



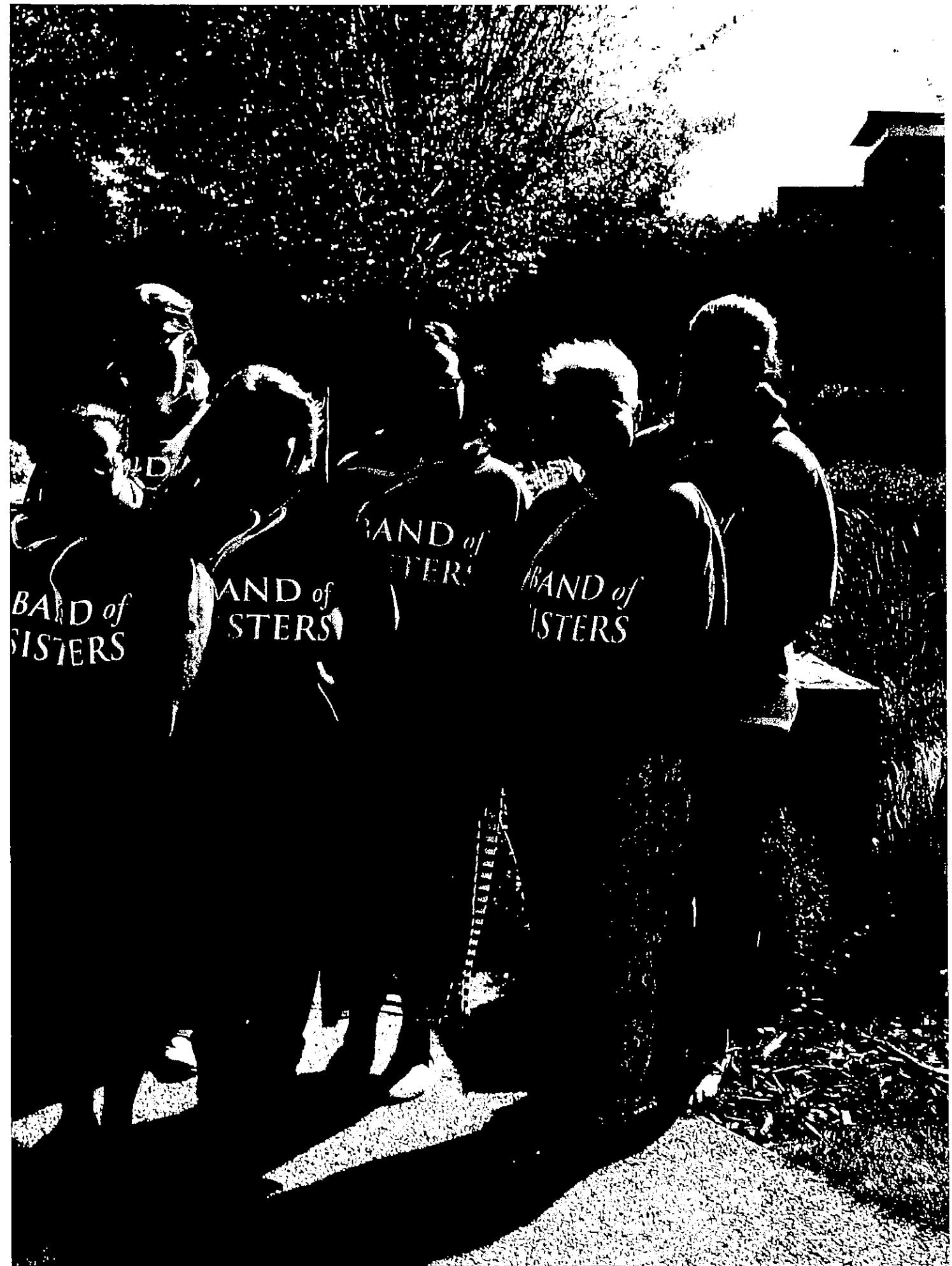
# HELP for HEROES

*Support For Our Wounded*

**ANNUAL REPORT 2015**



AS OF 30 SEPTEMBER 2015, THE HELP FOR HEROES FELLOWSHIP GROUP THE BAND



OF BROTHERS HAD 3,843 MEMBERS, AND THE BAND OF SISTERS HAD 2,254 MEMBERS





*Front cover:  
Together, rebuilding lives*

## CONTENTS

CHAIRMAN'S REPORT	4
CHIEF EXECUTIVE'S REPORT	6
INCOME	10
HOW YOUR MONEY HELPS	11
KEY EVENTS OF 2014/2015	12
TOGETHER, REBUILDING LIVES	14
MORE THAN BRICKS AND MORTAR	15
MEDICAL	16
H4H PSYCHOLOGICAL SUPPORT	18
H4H SPORTS RECOVERY	20
H4H CAREER RECOVERY	22
H4H FELLOWSHIPS	24
FUNDRAISERS' NEWS FOR 2014/2015	26
WORKING WITH OUR PARTNERS	28
H4H TRADING	30
H4H KEY FACTS AND FIGURES	32
TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)	34
INDEPENDENT AUDITORS' REPORT	52
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES	53
CHARITY STATEMENT OF FINANCIAL ACTIVITIES	54
CONSOLIDATED AND CHARITY BALANCE SHEETS	55
CONSOLIDATED AND CHARITY CASHFLOW STATEMENTS	56
NOTES TO THE FINANCIAL STATEMENTS	57
LEGAL AND ADMINISTRATIVE DETAILS	74

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

[www.helpforheroes.org.uk](http://www.helpforheroes.org.uk)

*We are extremely grateful to Roger Keller,  
the Press Association, Shropshire Star and  
Mark Dawson for allowing us to use their images.*

## CHAIRMAN'S REPORT



Dear Supporter,

I became Chairman of Help for Heroes (H4H) in December 2015 when Stephen Oxley stepped down due to the pressure of work at his legal practice. I have been Deputy Chairman of the Charity for the last two years, and a Trustee since 2008. I would like to thank Stephen for all he has done for H4H in the last eight years. He has been a valued counsellor and friend to all and we have been lucky to have had so much of his time, good sense and support while the Charity has grown to its current size.

