability (DRC), and other government departments and agencies. We operate a full Multi-Disciplinary Team approach to ensure that our support is delivered in the best informed, most timely and appropriate way.



HELP FOR HEROES BAND OF BROTHERS AND BAND OF SISTERS FELLOWSHIPS

Everything we do is focused on the delivery of the best support to the wounded, injured, sick and their families. Or, as we said on day one, "It's all about the blokes" (those men and women who've become wounded, injured or sick following their Service in or with the British Armed Forces, and their families).

Our fellowships allow them to share their experiences of recovery with each other, and to support one another. The Charity is constantly learning from our conversations with the members of the Band of Brothers and Band of Sisters, allowing us to truly understand and respond to the growing needs of the wounded community.

The Band of Brothers membership now stands at over 3,000. The Band of Sisters has a total membership of almost 2,000 of our beneficiaries' loved ones, and both continue to grow at a steady rate.

Read more about the Band of Brothers and Band of Sisters Fellowships on page 30.

HELP FOR HEROES GRANTS

Help for Heroes Grants ensures that individuals and external organisations we work with have the necessary funds to embark on recovery activities.

In 2014 Help for Heroes gave 936 grants to individuals with awards totalling £0.9m, and granted over £4 million in 2014 to other charities and organisations that work alongside us to support our beneficiaries.

You can find out more information on how your money is spent, and helps, on pages 14 and 15.

HELP FOR HEROES PSYCHOLOGICAL WELLBEING

There are psychological benefits that can come to any individual who participates in many areas of Help for Heroes Recovery – from Sports Recovery to Wellbeing, Welfare and Careers support.

Each of our four Recovery Centres has a team of Psychological Wellbeing Advisors who provide expert support to the wounded, injured and sick and their families whether they are resident at the centres or are simply day visitors.

In the early part of 2014, we began developing our new Help for Heroes psychological wellbeing service, Hidden Wounds, in partnership with the Clinical Education Development and Research Centre (CEDAR) at the University of Exeter.

Partly funded by the Armed Forces Covenant (LIBOR fund), this service was made available to our existing beneficiaries early in September 2014. Through Hidden Wounds, we can now provide support to Veterans and families of the Armed Forces community living with the everyday challenges of anxiety, depression and stress.

To find out how Help for Heroes is supporting those with lower-level, everyday psychological wellbeing issues, please turn to page 22.



HELP FOR HEROES SPORTS RECOVERY

Help for Heroes has been involved with Sports Recovery since the first Big Battlefield Bike Ride in 2008, in which the wounded cycled alongside scores of fundraisers. In the past year alone, our team has put on 350 events across 50 different sporting disciplines, enabling over 2,100 of our Heroes to take part in adaptive sports. This world-class programme delivers support through three distinct pathways; recreational sport, performance sport and education.

Help for Heroes supported the MoD in the training, preparation and selection of the British Armed Forces team for Prince Harry's inaugural Invictus Games in 2014.

You can find more information on Help for Heroes Sports Recovery starting on page 24.

HELP FOR HEROES CAREER RECOVERY

Between 2001 and 2014, 21,756 men and women were medically discharged from the Armed Forces. Leaving the military and finding a new direction can be daunting but Help for Heroes Career Recovery recognises our beneficiaries are highly skilled and capable individuals with a huge amount to contribute to society. Responding to this need, Help for Heroes provides training and skills development to help ensure that anyone who has left the Armed Forces (and is wounded, injured or sick) is given every opportunity to achieve a fulfilling career elsewhere.

Our Career Recovery work is officially recognised by City and Guilds and The Institute of Leadership and Management.

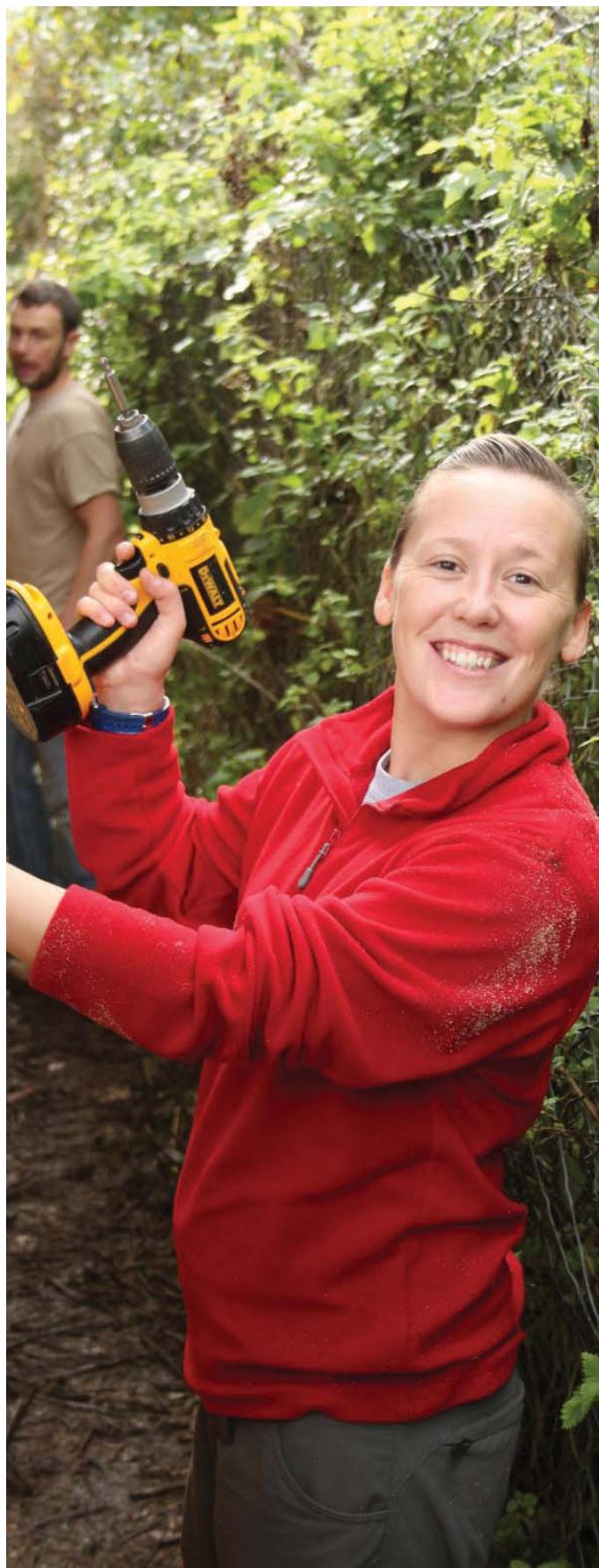
You can find more information on Help for Heroes Career Recovery starting on page 26.

HELP FOR HEROES HEALTH AND WELLBEING

The Help for Heroes Health and Physical Wellbeing team focuses on improving the health of our Heroes by delivering classes in nutrition, sleep-hygiene, Yoga, Pilates and fitness programmes. Additionally, the team has looked to improve the wellbeing of our beneficiaries through classes in art, pottery, cooking, gardening, poetry, woodwork, country sports, wood management and much more.

HELP FOR HEROES WELFARE

Each of our Recovery Centres has a Support Hub where our Charity partners have a presence, physical or virtual, working together to deliver the right, timely support. We work closely with all the key delivery charities such as The Royal British Legion, SSAFA, BLESMA, Blind Veterans UK and Combat Stress as well as all the MoD, NHS and civilian agencies. Our annual prosthetics conference is an example of this collegiate working with representatives from the DoH, NHS, BLESMA, limb fitting centres and amputees all coming together to share best practice. Every beneficiary accessing a Recovery Centre will be allocated a Support Hub Key Worker (SHK). Their SHK will support them throughout with any welfare issues and refer them to other teams as necessary.



HELP FOR HEROES CHARITY INCOME OPERATIONS

Historically, much of our income has come from voluntary donations. However, that balance is changing as single voluntary donations are making way for other more predictable ways of giving such as regular giving and legacies.

In this financial period we sought to stabilise our income, reversing a downward trend that had been evident since a peak in 2010. That year saw some of the worst fighting in recent times, and the public's reaction to what they saw on their TVs, internet and in their newspapers throughout 2009 and 2010 was incredible.

A great deal of work has gone into building our Income Operations because overwhelming levels of news coverage cannot last indefinitely. It is now up to Help for Heroes to remind our donors that our beneficiaries' battles for recovery continue long after the war ends. We have stabilised our income in this period and are committed to making it sustainable in the future.

SUPPORTER RELATIONSHIPS

Our Supporter Relationships team, based in a small office in Tidworth, is made up of a core staff, complemented by a wonderful team of volunteers. It is where we look after the hundreds of thousands of unsung heroes who continue to run marathons, bake cakes and do many other events to raise funds.

Page 31 lists more information on our Supporters' News.



NATIONAL CAMPAIGNS

Our small National Campaigns team delivered successful bucket collecting events with Asda, Tesco, Debenhams and other generous companies, in addition to providing support to our annual Colossal Cake Sale (Bake for Heroes) and Bear-BQ.

VOLUNTEERS

The National Volunteer team is vitally important to the Charity, helping us to keep our staff costs amongst the lowest of all major UK charities.

For every Help for Heroes Charity employee, we have 28 volunteers.

Find out how to 'do your bit' on page 30.

CORPORATE SUPPORT

Recognising the need to better engage with our corporate and philanthropic supporters we have moved some of our team to a small office in London, near Charing Cross. It is kindly sponsored by Barclays.

Now we have a team in the Capital we are able to develop our relationships with some great British businesses including Noble Foods, Marstons and Cotton Traders. As a result, our Brand Partnerships have grown and we can now eat eggs, cheese and sausages in addition to enjoying a glass of beer or wine, in the knowledge that the firms producing these everyday goods are donating a share of their profits to our cause.

We have been developing strong corporate relationships with a variety of sectors that not only encompass employee and customer fundraising, but utilise the expertise of these companies (including Vauxhall and Deloitte) through additional pro bono support, ranging from legal support to consulting advice, and opportunities for work experience and career openings for our beneficiaries.

All of this enables us to provide the best support possible to our beneficiaries at the lowest possible cost.

You can find more information on how we work with our Corporate Partners starting on page 32.

CHALLENGES AND EVENTS

While our Challenges team continues to work alongside the rest of Help for Heroes Charity from an industrial estate in Wiltshire, they arrange treks and hikes around the world. Additionally, they are expanding the opportunities for the thousands of loyal cyclists who harness pedal power to raise funds for Help for Heroes.

Our annual Big Battlefield Bike Ride, traditionally completed in France, is now part of the Hero Ride, which incorporates a series of cycling events from all over the UK. The Hero Ride culminates in a grand finale, which we hope will attract more than 2,000 cyclists in 2015.

Our new Managed Events team has so far delivered two spectacular fundraising dinners, one in London and one in Yorkshire.



INDIVIDUAL GIVING

A particular focus towards the end of 2014 has been on building the number of supporters who give to the Charity through Regular Giving. By asking 75,000 friends to 'sign up and support' the 75,000 wounded, injured and sick who may need our help in the future we can ensure that the support provided by Help for Heroes will endure for decades. This campaign has begun and is vital to our long-term future.

The income we receive from Legacies has also increased and amounted to almost a third of our annual voluntary income in this financial year.

MARKETING AND COMMUNICATIONS

Our message remains simple, we are not interested in discussing the rights and wrongs of conflict; we understand that wars happen and we simply want to help those whose lives are changed as a consequence of their service. We understand the 'blokes' don't consider themselves to be heroes but we consider the act of volunteering to serve – with the knowledge and acceptance of the inherent risk – to be admirable, and those affected deserve our support to build bright futures.

Our challenge now is to ensure that our donors understand that our beneficiaries will need a structure of support, lasting a lifetime. Almost more importantly we must ensure that our beneficiaries are aware of the full extent of the support we can provide.

These men and women are not victims, they are professionals who signed up to serve. They don't want our sympathy but they do need every opportunity to lead fulfilling lives.

We are proud to continue to be ranked among the top ten charity brands but understand it will become increasingly hard to keep the public's attention. It is not our intention to spend much needed money on advertising campaigns – we will continue to be efficient and effective in the way we communicate.

OPERATIONAL SUPPORT

Responding to the needs of our beneficiaries has meant that Help for Heroes has grown rapidly, increasing the need for sophisticated IT support, efficient logistics and qualified people to do the job well.

In 2007, when we set up in the original office we 'blagged' everything. We were all volunteers; we had six gifted telephones on six donated desks in a small tin-roofed building (earning it the nickname 'the Tin Hut') that cost us one pound a year.

We thought we would be there for a few short months. However, seven years later, we are still here and we live with the reality that we can only continue if we pay wages to our dedicated team. We depend on the right people, with the right qualifications to deliver in every area of the Charity and we have them.

We will continue to ensure that every donated pound has a purpose and is used effectively.



THE FUTURE – SECURE, STABILISE, STRENGTHEN SUPPORT TO OUR HEROES

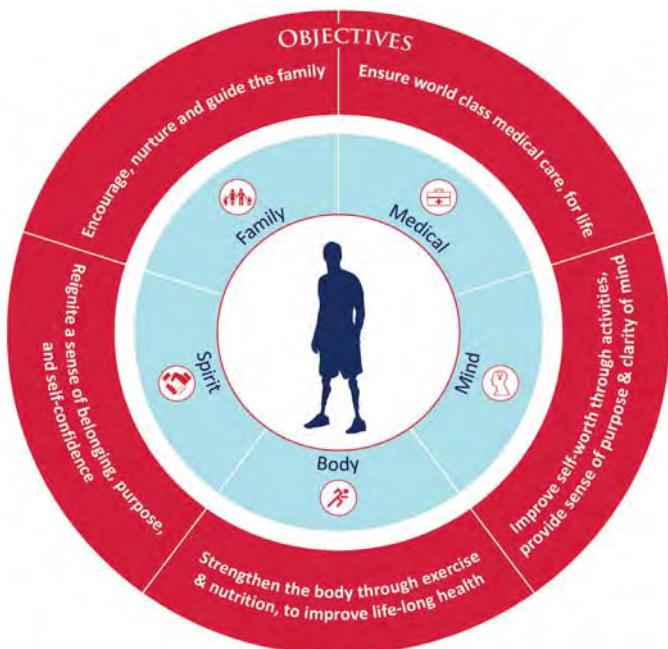
It has and always will be 'about the blokes'. We will continue to listen and support our beneficiaries and their families for as long as they need us. We will do this with our strategic partners, ensuring our beneficiaries get the best, appropriate, coordinated and long term support possible.

We know that over 220,000 men and women served in Afghanistan and Iraq between 2001 and 2014. We don't know for certain how each one of them will be affected. Nor do we know how the drawdown will influence public awareness and therefore donations. We do know we will have to work harder and be even more efficient in both raising funds and using them.

In 2015, Kings College London and Help for Heroes will carry out a year-long study to quantify how many Servicemen and women may have suffered from the effects of their Service since 1991. This will be to the benefit of the whole military charity sector and will enable us to truly discover, for the first time, the full human cost of recent conflicts.

We are also part funding The ADVANCE Study – a 20 year longitudinal study to understand the long-term health outcomes of a cohort of 800 wounded battle casualties from Iraq and Afghanistan.

We will continue to make every effort to communicate what we do and what our intentions are, to both our beneficiaries and our supporters, in an accurate and cost-effective way. Additionally, we will look at our efficiency in 2015 with a comprehensive review across our activities overseen by our Trustee Board.



Help for Heroes will secure a firm understanding amongst the British public that although our big wars may be over (for now), the needs of those sent to fight them will increase.

We will seek to stabilise our long-term income to enable us to support these men and women and our charitable partners.

In turn, we need to strengthen our recovery capability to ensure that we can deliver world-class support.

Finally, we will continue to build on our multi-disciplinary approach around the five pillars that we believe support a fulfilling life: Medical, Mind, Body, Spirit and Family. We will do this efficiently, and in partnership with the subject matter experts.

SUMMARY

It has been an extraordinary seven years. Millions of pounds have been raised and delivered for the direct and practical support to wounded, injured or sick Service personnel, Veterans and their families. Help for Heroes Recovery Centres have been built and many individuals and organisations helped with almost £40m of Help for Heroes grants to date. We have played our part in raising awareness and encouraging the public to 'do its bit'.

Now to keep it going, we have to keep listening to the people who matter most – our beneficiaries – and continue to deliver what they tell us they need. We still have much to do; let's get on with it.

Onwards and Upwards,

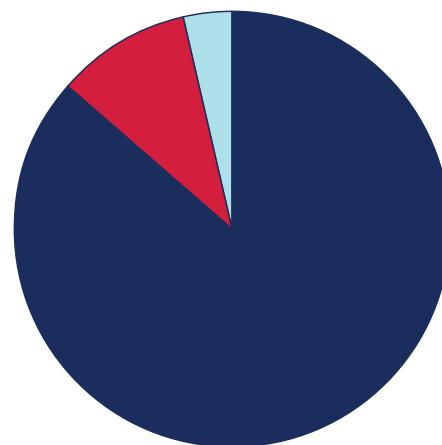
Bryn Parry OBE

INCOME

INCOME

WHERE THE CHARITY'S MONEY COMES FROM

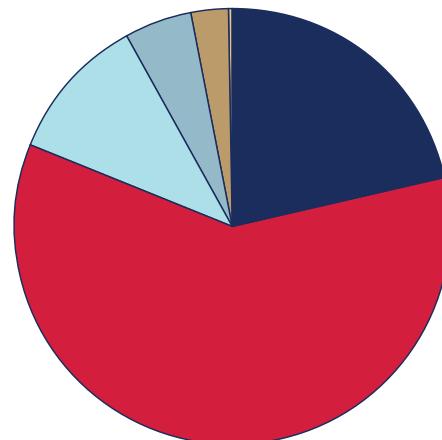
	Voluntary Income	£27m
	Help for Heroes Challenges	£3.1m
	Other	£1.1m



WHERE OUR MONEY GOES

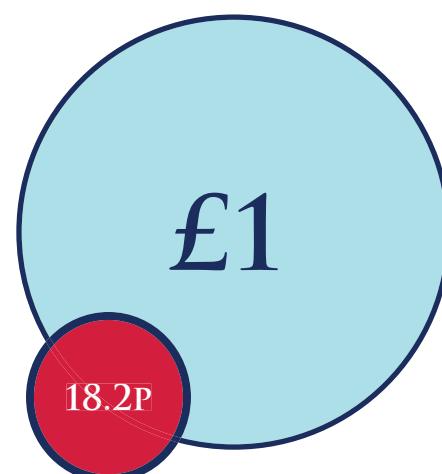
The Help for Heroes Group had £25.8m net incoming resources.

	Grants Made	£5.6m
	Current/In year Recovery Delivery	£15.5m
	Capital Projects	£2.8m
	Future Individual Support and Recovery Delivery	£1.3m
	Championing the Wounded	£0.7m
	Governance	£0.05m



EVERY POUND HAS A PURPOSE

It costs 18.2p to generate £1 of income for Help for Heroes Charity



HOW YOUR MONEY HELPS



GRANTS TO INDIVIDUALS

£29.6M

To date, Help for Heroes has made grants totalling £29.6m to other charities and organisations

7,746

*As of September 2014,
Help for Heroes has made 7,746 grants to individuals*



GRANTS TO OTHER CHARITIES



SUPPORT FOR LIFE

4,619

As of September 30th 2014, the Help for Heroes fellowships for the wounded and their families had 2,875 members of the Band of Brothers and the Band of Sisters had 1,744 members.

350

There were 350 Sports Recovery events in 2014



SPORTS RECOVERY

KEY EVENTS OF 2013/2014



Help for Heroes announce launch of £7.5m Hidden Wounds project, including £2.7m contribution from Armed Forces Covenant (LIBOR) fund

2013



Volunteers help with Christmas Stocking packing with Help for Heroes delivering over 600 stockings to the wounded



Launch of Hero Ride 2014



Christian Nock completes his 18 month trek around the British coastline, raising over £200k

OCT

NOV

DEC

JAN

FEB

MAR

Help for Heroes 6th Birthday

Trekkers tackle Kilimanjaro



Help for Heroes Band of Brother Martin Hewitt takes on The Marathon des Sables and raises over £6,500



Supporters run the Brighton Half Marathon for Help for Heroes

First national collection at Debenhams stores nationwide raising over £100k in one month



KEY EVENTS OF 2013/2014

Chavasse VC House launches
Heroes Garden Project
to raise £100,000 to fund
landscaping at the Centre



Hero Ride finishes with 1072
cyclists raising over £1m

Invictus Games 2014

First Vietnam
Trek and Cycle
Challenge returns
to the UK



HRH Prince Harry
visits Tedworth House
to meet potential
competitors for the
Invictus Games



Asda Collection weekend
raising over £280,000

APR

MAY

JUN

JUL

AUG

SEPT

Historic Royal Palaces
announce Poppies at the
Tower installation



Royal opening of Naval
Service Recovery
Centre, Plymouth by
HRH Duke of York



World's first ever
Para Polo match
as part of Best of
British Polo event at
Tedworth House



Help for Heroes 4x4 European
Rally raises over £180k with 42
teams taking part



HOW WE DELIVER RECOVERY

<p>CATTERICK (NORTH YORKSHIRE)</p> 	<ul style="list-style-type: none"> • 46 En-Suite Bedrooms • 4 Family Rooms • Adapted Gym • IT Suite • Welfare Support Hub • Art Therapy Room • Games Room • Specialist Classrooms and Training Facilities • 6 Interview and Meeting Rooms • Recreational and Social Areas • Café Hero • Training Kitchens
<ul style="list-style-type: none"> • 27 En-Suite Bedrooms • Two Family Rooms • Adapted Gym • Access to IT packages • Welfare Support Hub • Café Hero • Specialist Classrooms and Training Facilities • Three Residential Kitchenettes • Heroes Garden • Huxley Golf Putting area • Huxley Golf Driving Practice Nets 	<p>COLCHESTER (ESSEX)</p> 
<p>TIDWORTH (WILTSHIRE)</p> 	<ul style="list-style-type: none"> • 50 En-Suite Bedrooms • 4 Family Rooms • State-of-the-Art Gym • IT Suite • Welfare Support Hub • Art Therapy Room • Swimex and Skiplex • Vegetable Gardens • Woodwork Shop • Specialist Classrooms and Training Facilities • Café Hero • Holistic Wellbeing Centre • Children's Play Area • Training Kitchens
<p>PARKER VC</p> <ul style="list-style-type: none"> • 60 En-Suite Bedrooms • 6 Family Rooms • Conference Facility • Communal Kitchens • Multi-Function Social Space <p>ENDEAVOUR</p> <ul style="list-style-type: none"> • State-of-the-Art Gym • 25m Swimming Pool • Hydrotherapy Pool • Consultation Rooms • Café Hero • Welfare Support Hub 	<p>PLYMOUTH (DEVON)</p> 

RECOVERY CENTRE HIGHLIGHTS 2013–2014

PHOENIX HOUSE, CATTERICK

September 2014 saw a double celebration at Phoenix House – the victorious return from the Invictus Games of 14 medal winners who have been supported by Help for Heroes, and the commemoration of the Centre's first anniversary.

Other highlights of Phoenix House's first year included members of the Band of Brothers and Band of Sisters Fellowships parading down the catwalk at the Centre's inaugural Fashion Show and, two months later, enjoying a Christmas party with dinner cooked by three Veterans. There was an appeal by the woodworking fraternity to fund and kit out a woodcraft shed, which was another highlight.



TEDWORTH HOUSE, TIDWORTH

Tedworth House continued to use its world class facilities to the benefit of wounded, injured and sick Servicemen, women and Veterans this year. The Phoenix Centre was a hub of pre-Invictus Games activity with the British Armed Forces athletes using the state-of-the-art gym complex and other adaptive sporting facilities for their training.

Ten acts performed at the inaugural music festival in July, providing entertainment for residents, staff and members of the Band of Brothers and Band of Sisters Fellowships. This event allowed our wounded, injured and sick to come together and socialise with others facing similar challenges.

Other highlights include the official unveiling of the Reflection Pond (courtesy of the Royal Marine Charitable Trust), the opening of the all-weather 'Tough Mudder Trail', to help injured Servicemen and women to rebuild basic mobility and strength, and Hero Ride, where more than 60 cyclists set off for the epic journey from Tedworth House to London.

CHAVASSE VC HOUSE, COLCHESTER

The grounds at Chavasse VC House have been a hive of activity with the arrival of the RHS Chelsea Flower Show's award winning People's Choice garden, Hope on the Horizon. The grand opening in September 2014 was a joyous day that saw residents and supporters witness designer, Matt Keightley, hand over his beautiful garden to our Wounded.

2014 has also seen our first ever Help for Heroes Career Recovery course delivered to great success. The local newspaper (The Daily Gazette) showed support by launching the Heroes Garden Project, which was a drive to raise the money needed to install the award-winning Chelsea Flower Show Garden. Finally, after a successful work placement with a design company, Veteran Alex Stringer proudly presented to the Centre his innovatively designed picnic bench for wheelchair users. It allows Heroes and their families staying here to join in al fresco meal times in our Heroes Garden.

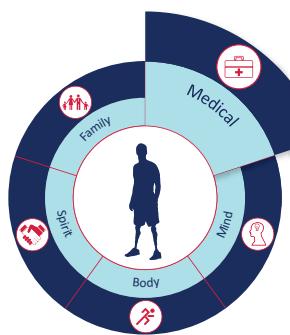
NAVAL SERVICE RECOVERY CENTRE, PLYMOUTH

The newer of Plymouth's two Naval Service Recovery Centre buildings, Endeavour, was opened in April 2014 by HRH The Duke of York. The facility includes a fully equipped gym, swimming pool, hydrotherapy pool, support hub, consulting rooms and café. It is a few minutes walk from Parker VC, the accommodation building funded by Help for Heroes with both situated in Devonport Naval Base.

Every Friday we invite our Veterans to take part in multiple recovery activities, which adds benefit by encouraging fellowship. We call this initiative Veterans' Friday, and it continues to grow. A number of water-based options are on offer including Powerboating, Jet Skiing, Paddle Boarding and Surf Kayaking.



MEDICAL



CAMPAIGNING FOR HEROES

Help for Heroes has always campaigned for the very best medical support for Servicemen, women and Veterans who have suffered a life-changing injury or illness. The Charity understands that it is vital for them to have the very best equipment and support to continue to overcome their disability.

In 2014, Help for Heroes continued to champion the needs of our country's wounded. Following on from the Help for Heroes funded clinical trials for Genium prosthetic legs in 2013, this year the Charity funded a pilot of cutting edge orthotics. The results of these have been extraordinary (as you can see in Jon's story opposite) and Help for Heroes will use the results to campaign for the Government to improve orthotic provision for Veterans.

EXO-SKELETON ORTHOTICS

The orthotics, made from fibreglass, store energy from working muscles in the user's upper legs to propel their lower legs forward when they are walking.

The Exo-Skeleton leg braces, which cost £5,000, offer benefits over and above those given by existing braces and orthotics as they are more comfortable to wear, offer greater support and are more durable.

The orthotics are suitable for use by a wide range of people with lower limb injuries. Help for Heroes hopes all Veterans who could benefit from this new technology will have access to it in the future.



JONATHON LE GALLOUDEC HERO TESTIMONIAL

In May 2007, Lance Corporal Jonathon “Frenchie” Le Gallaoudec arrived in Basra for a six-month tour of duty alongside his friend, Corporal Rodney Wilson. In the early morning of 7 June, their unit came under fire while on patrol. When Jon was hit, Rodney rushed to his friend and started carrying him to safety. Rodney was shot 20 yards from cover and died instantly.

“Rodney saved my life” says Jon, “he ran 50 feet under heavy fire to reach me.” Jon had been shot in the spine and the bullet tore through his gut and kidney. He was operated on at the field hospital at Basra Air Station before being flown to Selly Oak hospital in Birmingham and eventually transferred to Stoke Mandeville where he stayed for nearly three months.

Doctors thought he’d never walk again, “but that made me want to prove them wrong” says Jon. “Two months after I was shot, I took my first wobbly steps. I was in tears, my mum was in tears, even the nurses were in tears – I just didn’t think it would ever happen for me.” He describes walking out of the hospital three months later as ‘one of the best days of my life.’

Walking out of the hospital was only the very beginning of an ongoing road to recovery. Jon spent the following 18 months at Headley Court, the Defence Medical Rehabilitation Centre.

Speaking of his experience there he says, “no matter how badly your day was going, you would see someone who had no legs or someone who was badly burnt and you’d realise that everyone was struggling. Ultimately, we’d give each other hope.”

In 2009, Jon defied all odds to conquer Mount Kilimanjaro – overcoming freezing conditions, altitude sickness and treacherous mountain terrain. He took on the challenge to raise money for Help for Heroes and did so in the memory of the friend who saved his life. “The only way for me to honour Rodney’s memory”, he says, “is to live my life to the full.”



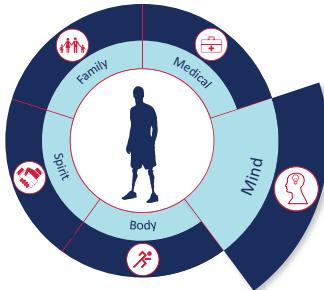
Despite Jon’s incredible mountain sumitting achievement, his spinal injuries still give him day-to-day problems. In early 2014, he was fitted with Help for Heroes-funded Ottobock fibreglass orthotics, which are a little like leg casts, that give him the support he needs to stand, walk and balance.

“For the first time in seven years, I can stand still”, says Jon, “I can walk freely, without a limp, and I have even been able to run. These are going to change my life forever in a way I only dreamed could happen. They have given me a new lease of life and I haven’t stopped smiling since I got them.”



“For the first time in seven years, I can stand still, I can walk freely without a limp, and I have even been able to run”

MIND



PSYCHOLOGICAL WELLBEING

Maintaining and restoring the psychological wellbeing of those who have suffered life changing injuries or illnesses, and their families, is vitally important.

Help for Heroes estimates that

after a period of intense military activity during which 220,560 troops were sent to Afghanistan and Iraq (see footnote*), a total of 59,992 men and women may develop some form of mental health issue at some point in the future. This estimate is in addition to all those who served prior to 2001 who may currently suffer from poor mental health – or who may develop symptoms in years to come. The estimate is based on research in 2014 published by Kings College London.

Help for Heroes is delighted to have launched a service that can care for those Veterans and families of the Armed Forces community living with anxiety, depression and stress. Help for Heroes recognises that there is a very real need to provide support to these individuals for as long as they may need it. The Charity's partner organisations continue to offer support to those suffering from complex issues such as Post Traumatic Stress Disorder.

HELP FOR HEROES HIDDEN WOUNDS SERVICE

This service can provide support to individuals who find themselves (or their loved one) in a situation where they are perhaps worrying more than they'd like to be, experiencing low mood and struggling to motivate themselves. Delivered by Help for Heroes Psychological Wellbeing Practitioners (PWPs) who have a thorough understanding of the Armed Forces community, the national service is easily accessible from around the country as sessions generally take place over the phone. The service teaches practical techniques to ease everyday stresses and strains, and helps users enjoy life once again.



ACTIVITIES TO ENHANCE PSYCHOLOGICAL WELLBEING

Help for Heroes runs a wide range of activities from its four Recovery Centres, including book binding, cooking, art, gardening, rowing, woodland activities and many more. Existing evidence proves that engaging in creative or eco-based activities, for example, can positively contribute to all aspects of an individual's wellbeing. The same applies to being physically active and socially engaging with others.



FAMILY PSYCHOLOGICAL EDUCATION

Help for Heroes ran a series of pilot family workshops at three of its Recovery Centres in response to a series of requests from the Help for Heroes Band of Sisters Fellowship members who were keen to develop their understanding of their own and their family's psychological wellbeing. These were attended by a total of 22 Band of Sisters and the results of the follow up questionnaire were overwhelmingly positive. The psycho-education based workshop resulted in an increased ability to identify psychological symptoms, an increased understanding of mental health issues, and a belief that they would be able to support their family member who had served (and the rest of their family) better. As a result of this, further workshops delivered by Help for Heroes Psychological Wellbeing Advisors are planned for 2015.

*footnote: A 2014 Freedom of Information Act request to the MoD revealed that between January 2001 and March 2014, 220,560 men and women deployed to either Iraq or Afghanistan (or to both conflicts) as part of the British Armed Forces. For clarity, this figure relates to 220,560 unique individuals. Many deployed to both conflicts, on more than one occasion.

BOB TAYLOR HERO TESTIMONIAL

During 22 years of service, Bob Taylor was assigned more than his fair share of difficult tasks, but one would stay with him forever. He was sent to Lockerbie after a PanAm jet was blown up above the town, in December 1988. Bob's regiment combed fields, woods and farm outbuildings in search of bodies from the plane wreck.

"I was packing the car to go home on leave to Glasgow with my wife and children when we were told to attend a briefing on Christmas Day", says Bob. "We were deployed to Lockerbie on Boxing Day."

At the time of the bombing, Bob was stationed in Inverness with The Gordon Highlanders. "As part of the clean-up crew, I had to walk the area and identify evidence. If it was clothing, we would bag it. If it was a body part, we called the police over and they would deal with it."

Retiring from the Army in 2002, Bob has worked as a recruitment manager ever since. But last year television coverage of the 25th anniversary of the bombing forced Bob to relive those terrible moments. It triggered flashbacks that tore his life apart.

Depression became too much and, in March 2014, Bob considered taking his own life. Realising he needed help, he made contact with Help for Heroes' Phoenix House Recovery Centre in Catterick. He is now beginning to piece his life back together.

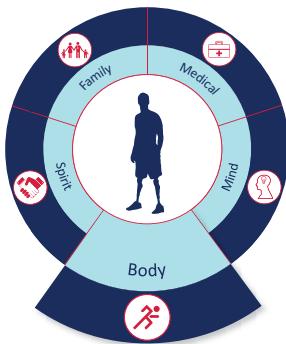
"I didn't think much about what we were doing back then – it was just a job. But then, 25 years later when I was watching the anniversary coverage, it triggered something off."

"I just thought I was a bit depressed but when the anniversary coverage started in the media, it came flooding back and I was floored by it all. When I was serving I had the support of the guys in my battalion, but when you leave the army you lose all that."

At Phoenix House, Help for Heroes staff organise and run a programme of activities that aim to improve the wellbeing of all residents. Bob spends a lot of time in the art room, he says: "It takes your mind off things and it's been a great help to me. I'm not artistic at all but, since being here, I have developed an interest in woodwork, painting and clay modelling. I particularly enjoy the woodwork as it's destructive and creative at the same time."



BODY



ABOUT HELP FOR HEROES SPORTS RECOVERY

When a previously active and physically fit person is faced with a life-changing injury or illness, it can seem as if doors have closed. However, it is the aim of the Help for Heroes Sports Recovery Team to help our beneficiaries discover there are many and varied options still available.

It is Help for Heroes' hope that through taking part in adaptive sport, those that have suffered a life-changing injury or illness will discover the powerful rehabilitative nature of physical exercise and realise that there is life beyond injury.

Help for Heroes has been involved with Sports Recovery for six years and in the past year the Sports Recovery Team put on 350 events across 50 different sports, enabling over 2,100 wounded, injured and sick Service personnel and Veterans to take part in adaptive sports.



GRASS ROOTS

Sport is often a major first step on the recovery pathway, giving confidence and independence to those whose lives have changed as a result of service. The Help for Heroes Recovery Centres facilitate grass roots sport by giving residents and day visitors access to over 50 different activities.

PROGRESSION INTO A CAREER

In addition to the benefits provided by physical activity, individuals can gain a number of transferable skills, and some choose to either progress to competitive sport, take on an adventurous challenge or gain qualifications as leaders, coaches or sports officials through Help for Heroes supported programmes.

WORKING IN PARTNERSHIP

Invictus Games



This year's Invictus Games showed the country just what is possible when those who have been wounded discover the transformative power of sport. Help for Heroes Sports Recovery is very proud to have selected, trained and delivered the British Armed Forces Team for Prince Harry's inaugural Invictus Games. They won 139 medals, more than any of the other 12 nations that took part.