All charities need to consider from time to time their relevance and the role they can play in an ever changing world. H4H is no exception. It is important to ensure that we can fulfil our objectives as a charity effectively and efficiently. To this end, we frequently review our strategy and objectives and consider whether they need to be changed or adapted to meet the needs of our wounded, injured and sick (WIS) beneficiaries. Over my time as a Trustee, I have been impressed by H4H's ability to adapt quickly to such changing circumstances, enhancing services where there is proven need and taking different approaches where necessary to resolve evolving challenges.

H4H remains a young and dynamic organisation staffed by dedicated employees and volunteers who want to 'go the extra mile' to help 'the blokes'. A good example of the speed with which H4H can respond is the way we processed, within a few days, a request for a grant of £100,000 from the Gurkha Welfare Trust after the catastrophic earthquakes in Nepal. The effect of these earthquakes on the Gurkha community was devastating. Part of the grant we gave was used to give urgent and practical help to a 96 year old Rifleman, Shersing Gurung, who had sadly lost his home.

As Bryn points out in his report on page 6, this year we have seen an unprecedented increase in the number of beneficiaries seeking help from H4H. Huge numbers of WIS have visited our four Recovery Centres and have benefitted from a wide range of activities and services – from our Hidden Wounds and Sports Recovery programmes to the 187 training courses provided by the H4H Career Recovery service. We have seen an increasingly diverse mix of beneficiaries seeking support, evidenced by the fact the youngest beneficiary who has received a direct support grant is 18, whilst the oldest is 97.

It is right that the third sector is scrutinised as to how it is governed and raises its money. It is the job of our board of Trustees to ensure that every pound of our donors' hard-earned money is properly spent in support of our beneficiaries. We are not in the business of cold calling potential donors or buying or selling data contact lists. We wish to be transparent and accountable in every aspect of our organisation. As part of our efficiency drive and in order to improve oversight we will, in 2016, be merging our H4H Recovery Charity (which operates the Recovery Centres) with H4H and the boards of Trustees will be combined. I am confident we have the skill, experience and dedication among our Trustees to ensure that H4H is well governed and can meet future challenges with confidence.

Thank you for your continuing support and commitment to H4H. It is a great privilege to champion the needs of our Servicemen and women – 36,000 of whom have been medically discharged since 1991 alone. It is clear from research data that thousands more will discover – perhaps many years after leaving the military – they are suffering from a medical condition resulting from their Service days.

We will be here to help. This is our commitment.

Alex Scott-Barrett

Chairman, Help for Heroes



# CHIEF EXECUTIVE'S REPORT

For the year ending 30 September 2015



In 2014, after seven years of extraordinary growth, we set out to secure, stabilise and strengthen Help for Heroes (H4H) and in doing so ensured we are fit to provide the best possible support to our beneficiaries. We took action to confirm that our funding was on a secure basis, to review and revise our delivery and strategic partnerships and to strengthen our ability to react to the changing needs of the brave men and women we support.

Our four Recovery Centres, run in partnership with the Naval Service, the Army and The Royal British Legion, are being fully utilised by both the serving wounded, injured and sick (WIS) and in increasing numbers by WIS Veterans and their families. Nearly 4,000 individuals made use of our Recovery facilities this year. Some were resident for courses and others used the centres on a day-to-day basis, living at home in the area but coming in for courses and activities. Hundreds more accessed our help through our Support Hubs, Grants Service and Hidden Wounds psychological wellbeing service. Thousands of individuals took part in H4H Sports Recovery activities, delivered at our Centres, throughout the UK and around the world.

We have a wide range of beneficiaries. The battle casualty numbers from the recent conflicts have reduced as we expected, but we see more of those whose lives have been affected by previous conflicts and who still suffer as a consequence. Additionally, we see growing numbers of those affected or injured during training as our shrinking Armed Forces are asked to do more with less. We are certainly not standing idle.

To date, we have issued 8,866 grants directly to individuals, up from a total of 7,746 in 2014. Our total grants to date to other organisations have now topped £31m with those funds helping our beneficiaries through their expertise. For example, our grant of £0.5m to the Prince's Trust has enabled 70 per cent of those we refer and support, to gain employment (as at September 2015). Our funding to Winston's Wish has helped support 34 bereaved families in the last six months. We work alongside over 60 charitable organisations to deliver the best possible support. We don't have to deliver every Recovery activity if there is an expert strategic partner to do that on our behalf. We are helping to rebuild lives together.

As our capability has grown we are able to support a wider cohort of beneficiaries. The public image of our 'typical customer' may well be a soldier who has been injured in Afghanistan, but the reality can be very different.

On a typical day at a Recovery Centre one might meet a group of serving soldiers on their first Core Recovery Event. They are just beginning their long journey and will be learning about the opportunities that lie before them from their military instructors.

In the peace of the woods there is another group of beneficiaries, which may include Northern Ireland casualties and Veterans of the Falkland Islands war. They are still coming to terms with their past. At one Recovery Centre they are working together on a project to build an Iron Age Round House that will become an outdoor classroom. The very act of working together is proving therapeutic, one Veteran explaining that since becoming involved in the project he has not needed to see his psychologist.



Others find art, poetry or woodwork to be the spark that rekindles the flame of hope. We are running life skills courses where beneficiaries learn to create healthy meals using produce grown in our own gardens. This is all taught in our superb donated training kitchens; skills that can all be used at home. Recovery is so much more than rebuilding damaged limbs; we are helping rebuild whole lives.