Front Line to Start Line



Front Line to Start Line is a unique partnership between the British Paralympic Association (BPA) and Help for Heroes, created to introduce Serving Military personnel and Veterans to a range of opportunities in Paralympic sport. The initiative formalised an existing partnership between Help for Heroes and the BPA and has seen the first cohort of athletes complete training programmes focused on participation in the Rio Paralympic Games in 2016.

Battle Back



Help for Heroes is a founding partner of the Battle Back programme with the MoD, and continues to fund the initiative today. This money has supported thousands of wounded, injured and sick individuals to do activities such as sailing, swimming, cycling and water-skiing. In the 12 months covered by this annual report Help for Heroes funded 342 individual grants, to the value of £232,000, for sporting activities (including travel to events, entry to competitions and equipment).



MICK BRENNAN HERO TESTIMONIAL

Former Sergeant Mick Brennan, 34, competed in the 2014 Sochi Winter Paralympics. Completing an extremely unforgiving course that saw 14 of his competitors fall, he was placed 10th in the Super G sit-ski category much to the delight of his friends, family and supporters.

In 2004, Mick was hurled 25 feet into the air following a suicide bomb attack in Iraq where he was serving with the Royal Signals. He lost both legs above the knee and suffered a serious brain injury.

As he was injured prior to 2005, Mick narrowly missed out on the enhanced Armed Forces Compensation scheme. This meant, as he says: "not only struggling to come to terms with life-changing injuries, but also juggling serious financial concerns that now included the need for adaptations to his home."

Help for Heroes was able to support Mick with a grant for £27,000 that funded Mick's home adaptations, but it was when the Charity invited him onto the slopes in 2008 that his road to recovery really started.

"Feeling the wind on my face and getting a rush of adrenaline was just amazing" says Mick. "Luckily", he adds, "it turned out that I was quite good at it too – I gained a place on the Great Britain development squad in 2009 and was one of eight athletes chosen to travel to the Vancouver Paralympic Games with the Paralympic Inspiration Programme."

After a four year build up to the Paralympics, which presented a series of obstacles, including a divorce, a year out for mental health reasons and a nine-month absence from training following a broken sternum, Mick was honoured to represent Great Britain at the Sochi Games.

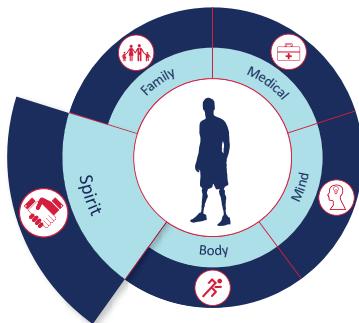
Mick says: "Help for Heroes has been there every step of the way to help me not only achieve my dream but to have the best quality of life possible. In 2012, the Charity supplied me with the sit-ski that I used at Sochi and the world-class adaptive sports facilities, including the Skiplex and Swimex (a swimming trainer), at Tedworth House have been hugely beneficial in my training.

"Tedworth House has also helped me mentally. After being out of the military environment for ten years now it has been brilliant to be back amongst the guys.

"Whatever the future may hold, knowing that the public, through Help for Heroes are supporting me gives me the biggest boost. Their funding is giving me the opportunity to progress with a new career."



SPIRIT



CAREER RECOVERY

The Help for Heroes Career Recovery team helps individuals find a new role in life.

To most Servicemen and women the reality of a life-changing injury or illness means their military career is over. A military environment is often all they have ever known, which can make it challenging to start again.



The Career Recovery team have worked with over 100 Veteran and Serving personnel and the team recognises that they each want to carve out a new independent and fulfilling future for themselves and their families. Their role is to "hold onto the individual's hope – until they are ready to hold it for themselves."

PATHFINDER

The newly launched modular Pathfinder programme supports individuals while they mentally adjust and prepare for their new life. Last year the team worked with 56 Pathfinders, who were given the support of a multi-disciplinary team, including vocational specialists. Each Pathfinder is introduced to a mentor who partners with them for at least 12 months and connects them to the comprehensive network of charities and employers who work with Help for Heroes.

Help for Heroes also has a team of Career Advisors who have now engaged with over 800 Serving and Veteran personnel in the last two years. The team offers a full range of career support such as training in interview techniques, career counselling, work placements as well as making sure each has a well presented CV.

GRANTS

Help for Heroes also provides grants on a case-by-case basis to help individuals meet some of the costs arising out of their career change. This can cover the costs of external courses or purchasing specialist equipment. The Charity funded 114 cases, to the value of £335,000 in the 12 months from October 2013 to September 2014 through the Quick Reaction Fund and Individual Recovery Plan grants.



Shooting for Heroes: A programme to introduce beneficiaries to opportunities in the country sports sector. This considered course enables our wounded, injured and sick to explore potential career opportunities as well as benefit from the camaraderie of being part of an active community group.

BEN WILCOX HERO TESTIMONIAL

Ben Wilcox left sixth form at 17, before completing his A-Levels. He chose instead to join the Army – a career that he hoped would allow him to stay in peak physical condition. During 11 years serving with the Royal Signals, he was posted to combat zones all over the world to provide communications on the front line: a job that entailed lugging tens of kilograms of technical equipment day in, day out.

"It was heavy work", says Ben, "and it really took its toll on my back", but this is something of an understatement. When Ben joined the Army as a fit young man, he had no idea that by the time he reached the age of 28, he would be suffering from chronic arthritis or that he'd require extensive surgery to repair the discs in his lower back that had been completely worn away. Last year, Ben was deemed unfit for service and medically discharged from the Army.

As a father of two, with a third child on the way, Ben had to find work immediately to provide for his family. "I took a job as a bodyguard because it paid good money", he says, "but I had no idea how badly my injury would affect me." Shifts were 14 hours long as standard and involved working through the night. Combined with the stress of having recently been discharged and the constant pain caused by arthritis, this was enough to put Ben, as he says, "in a very bad place mentally."

Noticing his struggle, a friend suggested that Ben should get in touch with Help for Heroes. "I spoke to the Charity and the Band of Brothers team because I needed help" he says. "After one phone call, everything started to click. They helped me work out what I wanted to do with my life, and gave me the support I needed to turn it all around."

When Help for Heroes heard that Ben had given training and nutrition advice to fellow soldiers while in the Army, the Band of Brothers team were able to offer him a place on a course to become a fully qualified Personal Trainer.

Ben said "I spoke to my former boss on a Friday and dropped everything to start the course the following Monday because I knew it would set me up for life."

With his qualification certificate in hand, Ben went back to Help for Heroes and was encouraged to get in touch with The Reebok Centre in Canary Wharf – a gym widely considered to be the best in Ben's home city of London. "I wrote to the Head of Training there, and he invited me in for a chat", he says.



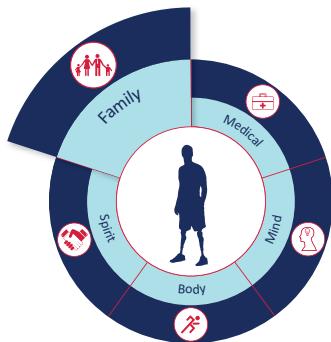
Only expecting to go in to meet the team for a tour of the gym, he was delighted when they called him back the next day to offer him a job. "They said that my attitude had impressed them more than the other applicants' and I couldn't believe my luck. I went from nothing to working at the best gym in the country, thanks to Help for Heroes."

With one goal achieved and his confidence restored, Ben has set himself a new target. He hopes to combine his strength and conditioning expertise with a lifelong passion for rugby and was recently invited to watch a training session at London Welsh Rugby Club, which has long been a great supporter of Help for Heroes. Ben hopes to split his time in the future between training clients at the Reebok Centre and professional rugby players at London Welsh.

In just a few months, with the right support, Ben was able to turn his life around and he is confident that others can do the same. 'Leaving the Forces is hard for anyone', says Ben. "Ex-Servicemen and women have such a wide variety of skills and experience, but often find it difficult to find direction after a career in the military. If you own a business, or run a club, and can offer someone like me an opportunity, you'll be surprised at how much you'll get out of them, changing their life in the process. Sometimes, all it takes is just a push in the right direction and that's exactly what Help for Heroes gave me. I wouldn't be sat here today if it wasn't for them."



FAMILY



At Help for Heroes we recognise that the brave men and women suffering with injury or illness aren't the only ones affected. Those closest to our wounded, injured and sick play an essential role in the recovery process, which is why we support our heroes' families as well.

FAMILY SUPPORT NETWORKS

The Help for Heroes' Band of Brothers (BoB) and Band of Sisters (BoS) Fellowships exist to embrace the physically or psychologically wounded and their loved ones, and to ensure a channel of communication between them, their families, and the Charity.

Members of the Band of Brothers and Band of Sisters can receive financial support from the Quick Reaction Fund and welfare support through the Help for Heroes Support Hub. They also receive a number of offers from the public and other organisations, including attendance at shows, tickets to concerts and even family holidays.

In 2013, Help for Heroes introduced Respite Weekends for members of the BoS to give them a break from the stresses of their day-to-day lives, and enjoy yoga, massage, nail and hair treatments – all provided by volunteers in the local community.

The facilities at the Help for Heroes Recovery Centres can be used by the family members of our Servicemen, women and Veterans too. Family rooms have been purpose built so that loved ones can spend essential quality time together, and our new Hidden Wounds psychological support programme is open to both members of the Band of Brothers and Band of Sisters Fellowships to help cope with anxiety, depression and other low-level psychological issues.

500 families have used Fisher House from June 2013–2014. Help for Heroes supported the build costs for Fisher House on site at the Queen Elizabeth Hospital, Birmingham (QEHB) in partnership with the QEHB Charity and US charity Fisher House Foundation. Additionally the Charity is committed to supporting the running costs for this 'home away from home' for the wounded and their families. Service personnel who are wounded, injured or sick can spend months on end as a patient at QEHB. Fisher House, which celebrated its first anniversary in June 2014, enables family members to stay nearby to help them provide vital love and support a few minutes walk from the hospital wards.



CALLUM WATT HERO TESTIMONIAL

Callum Watt was injured while training with his regiment in 2011, bringing his lengthy military career to an abrupt end. The stress of this unexpected change to his life had a huge impact on his family and especially on his wife, Fiona, who explains how Help for Heroes has made a difference.

"Callum and I met in 2003 and married in July 2010. Shortly after our wedding, Callum was posted to Bielefeld in Germany where 7 Regiment Royal Logistics Corps (RLC) were based. It was supposed to be his final posting, as he was due to complete his full 22 years' service in the Army in March 2013.

"Two weeks into a training exercise in 2011, I had a phone call to tell me that Callum had fallen and landed hard enough on his left shoulder to completely shatter it.

"The accident changed life as we knew it completely. Over the next three years, Callum needed a series of operations. He now has an artificial joint and limited range of motion. His back was also damaged in the incident and he finds it difficult to sit for extended periods of time.

"After two years and three operations in Germany, Callum was finally referred to a military doctor in the UK and then to Headley Court. He was eventually deemed unable to return to work and medically discharged, which was not the way we had envisaged ending a career he had loved.

"It was at Headley Court that he was asked if he was a member of the Help for Heroes Band of Brothers Fellowship. Intrigued, he gave them a call and it was the best thing that has happened to us since he was injured.

"Suddenly we were in touch with others in our situation and people with information about what was available to help. Help for Heroes has been there for us along every step of the journey. We were guided through the medical review and discharge process and they even found a handy man to help me with the DIY tasks that Callum could no longer do.

"We live in Colchester now and count ourselves so lucky to have had the support of Help for Heroes' Recovery Centre Chavasse VC House. From a chat over coffee, to guiding us through the compensation claims process, the staff members there have been so helpful and supportive.

"I suffered with depression last summer and small things like being able to drop in to the Centre for dinner to give me a break made such a big difference. Being put in touch with other wives going through the same issues prevented me from feeling alone."



FUNDRAISERS NEWS

THOUSANDS OF PEOPLE DOING THEIR BIT

Help for Heroes relies heavily on hard-working volunteers to be the face of the Charity, and add some special Help for Heroes magic to events.

Help for Heroes now has a volunteer network of over 261 Coordinators, managing over 3,400 volunteers, representing the Charity in every region of the country. Help for Heroes is also proud to have representatives in Germany, the Netherlands, Gibraltar, Cyprus and Belgium, with the furthest afield registered volunteer in Melbourne, Australia.

Help for Heroes' wonderful Volunteer Coordinators give up their time to fundraise. They deliver talks to schools, businesses and interest groups spreading the Help for Heroes message. They attend cheque presentations and offer support at a wide variety of events.

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

HELP FOR HEROES VOLUNTEER STORY

Jill says: "I'm a proud Army wife, busy mum of two and international air hostess of 16 years. My husband, David, has served in the Royal Artillery for 21 years and is currently based in Tidworth, so we now call Salisbury home."

"Help for Heroes is very close to my heart and I have been lucky enough to do a lot of fundraising with the wonderful Hosties 4 Heroes; a team of fellow air hostesses who take on crazy challenges to raise money for the Charity.

"After meeting some of the Help for Heroes team at Tedworth House when handing out Christmas stockings with the Hosties, I decided to start volunteering for the Charity. The best thing about being a volunteer is getting to spend time with members of the Band of Brothers, our inspiring heroes, who are the reason we all do what we do. I also love the general day-to-day buzz in the Help for Heroes Tin Hut (the home of volunteers in Tidworth) – it's a busy, bustling office that is always full of fun. I live a very hectic life, but I feel very privileged to be able to support the Charity in this way, by volunteering any spare moment I have to help those who have sacrificed so much for our country."



NICK ROCKS!

Rockall is a remote and uninhabited islet in the North Atlantic, lying approximately 285 miles west of Great Britain and 267 miles from the nearest point on the Irish mainland. Help for Heroes supporter Nick Hancock spent 45 days on the rocky outcrop to raise money for the Charity.

Nick said: "I survived a horrendous storm and I lost several barrels of supplies. It would have been very difficult, if not impossible, to continue to 60 days as I originally hoped."

Nick's tremendous effort gained him two new endurance records: the longest solo occupation of Rockall and the longest occupation of Rockall in history. He has raised almost £9,000 for Help for Heroes.



HOSTIES FOR HEROES TACKLE TOUGH MUDDER

'Hosties 4 Heroes' was founded and created in 2011 by Sophy Mahon to support our Armed Forces and fundraise for Help for Heroes. Looking to 'shake up a cocktail of mud and glamour', teams of Virgin Atlantic cabin crew have taken on a series of tough, muddy and action-packed fundraising challenges in support of the Charity.

Last year the girls took on Tough Mudder – a hard-core 12 mile obstacle course challenge dubbed 'the toughest event on the planet'. It is designed to test all-round strength, stamina, mental grit and camaraderie. Conquering freezing water, barbed wire and an awful lot of mud, the team raised a staggering £3,000 for Help for Heroes.



ACHIEVING THE EXTRA-OAR-DINARY.

Row2Recovery finished third in an epic Atlantic Crossing Challenge – Beyond Injury. Having departed Spain in early December, they rowed for a gruelling seven weeks on the water and a punishing 3,000 mile row, the Row2Recovery lads landed safely in Antigua last year. The team, supported by the Royal Foundation Endeavour Fund, raised money for Help for Heroes.

Trooper Cayle Royce and Corporal Scott Blaney, both of whom suffered life-altering injuries whilst on duty in Afghanistan, alongside Captain James Kayll and Captain Mark Jenkins, completed the Talisker Whisky Atlantic Challenge in 48 days, nine hours and 13 minutes coming third overall and second in the Fours class.

On the approach to Antigua, the team received a message of support from General Sir Peter Wall, the Chief of the General Staff and Head of the Army:

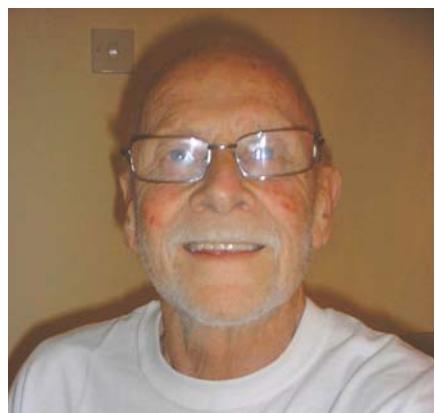
"This is the most stunning example of courage, grit and determination that the Army has seen for a long time."

Row2Recovery faced severe conditions during the crossing, including a man overboard during a severe storm in which the team battled 40ft waves. The team rowed in two-hour shifts and survived on freeze-dried food and ration packs.

The men took part to show that nothing is impossible and in the hope of being a source of inspiration to other wounded and their families. Help for Heroes would like to say a huge thank you and even bigger well done for such a phenomenal achievement.

80-YEAR-OLD TAKES ON ONE MINUTE PRESS-UP CHALLENGE

How many press-ups can you do in one minute? John Mulcahy, from Melton Mowbray completed 78 in just 60 seconds all in aid of Help for Heroes. His accomplishment was all the more incredible as he completed his sponsored challenge on his 80th birthday!



WORKING WITH OUR PARTNERS

Debenhams' month of support in March 2014 kicked off with their first ever national charity collection over the weekend of 1st and 2nd March in 150 stores across the country. 450 Help for Heroes volunteers supported the collection with help from Debenhams store staff raising a total of £100,000. The store staff followed suit by continuing to fundraise throughout the month raising a staggering £140,000, smashing their original target of £75,000.

In June 2014, seven Debenhams staff, including Michael Sharp (the CEO), donned their lycra and took part in the Hero Ride, cycling through the Peak District from Manchester to London raising £14,328.34. They enjoyed the ride so much that 20 members of staff have signed up to the Big Battlefield Bike Ride in June 2015, setting themselves a fundraising target of £50,000!

In March 2014, Debenhams introduced a specially designed, limited edition range of seven t-shirts and sweatshirts that two Help for Heroes Band of Brothers, Dan Richards and Jamie Hull, helped launch. By September 2014, the Debenhams range raised £66k out of their targeted £100,000. (All profits from the range are going to Help for Heroes, which is approximately 42% of the £20 selling price).



Debenhams has enabled Help for Heroes to open concessions in seven stores, following the success of the first three in Southampton, Gloucester and Basildon stores. They have provided the retail space (around 500 square feet) and merchandising fixtures free of charge to the Charity. Basildon, Gloucester and Southampton all have men's and unisex clothing and accessories while Basildon offers womenswear and homeware as well.

Michael Sharp, CEO of Debenhams said: "We are delighted to be able to offer Help for Heroes space within our stores, in what is a real first for Debenhams. Our customers and staff are hugely engaged with this charity so we are confident this will be a successful and exciting development of our partnership."

Helen Beebe, Managing Director of Help for Heroes Trading Limited said: "We have a loyal and wide-ranging customer base who love our products and want to show their support for the Charity. This exciting new venture with Debenhams will supplement our already successful e-commerce business, further raising awareness of the cause and generating more income for the Charity."



WORKING WITH OUR PARTNERS

Help for Heroes would like to thank all those organisations that supported our heroes in 2013/2014. The following organisations donated over £5,000 in the financial year through commercial partnerships, Charity of the Year fundraising, sponsorship, pro-bono support or donations-in-kind.

Alf Turner Ltd	Inman Charity Trustees Ltd	QinetiQ Group plc
ASDA Stores Ltd	Joules Ltd	Reeves Creative Ltd
BAE Systems Applied Intelligence	Jurit LLP	ROAN Charitable Trust
BAM Nuttall Ltd	Keltruck Ltd	Sherwoods Darlington
Barclays Bank plc	LABC	Sony X-factor
Best of British Polo	LBC Radio	Stagecoach South Western Trains Ltd
Birchwood Price Tools	LIOS Bikes Ltd	Stratton No.2 Charitable Fund
Blue Arrow Ltd	Longcross	Sumaridge Wines (Pty) Ltd
Boult Wade Tenant	Mahiki Nightclub	Templar Executives
Bristan	Marriott Hotels International	Tesco plc
British Airways plc	MBI	The Bloomsbury Hotel
British Polo Days	McGuire Woods LLP	The Enid Linder Foundation
Clifford Chance LLP	Mint	The Financial Times Ltd
Co-op Distribution Centre, Andover	The Moneyshop	The Great British Card Company
Cotton Traders Ltd	MotionRides	The Hermitage Trust
Couch Perry Wilkes	MOTO in the Community Trust	The James Milner Foundation
Debenhams plc	Mrs B G Kier Charitable Trust	The Liz & Terry Bramall Foundation
Deloitte UK	Mrs Bramall	The Morton Charitable Trust
Denmans Electrical Wholesalers	MW Entertainments Ltd	The Orr Mackintosh Foundation
Dentons LLP	National Golf Club Challenge	The Ritz Club
Diageo plc	Noble Foods Ltd	The Sun
Dominion Theatre	Noel Tatt Ltd	Topps Tiles plc
Elite Insurance Company Ltd	Northern Echo	Tough Mudder Ltd
GlaxoSmithKline plc	Old Mutual plc	Upchurch River Valley Golf Course
GI Group UK	Olswang LLP	Vauxhall Motors
Gilbert Rugby	Otter House Ltd	Whitworths Sugar
Gold Key Media Ltd	Plowright Charitable Trust	WH Smith plc
Historic Royal Palaces	Premier Foods plc	Wilsons Solicitors LLP
Horizon Leisure Ltd	PWS	Wykes Farms Ltd

To partner with Help for Heroes contact corporate@helpforheroes.org.uk

HELP FOR HEROES TRADING

Help for Heroes Trading Ltd. has been on quite a journey since its creation back in 2007, and since then it has seen rapid growth as our supporters have been as proud to 'wear their support' as they have been to show it through their fundraising activities.

In 2013, we undertook a business review to ensure that we were set up for the future, which resulted in some big projects being implemented. These included introducing a retail management system that has enabled better stock management, business decisions and the infrastructure required to open new stores. We also outsourced our warehousing operation giving us better flexibility, operational efficiencies and cost-savings. In addition, we developed our clothing offer and introduced new product categories, grew our mailing database and introduced our first ever magazine/product catalogue to showcase our product range and communicate with more people. We also opened two new stores, driving increased sales.

In 2014, we set out to build on these foundations, and as a result we have delivered strong year-on-year growth.



NEW PRODUCT DEVELOPMENTS

A high level of focus has been placed on further developing our core menswear range and introducing a womenswear range to meet all our supporters' needs.

MARKETING INITIATIVES

After the successful launch of our first ever catalogue last September, we have since launched a further five editions which have continued to showcase our product ranges and drive incremental sales. Our mailing database has grown over the past year, and we have continued to talk to our customers on a weekly basis, informing them of new and relevant product lines. Additionally, social media has become increasingly important to us and we have supplemented our catalogue and newsletter campaigns with regular posts on Facebook and Twitter.

RETAIL STORES

Since Christmas last year, we have opened four more stores in top shopping centres, taking our stand-alone store portfolio to seven. The high level of interest in our stores has presented us with a huge opportunity to talk to customers not only about our merchandise, but about the Charity, what we do, who and how we help, and how they can support us in other ways.



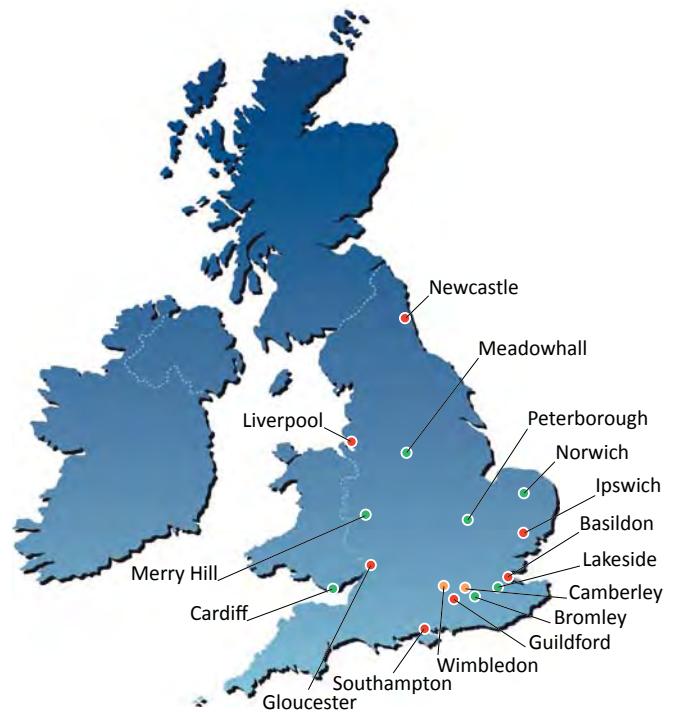
DEBENHAMS CONCESSIONS

In addition to our seven standalone stores, we now have seven concessions within Debenhams stores. This allows us to showcase the Charity and the product range to even more people and raise additional income at the same time.



EVENTS

We also launched our new mobile retail trailer at the Hero Ride in June this year, enabling us to attract more attention at the County, Military and Christmas shows and fairs that we attend, as well as taking up new opportunities in places such as shopping centres and sports events.



KEY

- EXISTING STORES X7
- DEBENHAMS CONCESSIONS X7
- PIPELINE STORES X2

68 yrs

I wanted to say thank you for helping me to get a bike by the use of your charity, this has made my life a lot better with being able to train using the bike and I plan on doing a hero bike ride in 2015. Without your help it wouldn't have been possible.

Thank you very much for the grant for me to get a bike, it's already being put to good use. I'm really looking forward to the ride.

Dear Sir
Just to say that I ran the great South Race and have raised £200. Hope that this helps.

Please find enclosed a letter from the children in Years 1 and 2 who have been learning all about them.

The children chose to research your charity and have been researching to see where they wanted to send their money.

I cannot thank you enough for the donation of £500.00 towards the cost of replacing my central heating system. When my boiler was condemned by British Gas in April a grant was in place with Warm Front to have it replaced at no cost to myself but unfortunately they no longer exist and have been replaced with another scheme and I do not qualify as I am in receipt of a reduced private pension from my late husband's works. Now I will be looking forward to having the work done in time for winter so thank you once again for your help along with S S A F A.

I would like to thank Help for Heroes benevolent fund and

And of course Gordons pulling it all together

I realise of course that also, thank you for the

Dear Linda,

I write to thank you and your team and H4H as an organisation for helping me with the funding for my ICE trike. I am over the moon with the bike, which I have seen but not yet ridden, and am praying for it to be built and ready soon!

Being able to cycle and be part of a team something that I am hugely looking forward to means that it is going to help my recovery and for the 2015

I received your letter saying that fund for the trike has been accepted and I would like to start by saying thank you so much. Being given this is going to give me my freedom back and get me out exercising.

Again I would like to send my thanks and I would like to let you know that I have applied to do the Hero Ride WEST250/100 for next year. I really want to do it and complete it to give something back for everything H4H have done for me during my injury and recovery.

Dear Linda and the H4H team,

I'm currently half way through my IMC training flying G-UAN. It's tough but rewarding. Thanks alot for making this possible. Let me know if you fancy a flight one day.

Firstly I would like to say thank you for my wife's, my mum's and my own sets of welcome packs. Secondly a massive thank you for funding my recumbent trike, it has meant the world to me.

Dear Linda and the H4H team,

This money will help put my house back to the size it was before the addition. This will now make my life more enjoyable as I will have more rooms to accommodate the lads over to stay and get drunk.... By that I mean Scott McLean's residency and I am going to have to start charging rent!!!!

I cannot express how grateful I am to be receiving this money. Thank everybody at H4H

Dear Sir or Madam,
I knitted the enclosed and it's come up too big!
Is there a big "hero" somewhere who would wear it? It'll be warm whatever it is, I hope they like it!

Dear H4H,

I am sending you £10 to help you work in cancer care personnel. Each week I save £10 to give to your charity.

Received a letter from you dated stating that I have been approved for funding a sum of money towards a road bike.

I just wanted to take a moment to thank you. I am so excited at the prospect of getting out on a bike again and hopefully taking part in a Hero ride.

Encouraged my school to hold a Hero Day. Soldiers from Buckley Barracks came and raised £1000 and 1 pence.

a hand bike. It has arrived!! I'm very excited and looking forward to putting many miles in on it. Thank you and everybody at Help for Heroes for the last 2 years. It really has made a massive difference.



THE GUARDS MUSEUM

15th May 2014

Sir,

Write as Chairman of The Guards Museum Management Board to thank and the trustees of Help for Heroes for your highly generous support to Memorial Garden project. The board, and myself, are deeply grateful and appreciative. Your grant will make a significant contribution to our project especially, of course, with regard to disabled users. We still have

way to go with overall fundraising but the generosity of Help for

has been a great boost. With regard thanks and best wishes.

Ben Hilton and I served with the Coldstream Guards from 1999 to 2013 and was injured in Afghanistan 2009 by a IED losing both legs.

I am writing to you to say a big thank you as your charity made a generous donation towards the project of having my driveway re-surfaced with tarmac which is now complete.

It has made a huge difference to my life and made my life much happier. Before it was re-surfaced my life was dictated by the weather as if it rained trying to get anywhere outside in my wheelchair was a mission on the best of days. During the winter I would even jump on my quad bike to take out the rubbish.

I will be putting up a photo soon.

Thank

you all so very much for raising the money for the hydro-therapy pool at Hereford. It is amazing what you have achieved in such a short time. On behalf of everyone in Hereford, please send your whole most sincere gratitude.



...to a new career training course, it has been a great help

in particular Heather Oakland, Mark Elliott, Linda Walton and Debbie Boundy. Roger Leeder and Delyre Mullan at RBL industries. The Royal Anglian regiment and Polly Elworthy from walking with the wounded.

on and the team at SSAFA who has been a tremendous help in coordinating and been a great help to me personally.

There are several nameless (to me) people that have been instrumental in this great work that you do.

now "booked and paid for" and I look forward to starting this on

all goes!

We are a group of children from Sutton CP School who wanted to raise money for your charity. We did this by dressing as heroes for a charge and selling raffle tickets to win large Easter eggs. We raised a total of £338 - £7.

We hope this helps you a lot.

Yours Sincerely
The Fund

CHARITABLE SUPPORT FOR ONGOING EDUCATION

Dear H4H

I would like to take this opportunity to write expressing my thanks once again for your continued support in relation to my re-education, prior to discharge from the Forces. Since moving from my parent unit to Hasler Company PRU in January 2013 I have had without delay and, when needed, your continuous support; notably payment for my combined Preparing to Teach in the Lifelong Learning Sector (PTLLS) and Certificate to Teach in the Lifelong Learning Sector (CTLLS) courses and more recently my Geography A-Level.

I am awaiting my results for this year's qualification and look to the future with optimism; gaining employment with prior and future personal development through education thanks to the support that you have provided. I know that my family would also like to extend their thanks to everyone at H4H, including all charitable public supporters, as without your overall support there would have undoubtedly been financial implications and undue stress placed on my already burdened family I am sure!

I and my family thank you again for your support and wish you all well for the future.

writing this letter to help me express through floor
new year's eve 2014
aptations had to take place
hide from A-

Thank you again for your assistance. I feel certain that you hear it time again, but truly, there are no words to describe how grateful I am that Help for Heroes exists.

There are no words to describe how grateful I am that Help for Heroes exists.

The challenges would be all the greater without your organisation so once again, profound thanks for all that you have done for me thus far and all that you will do in the future.

I refer to my recent request for assistance for the above client, a former member of the Royal Green Jackets.. As most impressed by the speed and kind generosity of your response and my thanks for doing so.

Mr Morris was very pleased too and he and I went to buy the required furniture, so that I could make the payment. He has since left his flat in Sydenham and moved to Bude where he has former army friends.

Mr Morris is aware of your kindness and asked that I convey his thanks for this grant, and an earlier one just a few weeks earlier. Both of which should help with his recovery.

On behalf of this client and my branch of SSAFA, again my thanks and we wish you a very Happy New Year.

TRUSTEES' REPORT

This report is for the year ending 30 September 2014 and makes reference to the prior year, being the twelve months ended 30 September 2013.

STRATEGIC REPORT

The sections 'Our Charitable Objects' through to 'Risk Management' represent our Strategic Report.

OUR CHARITABLE OBJECTS

Our Charitable Objects remain unchanged and are:

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

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

Public Benefit Statement

Help for Heroes (the Charity) works to provide practical, direct support for wounded, injured and sick Service personnel and Veterans. 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.

Activities in Scotland

Help for Heroes is registered as a charity in Scotland (number SC044984).

Help for Heroes provides support to wounded, injured and sick beneficiaries wherever they may be in the UK. For Veterans and Serving personnel located in Scotland and their dependents this may be through the provision of specialised medical equipment, telephone counselling services, or support provided through grants to partner organisations.

Help for Heroes also carries out fundraising activities in Scotland and the group's subsidiary, Help for Heroes Trading Limited, undertakes frequent profile-raising visits to Scotland.

MISSIONS, AIMS AND STATEMENTS

Our mission is to inspire, enable and support our wounded, injured and sick Servicemen, women, and Veterans, to lead active, independent and fulfilling lives. We want them to be able to fulfill their potential and then to be there for them and their families for as long as they need it.

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

Following the completion of the four Recovery Centres, the Group has focused on operating those centres to deliver recovery services to our wounded, injured and sick as well as continuing to provide support to individuals and organisations through our various grant funds. Our progress in meeting key aims during the year is reported under the three key areas of Recovery Delivery, Grants and Championing The Wounded. Our progress in generating the necessary funds to allow us to meet those aims is reported under the headings of Fundraising, Help for Heroes Trading Limited and BmyHero Limited.

DELIVERING ON OUR PROMISE

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

Over 10,000 individuals were treated in British Military Field Hospitals between 2003 and 2013 according to MoD statistics produced by DASA (Defence Analytical Services and Advice).

Almost 22,000 individuals were Medically Discharged from the Armed Forces between January 2001 and March 2014, the majority of whom have serious muscular-skeletal conditions which will have to be managed for the rest of their lives. In the case of a 25 year old wounded soldier, that could mean six or seven decades of ongoing support needed by him and his immediate family.

Many more who are still serving in our Armed Forces also need support, as will those who move into other occupations and discover many years later that they have a physical or mental condition attributable to their time in the military.

The total estimated cost of supporting our wounded, injured and sick and their families through the Defence Recovery Capability amounts to more than £256m over the next two decades. Help for Heroes cannot let these men and women or their children down.

To deliver on our promise of support, Help for Heroes has created a purpose-built nationwide Recovery infrastructure capable of assisting Veterans, Serving personnel and their families for years to come. To date, we have invested £69.7m in creating this capability (including funding for the Colchester Recovery Centre which is not held in the Group's assets), based around the four Help for Heroes-led Recovery Centres. We have designated a further £0.9m for future capital works. In addition, Help for Heroes has designated £45.5m to helping this growing group of vulnerable people (being all of the Group's designated funds except capital and maintenance funds). This includes: £33.6m to meet the costs of delivering direct, practical support through our Recovery network, £2m for direct individual grant support, £2m for future grants to other organisations, £2.5m towards the LIBOR-funded Help for Heroes Hidden Wounds psychological support project and £5.4m to meet new, emerging needs.

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

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

RECOVERY DELIVERY

Our Aims During The Year

- Continue to improve the quality of support delivered to the wounded, injured and sick individuals;
- Develop the Band of Brothers and Sisters Fellowships;
- Develop Pathfinder courses for wounded, injured and sick Veterans as part of Help for Heroes Career Recovery;
- Launch and deliver Hidden Wounds Service (partly LIBOR funded), as part of Help for Heroes Psychological Support providing early help for individuals and families with mental health issues.

Delivering On Our Aims

- Services have come on line at different times over the past year, and as a result, by the year end all Help for Heroes Recovery Centres were operating at full capability. A 360 degree holistic support mechanism has been developed and is now being delivered across all four Centres making us the subject matter experts in transition of the wounded, injured and sick and their support for life. As partner in the Defence Recovery Capability Activities, Recovery Delivery supports the MoD by facilitating mandatory Army Recovery Courses (called Core Recovery Events) which are attended by Serving Army and RAF personnel. In addition, our staff at the Help for Heroes Naval Services Recovery Centre, Plymouth, provide facilities and support for Royal Navy and Royal Marines personnel in Haslar Company. The Naval Services Recovery Centre in Plymouth was officially opened by HRH the Duke of York on 10 April 2014 and was declared fully operationally capable at the end of the year. In addition staff at the Recovery Centres provide direct, practical support to wounded, injured and sick individuals through Individual Recovery Plans, and a continuous Recovery Programme at Catterick and Tidworth.