Our Career Recovery team runs courses that provide essential guidance to those who wish to set up their own business. Others are encouraged to understand more of their potential on the Pathfinder course, supported throughout by inspirational volunteer mentors. The statistics of success for the Pathfinder course are impressive. 90 per cent of those on the course are unemployed or unsure of their potential. By the end of Pathfinder, 70 per cent are successfully engaged in a job or life-affirming project. This is not just about finding a job – this is about creating independent and fulfilling futures.

Sport plays a vital part of Recovery, often being the first step on the long journey. Each year our Sports Recovery team enables thousands of individuals to enjoy physical activity. In 2014 hundreds applied to take part in HRH Prince Harry's inaugural Invictus Games with a 'lucky' 137 selected to be part of the team. However, everyone who signed up benefitted from the intensive training and trials that were held. The proof is in the number of applications already received for the 2016 Invictus Games – they have doubled. At the top of our sporting pyramid, our Sports Performance Academy helps prepare those who have been identified as having the potential and talent needed to go on and compete at the highest level. We hope to see athletes that we have supported on the podium at the Rio Paralympic Games.

While we continue to provide holistic support to those with physical injuries, we are seeing more beneficiaries suffering from low level mental health conditions like depression, anxiety and anger, along with the associated sleep problems these conditions can often bring. Our Hidden Wounds psychological wellbeing programme, partially supported by LIBOR funding and with the expertise of Exeter University's Moods Disorder Centre, has now been rolled out to both Catterick and Tidworth. The service can also be accessed remotely, with treatment delivered through Skype. Hidden Wounds has already supported over 500 Veterans and Service families. Those who need a higher level of treatment are referred to the Veterans Mental Health units or our partner Combat Stress who are able to treat beneficiaries in the £3.6m H4H wing, opened five years ago.

Whilst we are doing well to support those with mental health issues, we know we must do more. Mental health still carries a heavy stigma and those who suffer are often reluctant to come forward; it takes real courage to ask for help. When someone does take the step to contact Hidden Wounds, it is vital the support is appropriate and timely and, if a referral is required, that it is seamless.

Our work in this area will continue to gain pace and we look forward to further improving our relationships with the MoD, NHS, Combat Stress and others to ensure we have the most comprehensive support in place.

We understand that for each of our WIS beneficiaries, there is a family living with the consequences; their lives have changed as much as their loved ones. People feel alone and need to know that they are not.



Our fellowships of both the Band of Brothers for the WIS and the Band of Sisters for their loved ones are growing and now number over 6,000. The groups provide fellowship, support, advice and opportunities and are a vital point of contact for those who before felt very alone; now they know they are not.

Our work in Recovery is delivered holistically around our five life pillars represented as Medical, Mind, Body, Spirit and Family in a coordinated way for all beneficiaries. For example, it is no good if a beneficiary decides to be away for weeks on a course if they have not considered how their family might cope in their absence.

We are looking forward – thinking about how best to deliver holistic support to an ever-changing group of beneficiaries. We need to understand the numbers and their needs. To this end we commissioned King's College London (KCL) to carry out research into the likely number of beneficiaries who may need our help. The numbers make interesting reading but from the first Gulf War in 1991 up to the start of the current Iraq/Syria conflict in 2014, 757,805 men and women have served as regulars in the British Armed Forces. Of those, 36,506 have been medically discharged from Service and KCL believes that 66,090 will certainly face either physical or mental problems.

Numbers, even very well researched numbers, will not tell us how many will come forward to use our services but clearly we will be needed and must prepare for the long-term. Support for the Armed Forces remains high and while we may have fewer 'boots on the ground', the current terrorist threat underlines we are not at peace, even if we are not technically at war.

We are developing our support where it is needed, we are rebuilding lives but we cannot do so on our own; nor do we. We achieve this through partnership. We are fully integrated with the Armed Forces and our Recovery Centres are sited in garrison towns. By being located within the 'military family' the serving are supported by their military staff who work alongside our H4H teams. In the centres our partner organisations work closely together within the Support Hubs, engaging the right support from the right delivery partner at the right time – all on the beneficiaries' behalf.

## CHIEF EXECUTIVE'S REPORT

At a strategic level we are members of the Defence Recovery Capability, sitting on both the Defence Recovery Working Group and, at the highest level in the MoD, on the Defence Recovery Board where we play our part in shaping the capability. We sit on the Confederation of Service Charities (COBSEO) executive board and on the Mental Health Round Table, with representatives from the academic world, the NHS, Armed Forces and other charities. The main delivery charities work well together and we are getting even better at these vital partnerships as we forge closer bonds.

We see Recovery as a long and complex path. It is not a transaction but an individually tailored journey and as such it is inevitably complex and needs to be supported by proper records and procedures. We use a case management system common to our partner organisations and are reviewing the option of being able to provide each beneficiary with his or her Life Passport, which would stay with them throughout their Recovery journey and beyond.

Recovery should be ongoing and transformational, it is not finite.

In 2016 we started to share the research from King's College London with a coalition of the willing in Government, charities and the corporate world who seek the same outcome for the WIS as we do. This was launched at an event held with King's College London and COBSEO at the Imperial War Museum in January 2016 entitled Together, Rebuilding Lives.

As we have continued to improve and to stabilise support to our beneficiaries it has become apparent that H4H's main effort is to make the delivery of Recovery as efficient as possible. Therefore, in 2016, we will bring H4H and H4H Recovery, the two charities in the group, together as one.

We will continue to review how best we should support our beneficiaries in parts of the UK that are far from our Recovery Centres. We have already begun to provide support in south Wales and Northern Ireland and are expanding our presence in Scotland. We have small teams providing forward support that can refer on to the main Centres.

We will be continuing to work closely with specialists in the medical field. We already have close links to the excellent surgical team at Salisbury Hospital, who carry out specialist plastics and nerve revisions and we are working closely with Professor Tim Briggs and his orthopaedic care proposals outlined in the Chavasse Report. To support these efforts we are developing a Veteran's Injuries Clinic (VIC) to ensure that specialists in those fields of medicine see those with battle or service-specific injuries promptly, supported by the right background information.

So, while we are working hard to ensure our support to beneficiaries continues for as long as we are needed, we also need to work as hard on ensuring we have the right level of funding, reserves and infrastructure to support this effort.

The income generated from what we refer to as 'hot' fundraising is falling as we predicted. The press coverage has shifted focus and people might understandably feel that they have done or given enough. People may think 'the war is over so the problem has gone away'.



This is not the case and we now have to work so much harder to get our message across. We need to look for the supporter who understands the issues that affect our beneficiaries and is committed to supporting us in the longer term.

We have been fortunate to have the support of many corporate friends who commit to partner with us in both raising funds and through pro bono work. We have been especially fortunate to have London offices given to us by Barclays as a part of their involvement. Our London team is becoming increasingly important to us and our presence in the corporate arena is essential.

A special mention should be made of the extraordinary Poppies at the Tower art installation that captured the public's imagination and benefitted H4H by a wonderful £1.3m.

Our regular givers are increasing as we ask our supporters to sign up for the longer term. A small team have achieved great results to date but this is hard work and takes time. Our work with philanthropists is gaining traction and our income from legacies is growing year on year. So, perhaps while we are not as visible as we were, we are holding ground and developing into new revenue areas. It is a key objective for 2016 to make sure people know what we do and why we are needed. We can never be complacent in that area.

Not only must we tackle the challenge of communicating the need, we must also ensure we are efficient and fit for purpose. Last year saw the press focus on the charitable sector as a whole and we must accept we are in the spotlight. We welcome this as an opportunity to make sure we are truly best in class. Our Trustees are aware of their duties and responsibilities and we are extremely grateful to them for the extraordinary amount of time they give us to set our strategy and properly oversee our work.