Throughout the year, Recovery Delivery has improved the quality of support to wounded, injured and sick Veterans and their families. The Career Recovery programme has developed significantly over the last 12 months to include a career advisory service at Catterick and Tedworth, in addition to the much-refined Pathfinder programme, offering a bespoke careers and mentoring service for the wounded, injured and sick community. Help for Heroes Career Recovery is registered with the Institute of Leadership and Management (ILM) and City & Guilds with the aim of registering qualifications as follows:

- Level 2 Employability Skills
- Level 2 Live Quarry
- Level 1 and 2 Horticulture
- Level 1 and 2 Art
- Level 3 Coaching and Mentoring
- Level 3 Leadership & Development

Psychological Wellbeing Advisors are available to provide support to residents who struggle to come to terms with their recovery. Additionally, a programme has been provided of psycho-education and psychological support to families living with mentally unwell or 'changed' partners. Our network of Support Hubs at the Help for Heroes Recovery Centres provide welfare support to wounded, injured and sick personnel, Veterans and their families. The Health and Physical Wellbeing programmes are now embedded including nutrition, mindfulness and yoga, and will be expanded next year. Individual assessments by an in-house Occupational Therapist, including one to one relaxation and sleep-hygiene sessions at Tedworth House, are a recent addition and will be expanded in the future. Finally, Sports Recovery supports the MoD's Battle Back programme, and delivers three lines of support which includes: 300 events in more than 50 sports and adventurous training activities for 2,100 participants; a programme of courses in instructor and coaching qualifications; and a competitive pathway for all levels of athlete from recreational to elite.

Mick Brennan competed at the Sochi Paralympics and nine selected members of the Band of Brothers took part in a Paralympic Inspirational Programme at the Paralympic Games. At the invitation of the MoD's Chief of Defence Personnel the Sport Recovery team ran 67 training sessions to select, train and manage the British Armed Forces' Invictus Games team of 137 athletes. They competed over four days in September against 12 other nations and won 139 medals. So far 268 wounded, injured and sick personnel and Veterans have taken part in the Front Line to Start Line programme to identify their athletic talent. Of these, 84 have progressed to a talent confirmation stage. As a result, 37 have been identified as talented athletes; hopefuls for the Paralympic Games in Rio 2016 and beyond.

As a result, Help for Heroes Sport Recovery are the recognised experts in providing sports recovery for all wounded, injured and sick from recreational to international levels, in a unique partnership with the British Paralympic Association; National governing bodies; Recovery Centres and local communities.

- The regional network has expanded to support the Band of Brothers and Band of Sisters to include: four Help for Heroes Recovery Centres; London and the South East, Wales and the Midlands. A representative is being recruited for Scotland. Northern Ireland is currently being managed by the Help for Heroes Regional Manager for Scotland and Northern Ireland. Membership of the Band of Brothers has grown by 28% to 2875; and membership of Band of Sisters has grown by 30% to 1744. The fellowships were offered over 700 different activities, events and opportunities over the year. These included tickets to sporting events, holidays, access to psychological support and opportunities to share the ups and downs of everyday life at coffee mornings across the country. Over the last six months, membership of the private Facebook pages has grown by 40% for Band of Brothers to 492 members and by 19% for Band of Sisters to 504 members. Help for Heroes aims to deliver, nationwide fellowships for the wounded, injured and sick and their families with a personal touch.
- The Help for Heroes Career Recovery team have revised the Pathfinder programme, which provides a transition to civilian life for Veterans, to sit within the National Qualifications Framework. Pathfinder has received a Level 2 Employability Skills accreditation and the Help for Heroes Career Recovery team are working to lift it to a Level 3 qualification in 2015. During the year, eight Pathfinder programmes (each comprised of three modules, plus an additional module for some students who were struggling with the course programme) have been run across three Recovery Centres for 56 Veterans.
- In October 2013, Help for Heroes was awarded a LIBOR Grant* of £2.7m, which has been allocated to a new project called Hidden Wounds. This is an initiative to support Veterans, and families who are living with everyday psychological problems, such as anxiety, stress and depression.

The Hidden Wounds service is designed to help equip Veterans and families, should they ever need it, with the tools to manage and overcome the challenges of living with anxiety, stress and depression. The evidence-based service is provided by Psychological Wellbeing Practitioners (PWP) and is aligned with NHS Step 2 Improving Access to Psychological Therapies. Early interest has been shown with 42 enquiries into the service, 18 by way of email and 24 via telephone calls after September 2014. New self-help material based on approved NHS Step 2 material has been produced in partnership with the University of Exeter so it is tailored to the needs of the service user group, and the required PWP have been recruited. Work has commenced with Exeter to conduct research to examine how the service may be expanded and to continually improve self-help material. The required governance and supervision mechanisms have also been established.

Work is now underway to extend Hidden Wounds to all Recovery Centres and discussions are being held with centre managers to agree detailed scheduling. The Project Board will continue to oversee this extension as well as monitor service delivery. Work stream leads will remain in place to support the project although a great deal of common infrastructure and deliverables are complete.

Our Aims For The Coming Year

- Complete the roll out of Hidden Wounds;
- Embed effective multi-disciplinary team working processes across Recovery;
- Complete the roll out of the Recovery evaluation framework with Charity Evaluation Services;
- Continue to analyse what strategic relationships we need and develop plans;
- Further develop then pilot the "Recovery Light" Model by end 2015 (to extend our geographic reach);
- Develop a 3-5 year Help for Heroes Mental Health strategy;
- Work with the MoD to produce a Memorandum of Understanding on data sharing.

*LIBOR Grants are government grants generated from fines levied by the Treasury on banks that had broken UK banking regulations in recent years.

GRANTS

Our Aims During the Year

- To provide effective, timely and impactful grants balancing support for the Recovery Centres, support for our charity partners and individual support for the wounded, injured and sick and their families;
- To identify and evaluate further major capital and strategic projects.

Delivering On Those Aims

Our support continues to develop both in terms of spend and strategic reach. As detailed in note 10 to the financial statements we made grants to external organisations and individuals of some £5.5m. The wide ranging breadth of our support is illustrated by the following examples:

The Guards Museum Trust – The Flanders Fields 1914 – 2014 Memorial Garden

Help for Heroes provided a grant of £40,000 to support the construction of a disabled access ramp to facilitate access for wounded, injured and sick Servicemen, women and Veterans to the Memorial Garden.

Sir Oswald Stoll Foundation (Stoll) – Countess of Wessex House

The Countess of Wessex House contains 36 state-of-the art units of supported accommodation for vulnerable Veterans. Help for Heroes provided a grant of £450,000 to support the realisation of the three disability units at the Countess of Wessex House to support wounded injured and sick Veterans.

The Scottish Veterans' Garden City Association (SVGCA) - Heroes Court

Help for Heroes awarded a grant of £685,000 to develop 'Heroes Court' – a ground floor courtyard complex of five bungalows in Salvesen (Edinburgh) within an existing SVGCA residential community. These five bungalows will be wheelchair accessible homes (two and three bed units) for disabled Veterans and their families.

Mission Motorsport – Opportunities and Experience in the Motor Sport Industry

Help for Heroes has provided £459,000 of grant funding to Mission Motorsport to support their work in providing respite, rehabilitation, and recreational, competitive and vocational opportunities in the Motorsport industry to wounded, injured and sick Servicemen, women and Veterans.

In addition to large and small grants to other charities we continued to develop grant making to individuals through our Quick Reaction Fund (individual support).

Quick Reaction Fund (QRF)

The Quick Reaction Fund (QRF) was an initial £6m grant commitment approved by Trustees in April 2010. It is based on meeting an immediate need, quickly. Between April 2010 and September 2014 we have supported 7,746 cases, totalling £9.1m.

Our individual grant giving is wide reaching. We help the wounded, injured and sick and their families from any conflict whilst maintaining a priority towards those affected by current conflicts. We work with SSAFA as our external case working organisation and every request is assessed on a case by case basis, evidenced against need. The youngest person to receive a grant award is an 18 year old injured in Afghanistan and the oldest person to receive an award is an 84 year old, who was medically discharged in 1951.

The Trustees have established a future grants designated fund of £2m and an individual support reserve of £2m to protect these important areas from any short term income volatility. See note 17 for a breakdown of designated funds.

Our Aims For The Coming Year

These remain unchanged from the previous year as:

- To provide effective, timely and impactful grants balancing support for the Recovery Centres, support for our charity partners and individual support for the wounded, injured and sick and their families.
- To identify and evaluate further major capital and strategic projects.

CHAMPIONING THE WOUNDED

In addition to the practical delivery of Recovery programmes and financial Grants, charitable activity also includes championing the wounded. From the outset, Help for Heroes has given a voice to thousands of men and women whose needs and concerns may not have been recognised by wider society.

As some conflicts draw to a close and new ones emerge, the Charity's ability to speak up for the wounded, injured and sick, and their families, is increasingly important. This activity is identified specifically for the first time in this report (it has previously been shown within Recovery Delivery). 2013 figures have been restated to show this activity separately.

Our Aims During The Year

- To represent the needs of the wounded, injured and sick to the public and other organisations;
- To make use of Help for Heroes' high public profile to raise awareness of needs and issues that are not yet being adequately addressed;
- Maintain Help for Heroes' resolute non-political position by focusing on the needs of the wounded, injured and sick without resorting to political campaigning or lobbying.

Delivering On Those Aims

- **Counting the cost of recent conflicts**

Throughout 2014, British Armed Forces gradually scaled down their presence in Afghanistan. However, there remains a genuine risk that the public and politicians mistake the absence of an active conflict for a diminished need amongst those who served through a period of such high-tempo military activity.

Help for Heroes estimates that as many as 75,000 Veterans and Serving personnel may need some form of support in the years to come. Our analysis will be followed up in 2015 by a full study by Kings College London and Help for Heroes that attempts to quantify the human cost of conflict, and in so doing champion the ongoing needs of our wounded.

- **Invictus Games**

Help for Heroes was delighted to be invited by the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry and the MoD to support, train and equip the British Armed Forces team competing in the inaugural Invictus Games. From early preparation in the spring through to the Games in September, the Charity was afforded the opportunity to help our beneficiaries demonstrate what they could achieve.

- **Media activity**

In 2014, Help for Heroes has given scores of wounded, injured or sick beneficiaries the chance to tell the nation their story, in their own words on the TV, the radio and online.

The Charity recognises that a key step towards Recovery is often made when our beneficiaries feel confident to talk about what they have been through with one another and in some cases to a wider audience. It is vitally important that we continue to offer them a fair chance to have their say on the issues that affect them and their loved ones.

Our Aims For The Coming Year

Our overall aims remain unchanged in 2014/15 as detailed above. In particular, we plan to:

- Complete an academic study into the number and needs of the wounded, injured and sick;
- Run a smaller scale follow up to the Invictus Games in 2015 to 'bridge the gap' to the next official Invictus Games in 2016;
- Communicate faithfully and frequently the stories of our beneficiaries and their loved ones.

Find out how
Help for Heroes Recovery
offers support from
page 18 onwards.



FUNDRAISING

Our Aims During The Year

- To enable Help for Heroes to effectively pursue its 'Secure-Stabilise-Strengthen' strategy and develop capability within the income operations team to proactively target income from corporate and high value supporters;
- To grow our fundraising capability with a skilled team that can proactively seek income opportunities rather than relying purely on the public's goodwill;
- To create a Regular Giving strategy to increase the volume of supporters that give regularly and develop a sustainable income generation model.

Delivering On Those Aims

- We have created a donor development function, based from the London Office (generously sponsored by Barclays), to proactively seek new partnerships with both companies and major donors, alongside a reinforced Brand Partnerships function focused on commercial partnerships and sponsorship.
- We have diversified our income even further to reduce the risk profile, and invested in the Income Operations team. We are more focused on building relationships with our supporters – and the result from the year was an increase in income from fundraising – the first time in three years. We have focused on a Supporter Relationship function, have a National Campaigns focus and have applied significant effort to the development and nurturing of our highly effective volunteer base.
- A critical focus was to build sustainable income from our regular supporters, continuing to ask them to 'do your bit'. A Direct Debit capability was built by May 2014, and the success of 'Friends of Help for Heroes' now has thousands of supporters. This was publicised in a Sun newspaper campaign in September and the message of long-term, enduring support under-pins all messaging. The year also saw our legacy income more than double.

Our Aims For The Coming Year

- Continue to define a sustainable income mix, whilst deepening the existing relationships across corporate and brand partnerships focusing on 'fewer, better, bigger'. Similarly, develop a thorough and attractive offering to partners to encourage participation and concurrently create a Special Events team to fully exploit opportunities with Help for Heroes led events;
- Develop further the Regular Giving strategy and for this to become the key income generation theme pan-charity, whenever we engage with our supporters. The development of a staged engagement process, a focus on the supporter journey and a 'give later' legacy opportunity running alongside the ask;
- Establish major donor and 'Friendly Forces Club' philanthropy programme with various giving levels to create strong, bespoke, multi-year giving relationships with an emphasis on recognition of support.

For more information
on our fundraising work,
please see pages 11
and 30.



HELP FOR HEROES TRADING LIMITED

Our Aims During The Year

Driving charity income and awareness by:

- Expanding our geographical spread through more stores in top shopping centres;
- Growing our mailing database and communicating to customers on a regular basis via email, catalogues and social media;
- Developing our product range to meet the needs of all our supporters.

Delivering On Those Aims

- We have successfully opened four new stores in top shopping centres (Merry Hill, Norwich, Peterborough and Bromley) taking our portfolio of standalone stores to seven. Additionally we have opened seven concessions within Debenhams stores around the country.
- We have continued to produce and distribute seasonal catalogues throughout the year, showcasing our product ranges to their full advantage and driving sales, and have grown our mailing database by 13%.
- We have developed our menswear offer to cater for both our classic and more fashion-conscious customers, introducing new product categories at the same time. We successfully launched womenswear ranges from March 2014 onwards.

Our Aims For The Coming Year

Continue to increase charity income and awareness by:

- Opening more stores in key locations around the country;
- Driving our web business by launching a new website, which will provide much improved design and functionality, and continuing to focus on growing our database;
- Continuing to review and improve the way we work.

BMYHERO LIMITED

Our Aims During The Year

- To assist Help for Heroes and other charities generate income from the online giving market;
- To develop the IT technology required to adapt to changes in the online giving market.

Delivering On Our Aims

BmyCharity (the trading name of BmyHero Ltd) traded successfully in the year, generating £2.9m (2013: £3.4m) of income for Help for Heroes and £1.5m (2013: £2.4m) for other charities.

During the year, a review was undertaken of the costs required to upgrade the technology to the level demanded by the market. This was compared with the level of income that could be generated through alternative online giving partners. As a result, the Charity board decided on 15 December 2014 to implement a phased closure of this business stream over the course of 2015. It is anticipated that this will increase income to Help for Heroes.

Our Aims For The Coming Year

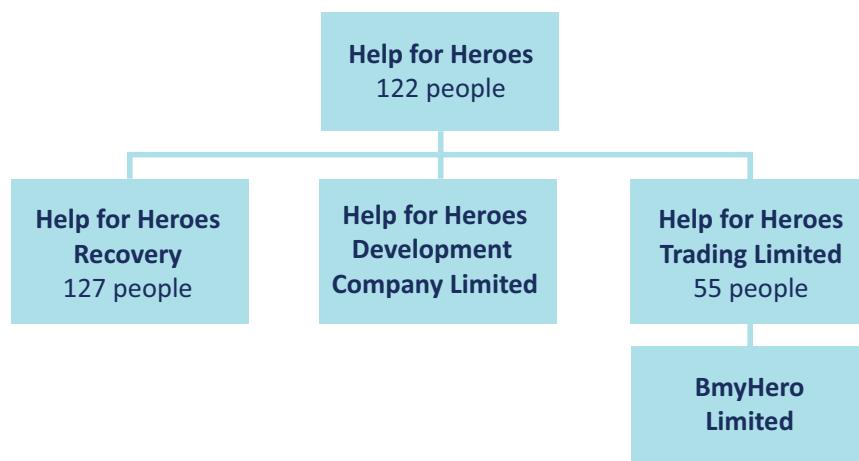
Following the decision on 15 December 2014 to begin a phased closure of BmyCharity, the aim for BmyHero Ltd is to make the transition to alternative providers as smooth as possible. BmyCharity will continue to trade throughout the year ending 30 September 2015 and won't be finally closed until 31 December 2015.

To find out how the Trading company supports our work turn to page 34.



FINANCIAL REVIEW OF THE YEAR

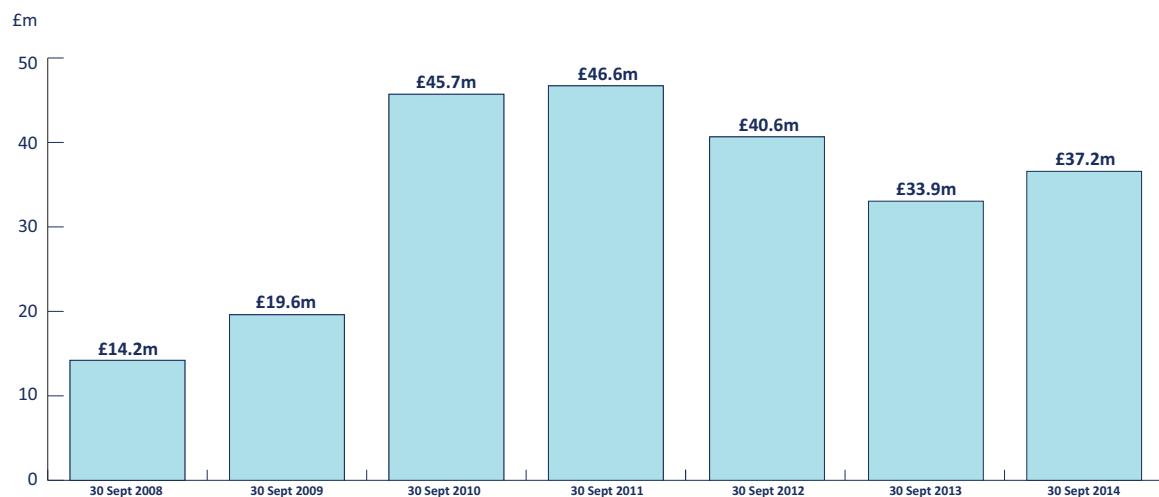
The Group structure as at the date of signing the accounts was as follows:



During the year under review the Group generated total income of £37.2m (2013: £33.9m) and costs of generating funds were £11.4m (2013: £8.1m) leaving net incoming resources available for charitable activities of £25.8m (2013: £25.8m).