With the international and domestic threat of terrorism ever present in our minds, the future is uncertain. We have no idea what threats we will face but we can be absolutely certain they will come in some form. We have come a long way since we began in the Tin Hut (an old Army hut, which we still use) in October 2007 and no one could have predicted where we find ourselves today.

We must continue to secure, stabilise and strengthen H4H and we must prepare to meet future challenges as they arrive. Equally we must remember that we set out to make a difference to the lives of those who have been affected by their Service in our name, and we do.

We do what it says on our collecting tins, we support our wounded and we must keep doing so. We can be rightly proud of what we have achieved to date but we must look to the future and prepare for the long-term challenges that will inevitably come.

Onwards and upwards

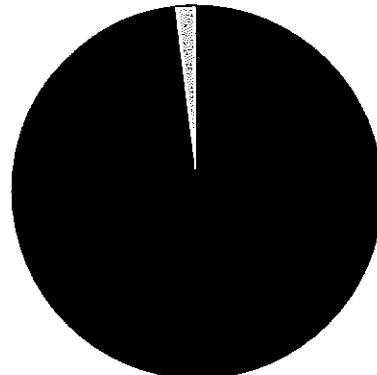
Bryn Parry

CEO and Co-Founder

# INCOME

## WHERE THE CHARITY'S MONEY COMES FROM

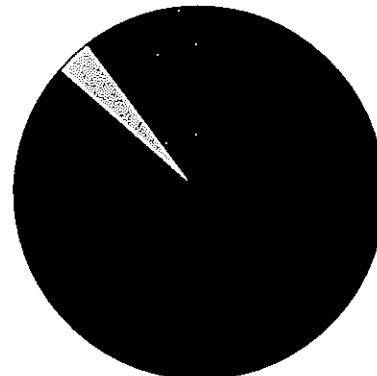
<span style="background-color: black; width: 10px; height: 10px; display: inline-block;"></span>	Voluntary Income	£30.0m
<span style="background-color: black; width: 10px; height: 10px; display: inline-block;"></span>	Help for Heroes Challenges	£3.1m
<span style="background-color: #e6e6fa; width: 10px; height: 10px; display: inline-block;"></span>	Other	£0.6m



## WHERE OUR MONEY GOES

The Help for Heroes Group had £27.7m net incoming resources.

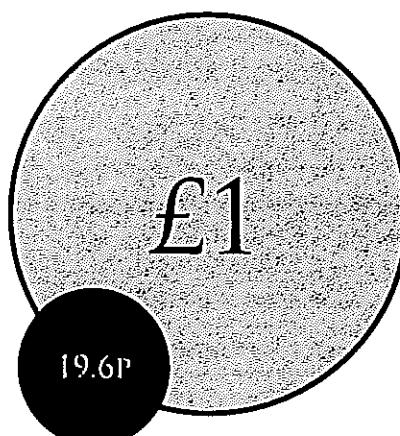
<span style="background-color: black; width: 10px; height: 10px; display: inline-block;"></span>	Grants Made	£3.3m
<span style="background-color: black; width: 10px; height: 10px; display: inline-block;"></span>	Current/In Year Recovery Delivery	£20.6m
<span style="background-color: #e6e6fa; width: 10px; height: 10px; display: inline-block;"></span>	Championing the Wounded	£0.9m
<span style="background-color: #e6e6fa; width: 10px; height: 10px; display: inline-block;"></span>	Governance	£0.05m
<span style="background-color: #e6e6fa; width: 10px; height: 10px; display: inline-block;"></span>	Retained for future Investment in individual support and Recovery delivery	£2.9m



In addition the Group invested £1.3m in capital projects during the year.

## EVERY POUND HAS A PURPOSE

It costs 19.6p to generate £1 of income for Help for Heroes Charity



## HOW YOUR MONEY HELPS



### HELP FOR HEROES CAREER RECOVERY

*"The grant for my laptop is amazing. It will enable me to start my degree in Psychology with Counselling."*

**Damian MacDonald, H4H Beneficiary**



### HELP FOR HEROES FELLOWSHIPS

*"They instantly allowed me to offload and offered their help and support in any way they could."*

**Lucy Tattingham, Band of Sister**



### HELP FOR HEROES HIDDEN WOUNDS

*"The Hidden Wounds team understand there can be things inside that are beating you up. They're there to help you and it's fantastic."*

**Wendy Wakeham, H4H Beneficiary**



### HELP FOR HEROES GRANTS

*"After my injury somebody suggested mountain biking. Luckily Help for Heroes was able to provide funding."*

**Simon Taylor, H4H Beneficiary**

## KEY EVENTS OF 2014/2015



398 Spider-Men set a new Guinness World Record while fundraising for H4H

2014



H4H beneficiaries unwrap presents from Christmas stockings that were donated, packed, and delivered through our Stockings for Heroes campaign



Garden photography workshop at the H4H Recovery Centre in Colchester

2015



Marston's Help for Heroes Ale launches at pubs across the UK

OCT

NOV

DEC

JAN

FEB

MAR

Help for Heroes' seventh birthday

The Poppies at the Tower installation raises an impressive £1.3m for H4H



H4H beneficiary and three-times Paralympic silver medallist Jon-Allan Butterworth competes on Channel 4's The Jump

Her Royal Highness The Princess Royal visits the H4H Recovery Centre in Tidworth



Debenhams raises an amazing £184,000 over their fundraising month, which includes a National Collection Weekend and money donated at tills throughout the month of March

A team of H4H fundraisers summit Mount Kilimanjaro – the tallest freestanding mountain in the world



## KEY EVENTS OF 2014/2015



Hero Bear joins beneficiaries and supporters at a colourful day of fundraising on one of the Run or Dye running events



Heroes Breakfast launches at Tesco



Heroes and Legends played in the first ever Cricket for Heroes fundraising day, raising over £300,000



H4H beneficiaries take to the seas for the World Pilot Gig Championships



ASDA Collection Weekend raising over £300,000



The country fired up the coals and Barbecued for Heroes

APR

MAY

JUN

JUL

AUG

SEPT

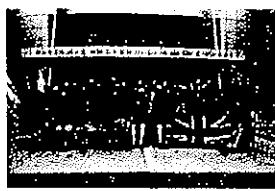
Our Bake for Heroes campaign launches



The second Para Polo match takes place at Tedworth House



A team of H4H beneficiaries take part in the DoD Warrior Games, held at the Marine Corps Base Quantico in Virginia USA



24 H4H beneficiaries take to the land, sea, and saddle as part of what's known as the hardest triathlon in the world: Enduroman Arch to Arc



In 2015 Hero Ride saw 100 beneficiaries cycle a combined 18,000 miles alongside 1,000 H4H supporters



# TOGETHER, REBUILDING LIVES

Help for Heroes provides support, for life, for Service personnel, Veterans and their families. The people we help are on a journey to recover from life-changing injuries or illnesses and these journeys are long and complex.

All our beneficiaries are supported by many different organisations, such as the MoD, the NHS and other military charities. We like to think of their journeys following three distinct phases:

- **Hospital** – This is where lives are saved. In most cases, the primary support is provided by the NHS (such as in Queen Elizabeth Hospital Birmingham), Mental Health Teams and the Defence Medical Service.
- **Medical Rehabilitation** – This is where someone learns to live with their ‘new normal’ and is carried out in special facilities such as the MoD’s Defence Medical Rehabilitation Centre, Headley Court or Regional Rehabilitation Units.
- **Recovery** – This is where a beneficiary works closely with Help for Heroes. The aim of Recovery is to give someone the tools they need to rebuild their life.

It is common for our beneficiaries to discover Help for Heroes in the first two phases of their Recovery journey. This could be through word of mouth, hospital visits, and the Help for Heroes-funded swimming pool and gym complex at Headley Court. Our Band of Brothers and Band of Sisters team visit Headley Court every month.