Income

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



Income showed an increase of £3.3m to £37.2m (2013: £33.9m).

The years of 2010 and 2011 saw some of the most intense fighting in recent British military history, during which the charity received unprecedented support from the British public.

Increased income in 2014 followed a period of investment in the Income Operations team.

Voluntary income for the year was £26.0m (2013: £24.2m) and included donated services and facilities of £0.4m (2013: £1.0m).

Also included in voluntary income is £8.1m (2013: £3.4m) from legacies.

Bike rides and challenges remain an important source of fundraising and generated £3.1m (2013: £2.7m) of income. Whilst major bike rides continued to be successful, generating £1.1m (2013: £1.1m), other challenges grew in the year to £1.5m (2013: £1.2m).

Cost of Generating Funds

Total costs of generating funds for the year were £11.4m (2013: £8.1m). The constituent parts of this were £4.5m (2013: £2.3m) for generating voluntary income, £1.1m (2013: £0.7m) of costs for bike rides and other challenges and £5.9m (2013: £5.0m) of trading costs. After consolidation, incoming resources (i.e. turnover) from trading activities was £6.9m (2013: £6.2m), generating a net contribution of £1.0m (2013: £1.2m).

The trading business generates a substantial profit for the charity. Generating those profits incurs costs: principally in buying high quality products to sell and in running our trading operation. We continually monitor the trading business to ensure that these costs generate profits, and to this end there are more volunteers working in our retail outlets than there are paid staff.

The Income Operations team have been strengthened in the year and this has resulted in the improved income as noted above.

Neither the Trading nor the Income Operations functions could function without the infrastructure provided by the Support Functions as detailed in note 6. Some of these functions (in particular Information Technology, Human Resources and Marketing) have grown in the year. Trustees made the strategic decision to invest in these areas to allow Income Generation (and Charitable Activities as detailed below) to deliver on their objectives. The Value For Money section below explains how the Trustees ensure that the money is well spent.

Cost of Charitable Activities

As explained above within the Trustees Report, charitable activities are split into three areas in line with our Charitable Objects. These are reflected within the Cost of Charitable Activities as £5.5m (2013: £0.8m) of grants made, £15.5m (2013: £10.6m) of costs incurred to deliver Recovery services and £0.7m (2013: £0.4m) of costs incurred in Championing the Wounded. Note 10 of the accounts provides further detail of the Cost of Charitable Activities.

The number of people employed within Recovery Delivery has increased in the year to allow us to deliver to the wounded, injured and sick. This is reflected in the costs above.

The growth in the Group Information Technology, Human Resources and Marketing costs as noted in the section above also reflect an increase in the demand placed on those functions by our beneficiary facing services. For example, in order to introduce the Hidden Wounds psychological support service we have invested in new technology to allow our Beneficiary support programme to be coordinated whilst maintaining absolute confidentiality.

Subsidiaries

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

Help for Heroes Development Co Ltd managed the remaining capital works for the Charity's Recovery Centre development programme.

To discover some of the challenges our supporters took on this year, go to page 31.



VALUE FOR MONEY

When Help for Heroes was founded with the aim to raise funds for a swimming pool at Headley Court, the Charity's focus was to pass on as much money as possible, quickly, to the areas where it was needed. This philosophy underlines everything we do.

To ensure that every pound is put to the best possible purpose, we carefully consider which initiatives will deliver the best outcomes for our beneficiaries. We also take into account that Help for Heroes' growing responsibilities mean the Charity must also invest in staff and infrastructure.

Our wounded and their families have given up so much – they deserve the best support, and Help for Heroes needs the very best people to provide it. As a result, we must pay enough to attract and retain skilled staff, many of whom have a range of professional qualifications in areas ranging from psychological support to sport and occupational therapy. Similarly, in order to raise enough money to deliver everything required, we need the right calibre of people and the right IT systems in place.

Over a third of our employees are either veterans or have close links to the military. We believe that this helps us better understand the needs of our beneficiaries.

The duty that we owe to our beneficiaries and supporters to make sure "every pound has a purpose" is met by a constant focus on value for money as set out below.

Fundraising Ratio

In previous years, The Fundraising Ratio has been published to allow comparison of Help for Heroes Charity with other charities and this is done again below:

	2014 £'000	2013 £'000
Total incoming resources	31,330	29,426
Net incoming resources available for charitable application	25,584	26,053
Fundraising ratio	18.2%	11.5%

The ratio has increased in the year following a decision by trustees to invest in resource to generate additional funds against a backdrop of a lower profile for our wounded, injured and sick in the media alongside the reduction in income seen in recent years. Charity incoming resources in 2014 have increased by £1.8m (6.2%).

The Fundraising Ratio is benchmarked against other charities (the Top 10 Brand Index charities and the COBSEO Executive members). As some of these charities have very low costs of fundraising (eg investment income or annual TV appeals), Help for Heroes' aim is to be in the second or third quartiles of these benchmarks. In the year ending 30 September 2014 this benchmark was met.

Few charities publish this ratio, or charity only Statements of Financial Activity. Therefore calculating reliable benchmarks can be difficult and can be complicated by different fundraising models. The inclusion of Trading Activity in consolidated accounts mean that the costs of that activity (which generate a profit) impact on the Fundraising Ratio. For these reasons, the trustees will review the use of this ratio during the year.

Cost Effectiveness

Aside from Grants (which are determined according to the Grants Policy) other areas of expenditure can be grouped into staff costs and suppliers. Staff costs can be further split into headcount and remuneration (see below).

In the year ending 30 September 2015, a Cost Effectiveness review will be undertaken with the aim to review significant areas of expenditure and to identify if:

- There are potential alternative operating models that might generate savings, whilst maintaining service levels to beneficiaries;
- Controls, processes, policies and approval levels are appropriate and if not, make recommendations;
- Head count by area is sufficiently justified by outcome and if not, make recommendations;
- There are multiple suppliers supplying similar products/services and any scope for procurement savings;
- There are improved ways of measuring operational effectiveness and efficiency including Key Performance Indicators/measurement of outcomes for beneficiaries.

This review does not necessarily mean that costs need to be reduced: it is interesting to note that until this year, Help for Heroes had raised well over £200m with no marketing team in place. The British public heard our simple message loud and clear through the press and the media coverage of the fighting and the casualties. As that coverage has reduced the need for us to tell 'the blokes' story' has increased and we now have a small marketing team in place, working alongside our small communications team, both lean and fit for purpose.

Improved procurement is likely to yield some savings in the coming year, however we continue to use our high public profile to obtain discounts or free products/services where possible. For example, our minibuses and cars are subsidised by Vauxhall, our small London office is sponsored by Barclays, much of our legal advice is pro bono and Deloitte have been extraordinary in their support as have many others. For much of our back office support, we continue to rely heavily on volunteers.

Information technology costs increased in the year. Good IT is essential to deliver properly coordinated support as efficiently as possible. Creating a good website using a Content Management System (CMS) and keeping in touch with our beneficiaries using Customer Relationship Management (CRM) costs money but will save on resources in the long term.

Remuneration

We recruit people who are passionate about the cause and that allows us to get the right people below market rates. However, whilst salary is not the main driver for our people, we can't ignore the fact that we must recognise the skills and abilities of professional, qualified recovery staff, and charity staff, or we will be unable to continue to deliver the level of support we provide to our wounded, injured and sick.

The Remuneration Committee benchmarks senior management salaries against the local area and similar organisations as well as ensuring a similar process is undertaken by the Human Resources department for all staff.

The salary levels of those paid above £60,000 per annum is benchmarked against other charities. When compared against the other top 10 charities in the Charity Brand Index, Help for Heroes are in the second lowest paying quartile (calculated by number of people paid above £60,000 and the average salary per employee over £60,000). When compared on the same measures with other military charities (COBSEO – Confederation of Service Charities - executive members), Help for Heroes are in either the second or third lowest paying quartiles.

The Chief Executive Officer has once again waived his right to royalties for artwork, design and logos that he owns. The value of the waived royalties are £61,000 (2013: £52,600).

For a further explanation of Senior Management Remuneration turn to page 66.



FINANCIAL OUTLOOK

Once again this year, the generosity of Help for Heroes' donors has been apparent. It is hoped that this trend will continue in the coming year.

The publicity surrounding the 'drawdown' from Afghanistan could give the impression that there is no ongoing need. However, those that are wounded, injured and sick remain in need and there remain members of our Armed Services at risk all the time. Given the investment in Income Operations and Marketing & Communications we remain committed to raising the income needed to meet the ongoing needs of the wounded, injured and sick and their families.

We will continue to target long-term income (e.g. regular giving and legacies) to enable us to meet ongoing needs. We also plan to stabilise our operational activity and structure whilst ensuring that we maintain the highest levels of support to our beneficiaries.

In addition to voluntary income, the Trading Company and the Challenge events run by the Charity will continue to make a material contribution. It is anticipated that the Trading Company will increase the number of stores in operation.

RISK MANAGEMENT

The Trustees continue to prioritise risk management as an area for focus. For this reason, during the year a Risk Committee was established consisting of three trustees and attended by members of senior management. Although Risk Management remains the responsibility of the whole board, the new committee has allowed additional scrutiny of this important area.

The risk committee is advised by independent consultants with proven expertise in this area.

A Group Risk Register is maintained by management and this is prioritised and presented to the Risk Committee for further review including an assessment of any controls in place to address risks. Risks are prioritised according to their probability and potential impact; then adjusted for the effect of mitigating controls. A member of senior management is assigned to 'own' each risk area.

Significant areas of risk are deemed to include:

Health and Safety risks arising from recovery delivery particularly at our Recovery Centres.

Public liability risk that a third party or their representative, participating in an event either promoted by the Charity or organised in support of it may bring a lawsuit following death or serious injury as a consequence of their participation.

Reputational risk that adverse publicity may lead to a reduction in future donations.

Fraud risk that the Charity suffers financial loss as a result of fraudulent activity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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

STRUCTURE

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

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

- Audit, Finance and Legal
- Grants
- Investment
- Remuneration
- Risk

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

The boards of the other members of the Group, including Help for Heroes Recovery meet through the year and provide reports to the Charity board.

The Senior Management Team of the Group meet monthly. This group also documents achievements, targets and issues in a separate monthly report to facilitate good communication, key project management and suitable resource allocation. These meetings are fully minuted and a structure is provided of special project groups. The Trustees monitor the performance of the Senior Management Team through a combination of reports, presentations, meetings and visits. The structure and composition of the Senior Management Team is reviewed by trustees at their meetings. We believe this structure best meets the operational, governance and growth requirements of the Charity.

TRUSTEES

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

EMPLOYEES

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

VOLUNTEERS

Volunteers are vital to the success of the Charity and form an integral part of its achievements both from within the Charity's Tidworth office and across the country. The volunteers in the Charity's Tidworth office have always been on hand to ensure that supporters are able to contact someone who shares their passion and commitment. Nationally, volunteers provide help and information at a local level to anyone looking to donate or fundraise. As at 30 September 2014 we had:

- Over 250 County and Local Coordinators who give 6 - 8 hours per person per week on average
- Over 3,400 volunteers who give 1 hour or more per person per week on average

GRANTS POLICY

Our grant making policy aims to achieve our charitable objects. It is underpinned by what we have termed the '360 Degrees of Support' that places the wounded at the very heart of what we do (see page 38). Accordingly we are working to a) provide the ongoing physical infrastructure to support the wounded, injured and sick and their families and b) provide further support through our strategic Armed Forces Charity partners.

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

In addition to making grants to other charities we also provide grants to individuals and their families direct through our Quick Reaction Fund managed by the Grants Team at Help for Heroes. We prioritise our support to the recent wounded, injured and sick and their families and dependents but support all Veterans who have a service attributable injury or illness on a needs basis.

We also work closely with our partner charities to split the costs of these grants where possible.

Requests for grant funding from third party organisations are made through our online Grants Management System available on our website. The Grants Team manage the applications, produce papers for the regular Grant Committee meetings and ensure that grant recipients are reporting regularly on outcomes and impact of our funding.

The grant authorisation procedure is dependent on the amount requested. A small grant, for £150,000 or less, requires the written authority of the Small Grants committee and is ratified at the subsequent Trustees' Board meeting. A large grant in excess of £150,000 requires the consent of the full Board of Trustees plus a deed of grant reviewed by the Charity's solicitor. Grants to individuals are authorised based on a schedule of delegated authority for the various funds in place. Individuals seeking support are encouraged to contact our grants team direct. Full details are available on our website.

RESERVES POLICY

Reserves are held in order to make sure we can deliver on our promises to the wounded and their families. The majority of our reserves are in designated funds for specific Charitable activities. We believe it would be wrong to commit to what is often long-term support without some degree of reassurance that we can honour that commitment.

For more information on how our reserves help us deliver on our promise, turn to page 39.

Our policy is to hold reserves on the following basis:

Restricted Funds

Restricted funds comprise those funds that are restricted in nature. Generally, restrictions relate to a specific Recovery Centre or area of recovery.

Designated Funds:

Recovery Centre Capital Costs

This represents anticipated Charitable capital expenditure in the coming year.

Recovery Running Costs

The largest of the reserves, this is held to ensure that Recovery Delivery services continue to operate. The Trustees have set a policy that this reserve should represent 4 to 5 years of fixed running costs for Recovery Delivery less those costs provided for through other specific designated or restricted reserves.



Individual Support

Given the urgency for some of our individual grants, many via the Quick Reaction Fund, it is necessary to protect this essential support from potential fluctuations in income. This emergency reserve is held at £2m, representing one year's costs, against any future volatility of income.

Future Grants

In addition to the need to protect individual grant giving, there is a need to protect grants to organisations from any volatility in fundraising. This reserve is held at £2m and represents the minimum level expected to be required to meet grants to key partners for six to twelve months.

Hidden Wounds

As part of receiving £2.7m LIBOR funding to establish the Hidden Wounds programme (an initiative to support Veterans and the families of the wounded who are living with everyday psychological challenges, such as anxiety, stress and depression), Help for Heroes made a commitment to run the programme for a minimum period of three years beyond the funding period. The Trustees have recognised this commitment with a designated reserve. The reserve represents just over 50% of the full commitment.

Building Maintenance Fund

This reserve is building a maintenance fund for future (planned and unplanned) works at the Recovery Centres.

Emerging Projects

Projects and grants are classified as emerging until needs are confirmed and costs approved. Trustees have designated reserves to recognise their potential commitment to projects and grants currently being assessed. At 30 September 2014, there are emerging projects and grants with a total value of £11.8m.

Fixed Assets

Fixed Assets (and the Recovery Centres in particular), are not easily realisable assets. For that reason the Trustees feel that it is appropriate to designate a reserve reflecting the net book value of these assets.

General Funds

The General Fund represents free reserves. Our policy is to hold between 6 and 12 months of anticipated fixed running costs of the Charity. At 30 September 2014, the General Fund stands at £4.8m and represents five months of fixed running costs for the coming year. The Trustees are satisfied that the level of free reserves is therefore adequate.

INVESTMENT POLICY

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

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

Two fund managers are in place to manage our ring fenced funds in respect of future running costs. A conservative approach has been taken with regard to risk and capital preservation by investing in Real Return Funds with Newton Investment Management Ltd and Ruffer LLP. The performance of those funds is formally reviewed quarterly. Following a review of fund managers, on 13 March 2014 the Investment Committee agreed to transfer the funds managed by Newton Investment Management Ltd to the management of Veritas Investment Management LLP. This transfer was completed on 2 December 2014.

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

We monitor our external investment policy on a regular basis.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report, the Strategic Report and the Financial Statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Charity and of the incoming resources and application of resources, including the income and expenditure of the Group for that period.

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

In preparing these financial statements, the Trustees are required to:

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

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

They are also responsible for safeguarding the assets of the Group and Charity and hence for taking responsible steps for the prevention and detection of fraud and other irregularities.

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

PROVISION OF INFORMATION TO AUDITORS

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

APPOINTMENT OF AUDITORS

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

APPROVAL

This report was approved by the board of Trustees on 11 March 2015 and signed on its behalf by:

Stephen Oxley, Chairman

Date: 11 March 2015

Alex Scott-Barrett, Treasurer, Vice Chairman

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HELP FOR HEROES

We have audited the financial statements of Help for Heroes for the year ending 30 September 2014 which comprise the Group and Parent Charitable Company Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group and Parent Charitable Company Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

As explained more fully in the Statement of Trustees' Responsibilities (see page 55), 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.

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 regulations made under those acts.

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

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

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

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

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 30 September 2014, and of the Group's and the Parent Charitable Company's incoming resources and application of resources, including the Group's and the Parent's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006; the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

Date 11 March 2015

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

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FINANCIAL STATEMENTS 2014

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ending 30 September 2014 (incorporating an income and expenditure account)

	Notes	2014 Unrestricted Funds £'000	2014 Designated Funds £'000	2014 Restricted Funds £'000	2014 Total Funds £'000	2013 Total Funds £'000 (*)
Incoming resources						
Incoming resources from generated funds:						
Voluntary income	2	24,257	-	1,772	26,029	24,151
Activities for generating funds	3	2,404	-	694	3,098	2,729
Trading activities		6,937	-	-	6,937	6,184
Investment and interest Income		1,148	-	-	1,148	850
Total incoming resources		34,746	-	2,466	37,212	33,914
Resources expended						
Cost of generating funds:						
Cost of generating voluntary income	4	4,453	-	-	4,453	2,346
Cost of activities for generating funds	5	1,052	-	20	1,072	744
Cost of trading activities		5,867	-	-	5,867	4,981
Total costs of generating funds		11,372	-	20	11,392	8,071
Net incoming resources available for charitable application		23,374	-	2,446	25,820	25,843
Cost of charitable activities						
Grants	10	4,016	-	1,532	5,548	789
Recovery delivery costs	10	2,888	12,601	-	15,489	10,601
Championing the Wounded	10	682	-	-	682	422
Total cost of charitable activities		7,586	12,601	1,532	21,719	11,812
Governance costs	9	52	-	-	52	56
Total resources expended		19,010	12,601	1,552	33,163	19,939
Net incoming/(outgoing) resources before transfers		15,736	(12,601)	914	4,049	13,975
Transfer between funds	17	(18,284)	18,284	-	-	-
Net incoming/(outgoing) resources before other gains and losses		(2,548)	5,683	914	4,049	13,975
Realised and unrealised gains on investments	12	-	366	-	366	188
Net movement in funds		(2,548)	6,049	914	4,415	14,163
Total funds brought forward		7,355	98,367	1,180	106,902	92,739
Total funds carried forward		4,807	104,416	2,094	111,317	106,902

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

* We have restated prior year numbers to reallocate costs from Recovery Delivery to the newly created category of 'Championing the Wounded'.

FINANCIAL STATEMENTS 2014

CHARITY STATEMENT OF FINANCIAL ACTIVITIES

For the year ending 30 September 2014 (incorporating an income and expenditure account)

	Notes	2014 Unrestricted Funds £'000	2014 Designated Funds £'000	2014 Restricted Funds £'000	2014 Total Funds £'000	2013 Total Funds £'000	(*)
Incoming resources							
Incoming resources from generated funds:							
Voluntary income		25,317	-	1,772	27,089	25,856	
Activities for generating funds		2,404	-	694	3,098	2,729	
Investment and Interest Income		1,143	-	-	1,143	841	
Total incoming resources		28,864	-	2,466	31,330	29,426	
Resources expended							
Cost of generating funds:							
Cost of generating voluntary income		4,674	-	-	4,674	2,629	
Cost of activities for generating funds		1,052	-	20	1,072	744	
Total costs of generating funds		5,726	-	20	5,746	3,373	
Net incoming resources available for charitable application		23,138	-	2,446	25,584	26,053	
Cost of charitable activities							
Grants	10	12,258	-	1,532	13,790	789	
Recovery delivery costs	10	2,888	3,968	-	6,856	7,632	
Championing the Wounded	10	682	-	-	682	422	
Total cost of charitable activities		15,828	3,968	1,532	21,328	8,843	
Governance costs		52	-	-	52	56	
Total resources expended		21,606	3,968	1,552	27,126	12,272	
Net incoming/(outgoing) resources before transfers		7,258	(3,968)	914	4,204	17,154	
Transfer between funds		(9,255)	9,255	-	-	-	
Net incoming/(outgoing) resources before other gains and losses		(1,997)	5,287	914	4,204	17,154	
Realised and unrealised gains on investments		-	366	-	366	188	
Net movement in funds		(1,997)	5,653	914	4,570	17,342	
Total funds brought forward		6,989	99,635	1,180	107,804	90,462	
Total Funds carried forward		4,992	105,288	2,094	112,374	107,804	

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

* We have restated prior year numbers to reallocate costs from Recovery Delivery to the newly created category of 'Championing the Wounded'.

FINANCIAL STATEMENTS 2014

CONSOLIDATED AND CHARITY BALANCE SHEETS Company Number 6363256
As at 30 September 2014.

	Notes	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Fixed assets					
Fixed assets	11	56,999	57,978	58,528	59,562
Investments	12	34,273	34,273	28,241	28,241
		91,272	92,251	86,769	87,803
Current assets					
Stock		1,230	-	670	-
Debtors and prepayments	14	5,260	6,551	3,228	4,714
Cash and short term deposits	15	21,321	19,447	23,711	21,059
Current liabilities					
Creditors: amounts falling due within one year	16	(6,925)	(5,034)	(7,476)	(5,772)
		20,886	20,964	20,133	20,001
Total assets less current liabilities					
		112,158	113,215	106,902	107,804
Creditors: amounts falling due after more than one year	16	(841)	(841)	-	-
		111,317	112,374	106,902	107,804
Funds					
Restricted funds	17	2,094	2,094	1,180	1,180
Unrestricted funds					
– Designated funds	17	104,416	105,288	98,367	99,635
– General fund	17	4,807	4,992	7,355	6,989
		111,317	112,374	106,902	107,804

The financial statements on pages 57 to 77 were approved by Trustees on 11 March 2015 and signed on their behalf by

Stephen Oxley, Chairman

Date: 11 March 2015

Alex Scott-Barrett, Treasurer, Vice Chairman

This isn't money sitting idle, it is here to ensure we deliver on our promises. Please go to page 39 to see how this money is being put to good use.



FINANCIAL STATEMENTS 2014

CONSOLIDATED AND CHARITY CASHFLOW STATEMENTS

	Notes	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Net cash flow from operating activities:					
Net incoming resources before other recognised gains/losses		4,049	4,204	13,975	17,154
Adjustments for non-cash items					
Interest earned		(1,117)	(1,113)	(850)	(841)
Depreciation		4,283	4,229	3,300	3,228
Other non-cash items		133	133	106	106
(Increase)/decrease in stock		(561)	-	63	-
(Increase)/decrease in debtors		(1,967)	(1,837)	4,829	3,779
Increase/(decrease) in creditors		226	103	(6,635)	(8,624)
Net cash inflow from operating activities		5,046	5,719	14,788	14,802
Investment income		1,117	1,113	850	841
Capital expenditure					
Purchase of fixed assets	11	(2,754)	(2,645)	(24,677)	(25,074)
Financial investments					
Purchase of fixed asset investments	12	(10,665)	(10,665)	(27,241)	(27,241)
Proceeds from sale of fixed asset investments	12	4,866	4,866	16,903	16,903
Net cash outflow from investing activities		(8,553)	(8,444)	(35,015)	(35,412)
Management of liquid resources					
Decrease in short term deposits and net cash (outflow)/inflow from liquid resources	18	(4,648)	(4,648)	23,000	23,000
(Decrease)/Increase in cash	18	(7,038)	(6,260)	3,623	3,231

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Accounting convention

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

Basis of consolidation

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

Fund accounting

Designated funds represent funds that have been earmarked by the Trustees for specific purposes and are therefore held separately from general unrestricted funds. Details of designated funds are provided in the funds note 17.

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

Incoming resources

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

Incoming resources comprise:

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

Gifts in kind and donated services and facilities

Incoming resources in the form of gifts in kind are included in the SOFA when they are seen as having a value in excess of £1,000. Assets given for use by the Group are recognised as incoming resources and within the relevant fixed asset category of the balance sheet when received.

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

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

Resources expended

- All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.
- Cost of Generating Voluntary Income includes all the costs attributable to raising voluntary income.
- Cost of Activities for Generating Funds includes all the costs attributable to that event, specifically the fees paid to event organisers and staff costs.
- Support Costs are allocated on the basis of staff time.
- Cost of Trading Activities includes the costs attributable to the trading subsidiaries.
- 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 direct to beneficiaries. This includes the running costs of the Recovery Centres and related activities.
- Championing the Wounded costs are those costs incurred in raising awareness and representing the needs of the wounded, injured and sick.
- Governance Costs include costs associated with the governance arrangements of the Charity including external audit and costs of complying with constitutional and statutory requirements, such as professional fees and Trustees liability insurance.

Stock

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

Fixed assets

Tangible fixed assets are held at cost. Items with a cost in excess of £5k are capitalised and written off evenly over their useful economic life. The following rates have been applied:

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

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

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

Investments

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

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

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

Leases

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

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.

Taxation

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

The subsidiary companies make qualifying donations of taxable profit to Help for Heroes. No corporation tax liability is expected to arise in the current financial year.

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

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

2. VOLUNTARY INCOME

	2014 Unrestricted Funds £'000	2014 Restricted Funds £'000	2014 Total Funds £'000	2013 Total Funds £'000
Major donations and Grants	2,153	1728	3881	2,484
Other donations	12,690	22	12,712	16,375
Legacies	8,097	22	8,119	3,369
Gifts in kind and donated facilities and services	473	-	473	955
Gift aid receivable	844	-	844	968
	24,257	1,772	26,029	24,151

3. ACTIVITIES FOR GENERATING FUNDS

	2014 £'000	2013 £'000
Major Bike Rides	1,073	1,108
Open Challenges	48	161
Overseas Treks	504	270
Other Challenges	1,473	1,190
	3,098	2,729

See note 5 for the related costs of activities.

4. COST OF GENERATING VOLUNTARY INCOME

	2014 £'000	2013 £'000
Intermediary charges	48	62
Consultancy fees	268	321
Other direct costs	3115	1,183
Allocated support costs	1,022	780
	4,453	2,346

5. COST OF ACTIVITIES FOR GENERATING FUNDS

	2014 £'000	2013 £'000
Major Bike Rides	334	199
Open Challenges	40	60
Overseas Treks	252	162
Other Challenges	114	58
Other direct costs	332	265
	1,072	744

6. ALLOCATED SUPPORT COSTS

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

	Cost of generating voluntary income £'000	Grants £'000	Recovery Delivery costs £'000	2014 Total £'000	2013 Total £'000	(*)
Administration, Legal and Management	233	83	942	1,258	1,524	
Finance	287	57	521	865	967	
Information Technology	397	100	1,022	1,519	1,083	
Human Resources	105	36	403	544	256	
	1,022	276	2,888	4,186	3,830	

The basis of the allocation is staff time.

*Prior year costs have been restated to reflect the impact of reallocating some costs to the charitable activity 'Championing the Wounded'.

7. NET INCOME FOR THE YEAR

	2014 Group £'000	2013 Group £'000
This is stated after charging:		
Depreciation for the year	4,283	3,300
Rentals payable under operating leases		
– Land and Buildings	195	175
– Equipment	11	1
Auditors remuneration		
– Audit services	30	36
– Non-audit services	34	26

8. EMPLOYEE COSTS

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Wages and salaries	8,395	3,799	6,047	3,677
Social security	802	371	594	369
Pension	64	33	-	-
	9,261	4,203	6,641	4,046

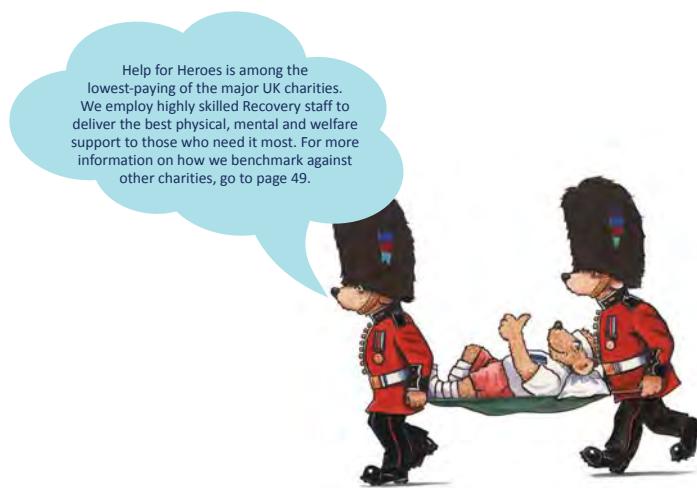
Average number of employees (headcount)

Charity	122	122	95	95
Trading	55	-	51	-
Recovery Delivery	127	15	78	33
	304	137	224	128

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

Banding	2014 Number	2013 Number
£60,001–£70,000	3	4
£70,001–£80,000	4	2
£80,001–£90,000	4	1
£90,001–£100,000	1	2

Taxable remuneration for the year includes benefits in kind.



9. GOVERNANCE COSTS

	2014 £'000	2013 £'000
Audit	30	36
Accounts printing and distribution	6	-
Trustees' advice	12	19
Trustees' Liability Insurance	4	1
	52	56

Expenses of £440 (2013: £371) for travel expenses in respect of attendance at Trustee meetings were reimbursed to 1 (2013: 1) Trustee.

10. COST OF CHARITABLE ACTIVITIES

Help for Heroes undertake three distinct types of charitable activities; services delivered directly by Help for Heroes or Help for Heroes Recovery ('Recovery Delivery'), grants made to other individuals or organisations ('Grants Made') and raising awareness and representing the needs of the wounded, injured and sick ('Championing the Wounded').

	2014 £'000	2013 £'000
Grants Made (including allocated support costs)		
Combat Stress - The Enemy Within	-	1,000
SVGCA	685	-
Skill Force	215	300
Winston's Wish	129	-
Battle Back	232	400
Not Forgotten Association	150	-
Horseback UK	150	200
Band of Brothers/Sisters beneficiaries	-	24
Stoll	450	-
Fisher House	-	15
Clock Tower	116	-
Headley Court	687	-
Haig Housing Trust	250	850
SBSA Families Centre	-	(96)
Big White Wall	100	100
Individual Support	717	(3,021)
Union Jack Club	-	132
RFEA	275	83
Mission Motorsport	459	-
Other	511	444
Direct costs	146	-
Allocated Support costs	276	358
Total grants	5,548	789
Recovery Delivery Costs (including allocated support costs)		
Plymouth	1,015	209
Catterick	2,087	870
Colchester	465	368
Tedworth House	2,377	2,523
Band of Brothers/Sisters	444	145
Sports Recovery/Battle Back	658	39
Recovery Career Service	195	143
National Delivery Team	1,065	384
Hidden Wounds	327	-
Allocated Support costs	2,888	2,692
Depreciation	3,968	3,228
Total recovery delivery costs	15,489	10,601
Championing the Wounded	682	422
Total costs of charitable activities	21,719	11,812

The value of grants awarded by the Charity in the year was £13,790,000, being £8,242,000 grants made to Help for Heroes Recovery and £5,548,000 grants to third parties as above.

11. FIXED ASSETS

GROUP	Assets in the course of Construction £'000	Leasehold Property Improvements £'000	Office Equipment £'000	Plant and Machinery £'000	Vehicles £'000	2014 Total £'000
Cost						
At 1 October 2013	10,725	50,372	920	35	104	62,156
Additions during the year	737	912	842	151	112	2,754
Transfers	(11,462)	11,462	-	-	-	-
At 30 September 2014	-	62,746	1,762	186	216	64,910
Depreciation						
At 1 October 2013	-	(2,904)	(666)	(34)	(24)	(3,628)
Charge for the Year	-	(3,721)	(482)	(45)	(35)	(4,283)
At 30 September 2014	-	(6,625)	(1,148)	(79)	(59)	(7,911)
Net book value at 30 September 2014	-	56,121	614	107	157	56,999
Net book value at 1 October 2013	10,725	47,468	254	1	80	58,528
 CHEMISTRY & MEDICAL RESEARCH FOUNDATION						
CHEMISTRY	Assets in the course of Construction £'000	Leasehold Property Improvements £'000	Office Equipment £'000	Plant and Machinery £'000	Vehicles £'000	2014 Total £'000
Cost						
At 1 October 2013	10,725	51,420	696	-	63	62,904
Additions during the year	737	883	768	161	97	2,646
Transfers	(11,462)	11,462	-	-	-	-
At 30 September 2014	-	63,765	1,464	161	160	65,550
Depreciation						
At 1 October 2013	-	(2,864)	(471)	-	(7)	(3,342)
Charge for the Year	-	(3,700)	(445)	(54)	(31)	(4,230)
At 30 September 2014	-	(6,564)	(916)	(54)	(38)	(7,572)
Net book value at 30 September 2014	-	57,201	548	107	122	57,978
Net book value at 1 October 2013	10,725	48,556	225	-	56	59,562

12. INVESTMENTS

	Listed Investments £'000	Other £'000	Cash & Settlement Pending £'000	Consolidated Total £'000
Market Value at 1 October 2013	26,320	1,163	758	28,241
Add: Additions to investments at cost	8,685	623	1,357	10,665
Less: Sales Proceeds	(4,658)	(198)	(10)	(4,866)
Add: Gain on revaluation	916	(550)	-	366
Investment charges deducted from gain	(133)	-	-	(133)
Market value at 30 September 2014	31,130	1,038	2,105	34,273
Historic cost as at 30 September 2014	29,928	1,699	2,105	33,732
Historic cost as at 30 September 2013	25,902	1,274	758	27,934

	2014 Group £'000	2013 Group £'000
Investments		
UK	25,189	16,205
Non UK	9,084	12,036
	34,273	28,241

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

No individual investments are above 5% of the total portfolio by market value at 30 September 2014 or 2013.

13. INVESTMENTS IN SUBSIDIARIES

Name	Control	Charity Interest	Other Group Companies Interest	Activities
Help for Heroes Trading Ltd	Share Capital	100%	—	Retail and Corporate Licensing
Help for Heroes Recovery	Deemed	100%	—	Recovery Delivery
Help for Heroes Development Company Ltd ('DevCo')	Share Capital	100%	—	Design and build
BMY Hero Ltd	Share Capital	—	100%	Online donations

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

Income and Expenditure of the Consolidated Subsidiary Entities

	2014 H4H Trading £'000	2014 BmyHero £'000	2014 Help for Heroes Recovery £'000	2014 DevCo £'000	2014 Total £'000	2013 Total £'000
Turnover	6,867	225	8,509	1,890	17,491	21,300
Direct costs	(2,301)	(53)	-	(1,826)	(4,180)	(13,518)
Employee costs	(1,423)	(21)	(3,539)	-	(4,983)	(2,821)
Overheads	(2,059)	(4)	(5,099)	(2)	(7,164)	(2,965)
Net income/(loss) before donation to the Charity	1,084	147	(129)	62	1,164	1,996
Donated to the Charity	(1,045)	(147)	-	(62)	(1,254)	(1,766)

Balance Sheets of The Consolidated Subsidiary Entities

	2014 H4H Trading £'000	2014 BmyHero £'000	2014 Help for Heroes Recovery £'000	2014 DevCo £'000	2014 Total £'000	2013 Total £'000
Fixed assets	215	-	-	-	215	96
Stock	1,168	-	63	-	1,231	653
Debtors	756	4	401	500	1,661	2,824
Cash	557	337	791	189	1,874	2,652
Total assets	2,696	341	1,255	689	4,981	6,225
Liabilities	(1,618)	(194)	(1,150)	(627)	(3,589)	(4,221)
Donation due to the Charity	(1,045)	(147)	-	(62)	(1,254)	(1,776)
Net assets/(liabilities)	33	-	105	-	138	228
Profit and loss account	33	-	105	-	138	228

NOTES TO THE FINANCIAL STATEMENTS

14. DEBTORS AND PREPAYMENTS

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Trade debtors	387	33	252	6
Other debtors	335	176	403	232
Taxation recoverable	64	-	47	-
Gift Aid receivable	395	395	310	310
Amounts owed from Group undertakings	-	2,215	-	2,055
Prepayments and accrued income	4,079	3,732	2,216	2,111
	5,260	6,551	3,228	4,714

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

15. CASH, CASH EQUIVALENTS AND SHORT-TERM FIXED DEPOSITS

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Short-term fixed deposits	4,648	4,648	-	-
Same day deposit account	169	169	168	168
Cash	16,504	14,630	23,543	20,891
	21,321	19,447	23,711	21,059

Cash represents cash at bank and instant access savings accounts.

16. CREDITORS

AMOUNTS FALLING DUE WITHIN ONE YEAR

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Grant payable re Individual Support	269	269	818	818
Other Grants	1,657	1,657	2,689	2,689
Trade Creditors	835	442	1,620	366
Other Creditors	1,120	815	1,014	731
Other Taxes and Social Security	417	124	419	124
Amounts owed to Group Undertakings	-	1,238	-	669
Accruals and deferred income	2,627	489	916	375
Total	6,925	5,034	7,476	5,772

Included within creditors is deferred income of £355,000 (2013:£171,000). This relates to monies received from Challenges which will take place in the next financial year.

AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Grants payable re individual support	46	46	-	-
Other grants	795	795	-	-
Total	841	841	-	-

17. FUNDS

(A) ANALYSIS OF MOVEMENT IN FUNDS

GROUP	At 1 October 2013 £'000	Incoming Resources £'000	Operating Expenditure £'000	Transfers within funds		At 30 September 2014 £'000
				Capital Expenditure £'000	General Expenditure £'000	
Restricted						
Catterick RC	167	84	(84)	-	-	167
Colchester RC	14	36	(36)	-	-	14
Tedworth House RC	367	308	(312)	-	-	363
Plymouth RC	43	(23)	(3)	-	-	17
Tough Mudder	589	694	(237)	-	-	1,046
Hidden Wounds	-	788	(327)	-	-	461
Other	-	579	(553)	-	-	26
Total Restricted	1,180	2,466	(1,552)	-	-	2,094
Designated						
RC Capital Costs	2,452	-	-	(2,646)	1,094	900
RC Running Costs	33,287	366	(8,634)	-	8,609	33,628
Individual Support	2,000	-	-	-	2,000	4,000
Hidden Wounds LIBOR Funded Project	1,000	-	-	-	1,539	2,539
Building Maintenance Fund	500	-	-	-	500	1,000
Emerging projects/Further Grants	600	-	-	-	4,750	5,350
Sub total	39,839	366	(8,634)	(2,646)	18,492	47,417
Fixed Assets	58,528	-	(3,967)	2,700	(262)	56,999
Total Designated	98,367	366	(12,601)	54	18,230	104,416
General	7,355	34,310	(18,574)	(54)	(18,230)	4,807
Total Funds	106,902	37,142	(32,727)	-	-	111,317

There are several categories of restricted funds. Restricted funds are those funds where a donor has placed a restriction on them:

Name	Purpose
Recovery Centres	Restriction is related to a specific centre
Tough Mudder	All funds received via Tough Mudder are restricted to the Sports Recovery Programme
Hidden Wounds	The £0.8m LIBOR funding is restricted to the mental health project Hidden Wounds. Funds received during the year were £0.8m. The Charity, subject to the successful launch of this service, will receive a further £1.9m during 2014/15. The expected cost over the life of the project is in excess of £7m. It is for that reason that we have designated a further £2.5m so that we can be confident of meeting the commitment made in respect of this project.
Other	This includes a number of other smaller funds restricted to various activities within recovery.

Please refer to our Reserves Policy within the Trustees Report for further information on our reserves.

17. FUNDS

(A) ANALYSIS OF MOVEMENT IN FUNDS (CONTINUED)

CHARITY	At 1 October 2013 £'000	Incoming Resources £'000	Operating Expenditure £'000	Transfers within funds		At 30 September 2014 £'000
				Capital Expenditure £'000	General Expenditure £'000	
Restricted						
Catterick RC	167	84	(84)	-	-	167
Colchester RC	14	36	(36)	-	-	14
Tedworth House RC	367	308	(312)	-	-	363
Plymouth RC	43	(23)	(3)	-	-	17
Tough Mudder	589	694	(237)	-	-	1,046
Hidden Wounds	-	788	(327)	-	-	461
Other	-	579	(553)	-	-	26
Total Restricted	1,180	2,466	(1,552)	-	-	2,094
Designated						
RC Capital Costs	2,452	-	-	(2,646)	1,094	900
RC Running Costs	33,521	366	-	-	(366)	33,521
Individual Support	2,000	-	-	-	2,000	4,000
Hidden Wounds	1,000	-	-	-	1,539	2,539
Building Maintenance Fund	500	-	-	-	500	1,000
Emerging projects/Further Grants	600	-	-	-	4,750	5,350
Sub total	40,073	366	-	(2,646)	9,517	47,310
Fixed Assets	59,562	-	(3,968)	2,646	(262)	57,978
Total Designated	99,635	366	(3,968)	-	9,255	105,288
General	6,989	28,428	(21,170)	-	(9,255)	4,992
Total Funds	107,804	31,260	(26,690)	-	-	112,374

NOTES TO THE FINANCIAL STATEMENTS

(B) ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2014 Total £'000
Fixed assets				
Asset reserves	-	56,999	-	56,999
Investments	-	34,273	-	34,273
	-	91,272	-	91,272
Net current assets	4,807	13,144	2,094	20,045
Total net assets	4,807	104,416	2,094	111,317

Charity	Unrestricted £'000	Designated £'000	Restricted £'000	2014 Total £'000
Fixed assets				
Asset reserves	-	57,978	-	57,978
Investments	-	34,273	-	34,273
	-	92,251	-	92,251
Net current assets	4,992	13,037	2,094	20,123
Total net assets	4,992	105,288	2,094	112,374

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

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Cash and short term deposits at 1 October 2013	23,711	21,059	43,088	40,828
Increase/(Decrease) in short term deposits	4,648	4,648	(23,000)	(23,000)
(Decrease)/Increase in cash	(7,038)	(6,260)	3,623	3,231
Cash and short term deposits at 30 September 2014	21,321	19,447	23,711	21,059

19. ANALYSIS OF NET FUNDS

	At 1 October 2013 £'000	Cash flow £'000	At 30 September 2014 £'000
Cash	23,711	(7,038)	16,673
Cash on short term deposit	-	4,648	4,648
Cash and short term deposits	23,711	(2,390)	21,321

20. OPERATING LEASES

At 30 September 2014 the Group was committed to payments during the next year in respect of operating leases which expire:

	2014 Group £'000	2014 Charity £'000	2013 Group £'000	2013 Charity £'000
Land and Buildings				
Within one year	80	-	6	6
Between one and five years	299	61	145	55
After five years	14	14	14	14
	393	75	165	75
 Equipment	 	 	 	
Within one year	1	-	4	4
Between one and five years	5	2	2	2
	6	2	6	6

21. COMMITMENTS

As at year end, the Group had contracted but not provided for future capital expenditure on specific projects of £0.7m (2013:£2.5m). This relates to Recovery Centre capital works.

22. RELATED PARTY TRANSACTIONS

The Group has taken advantage of the exemption available under FRS8 'Related Party Transactions' that permits non disclosure of transactions with wholly owned group undertakings that are eliminated on consolidation.

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

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.

Help for Heroes has made lease payments to entities controlled by, or managed for the benefit of, Bryn Parry in respect of 14 Parkers Close, Downton. The annual rent for this property is £17,500 (2013: £17,500) and at 30 September 2014, the Group owed nil (2013: £nil) in respect of this property. The industrial unit at 14 Parkers Close was used by Help for Heroes free of charge for a number of years as the Charity's work expanded, after which independent surveyors established the very lowest market rental value. The cost to Help for Heroes of continuing to use this small industrial unit is lower than moving to other alternatives, particularly as the neighbouring unit 15 (owned by another party) is also occupied by Help for Heroes.

The Help for Heroes logo, 'Support For Our Wounded' strapline, bear designs (and derivatives), stretcher bearers logo, Band of Brothers logo, medal logo (and derivatives), and the Phoenix logo are owned by Bryn Parry, and the use of these assets is provided to the Charity and approved partners through a licence at nil cost with all royalties waived. Similarly, the rights to design work relating to the Battle Back initiative, Frontline to Startline initiative and product design work in relation to the Trading Company are retained by Bryn Parry and this work is made available free of charge. Bryn Parry also carries out regular graphic design consultancy for the Charity, Group and Trading Company on a pro bono basis, and grants a licence to the intellectual property rights arising from this activity, again at no cost. The value of royalties based on a notional 10% of sales would be £60,100 (2013: £52,600).

During the year the Group was charged £293,000 (2013: £291,000) by Wilsons Solicitors LLP, including amounts charged to the Charity of £237,000 (2013: £281,000) primarily in support of negotiations on leases for the RCs. £4,000 (2013: £nil) was outstanding by the Group and by the Charity at the year end. This project was a highly specialised piece of legal work essential to delivering support to our wounded and these fees included a substantial discount. Stephen Oxley, Chairman of Trustees, is also a senior partner of Wilsons Solicitors LLP which provides substantial pro bono legal services to the Charity on a regular basis as well as numerous staff fundraising and volunteering days.

Tony Schofield is a Trustee of Help for Heroes Recovery and a partner in the Consulting division of Deloitte LLP. During the year Help for Heroes paid £19,505 (2013: £nil) to Deloitte LLP in respect of consulting work.

H4H made a grant of £400 during 2013/14 to Major Peter Norton GC (2013: £20,000), a wounded Veteran and accordingly one of our beneficiaries for the purposes of part-funding wheelchair improvements. Pete Norton is a Help for Heroes Recovery trustee.

23. GUARANTEES

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

LEGAL AND ADMINISTRATIVE DETAILS

HELP FOR HEROES

Charity Status

Help for Heroes (H4H) is registered in England and Wales as a Charity, number 1120920 and as a company limited by guarantee, number 6363256. 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 nine members, all of whom are Trustees. Each member guarantees to contribute up to one pound sterling (£1) to the Charity's debts, liabilities and costs in the event of the Charity being wound up and for one year after ceasing to be a Member. H4H is governed by its Memorandum and Articles of Association.

The Annual Report is filed with the Charities Commission, Companies House and the Office of the Scottish Charity Regulator.

Honorary President

General The Lord Dannatt GCB CBE MC DL

Trustees

The Trustees who are also directors under company law, who served during the year ending 30 September 2014 and up to the date of this report were as follows:

Stephen Oxley	Chairman (from 16 December 2013)
Hadyn Parry	Chairman to 16 December 2013 (Resigned as Trustee and Chairman 16 December 2013)
Alex Scott-Barrett ACA	Vice Chairman and Treasurer
His Honour Judge Jeff Blackett	
Richard Constant MBE	
Lieutenant General Sir Robert Fry KCB CBE	
Steve Harman	
Professor Veronica Hope Hailey, BA, MSc, Ph.D., MCIPD	(Appointed 15 December 2014)
Air Vice-Marshal Aroop Mozumder	(Appointed 15 December 2014)
Alex Northcott	(Resigned 25 September 2014)
Thomas Wright	(Appointed 15 December 2014)

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

Sub-Committees

Audit, Finance and Legal

Alex Scott-Barrett	<i>Chairman</i>
Stephen Oxley	
Steve Harman	

Grants

Alex Scott-Barrett	<i>Chairman</i>
Stephen Oxley	

LEGAL AND ADMINISTRATIVE DETAILS

Investment Committee

Alex Scott-Barrett *Chairman*

Richard Constant

Remuneration

Richard Constant *Chairman*

Alex Scott-Barrett

Jeff Blackett

Risk Committee

Alex Scott-Barrett *Chairman*

Stephen Oxley

Robert Fry

Sub-committees are attended by members of the Senior Management Team as considered appropriate by the Trustees.

Trustees Meetings are also attended by:

Bryn Parry OBE *Chief Executive Officer and Co-founder*

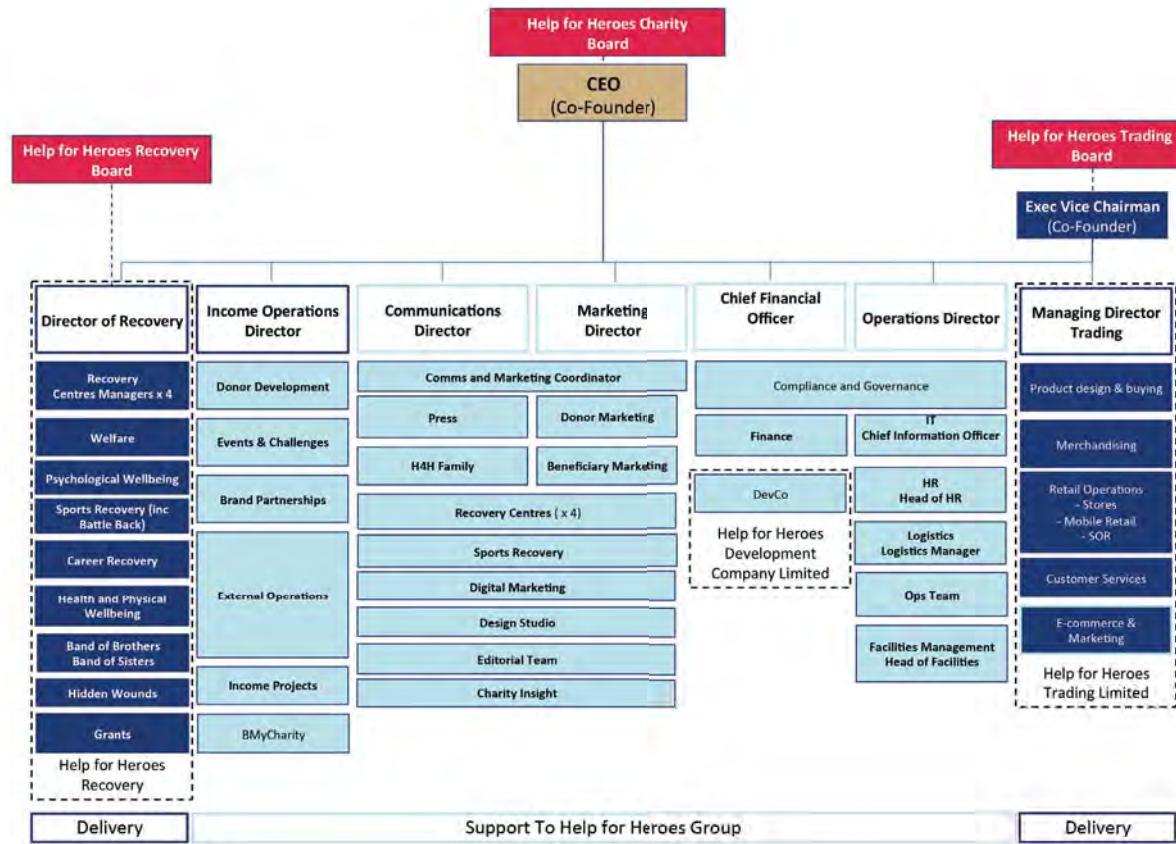
Emma Parry OBE *Executive Vice-Chairman of H4H Trading and Co-founder*

Clive Emerson ACA *Chief Financial Officer*

David Richmond CBE *Recovery Operations Director*

MANAGEMENT STRUCTURE

The day to day management of the Group is conducted by the Senior Management Team as shown in the diagram below:



HELP FOR HEROES RECOVERY

Charity Status

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

Trustees

The Trustees who are also directors under company law, who served during the year ending 30 September 2014 and up to the date of this report were as follows:

Lieutenant General Sir Philip Trousdale KBE CB

Chairman (from 16 December 2013)

Stephen Oxley Chairman to 16 December 2013

(resigned as Trustee and Chairman 16 December 2013)

Rod Dunn MB DS DMCC FRCS (Plast)

Steve Harman

Major Peter Norton GC MSc MCGI CEng FIExE

Tony Schofield

Robert Watsham

(appointed 15 December 2014)

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

LEGAL AND ADMINISTRATIVE DETAILS**Charity Objects**

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

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

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

ADMINISTRATIVE DETAILS**Registered Office**

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

Company Secretary

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

Auditors

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

Bankers

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

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

Coutts & Co, 440 Strand, London WC2R 0QS

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

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

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

Investment Fund Managers

Ruffer LLP, 80 Victoria Street, London SW1E 5JL

Veritas Investment Management LLP, 90 Long Acre, London WC2E 9RA (from 14 November 2014)

Solicitors

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

Governance and Risk Management

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



LAST YEAR WE AIMED TO:

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

NEXT YEAR WE WILL:

- Secure an understanding that the needs of those who fought for us will increase
- Stabilise long-term income so we can keep supporting our beneficiaries and their families
- Strengthen our Recovery capability to deliver world-class support
- Build support in the key areas of: Mind, Medical, Body, Spirit and Family





HELP for HEROES

Support For Our Wounded

“LIFE FELT
IMPOSSIBLE AFTER
A RPG
HIT ME...

SPORT SHOWED
ME IMPOSSIBLE
IS JUST
AN OPINION”



/HELPFORHEROESOFFICIAL



@HELPFORHEROES



HELPFORHEROESTV

FOR MORE INFORMATION:

ONLINE: www.helpforheroes.org.uk BY TELEPHONE: 01725 513212

BY POST: Help for Heroes, 14 Parker's Close, Downton Business Centre, Salisbury, Wiltshire SP5 3RB