Once the important work of saving a life and teaching someone to adapt to a life-changing injury or illness has been done, the hard work of Recovery can really begin. At Help for Heroes we deliver Recovery through support built around the five pillars needed for general health and happiness: Medical, Mind, Body, Spirit and Family.

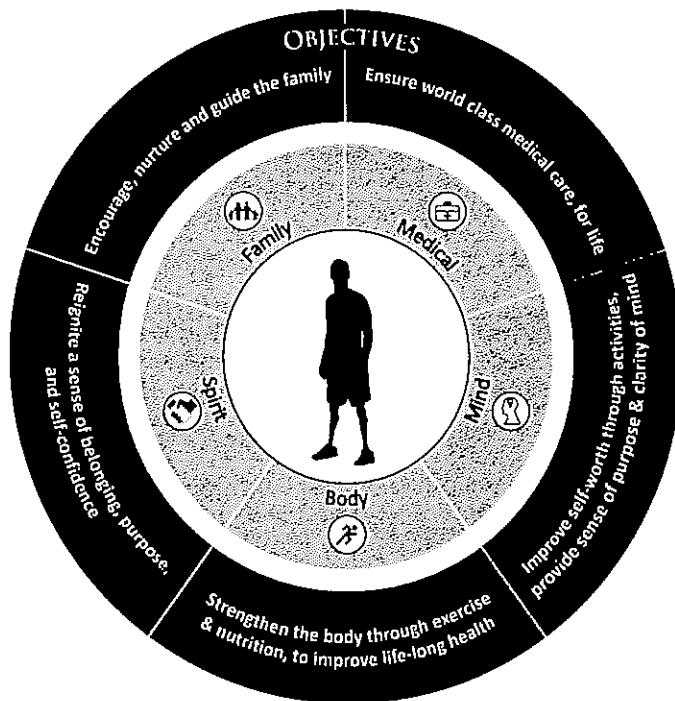
## RECOVERY DESIGNED FOR OUR HEROES

We have four state-of-the-art Recovery Centres that are more than just bricks and mortar. They are a safe place where our beneficiaries have access to everything needed to start, and continue, the process of rebuilding their lives.

Our Centres are dedicated to inspiring, enabling and supporting the Recovery of our Heroes and their families. We always encourage our beneficiaries towards active, independent and fulfilling lives where they can achieve their full potential.

We provide fellowship and companionship, welfare support, a bespoke careers service, Sports Recovery opportunities, and physical and psychological wellbeing services. We have both the facilities and staff to unlock potential, and to turn ‘can’t do’ into ‘can do’.

This support is underpinned by the fantastic work of our Grants Team that provides financial support to individuals. In addition, we give grants to over 60 specialist charity partners, which enable the continuation of the excellent services provided by these partners.

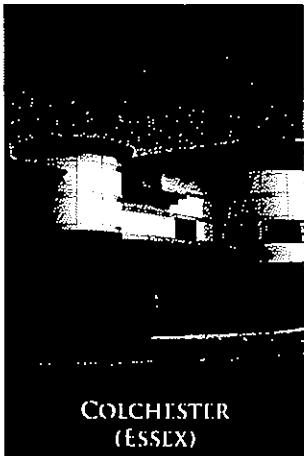


# MORE THAN BRICKS AND MORTAR

In 2014/15 we saw thousands of beneficiaries engage in Recovery activities both in our centres and via remote access and at locations across the UK and internationally. Here are just some of the great things that have happened this year.



TEDWORTH  
(WILTSHIRE)



COLCHESTER  
(ESSEX)



PLYMOUTH  
(DEVON)



CATTERICK  
(NORTH YORKSHIRE)

## TEDWORTH HOUSE, TIDWORTH

- 71 beneficiaries have accessed support from the Psychological Wellbeing Advisers who have also been there for many others.
- 256 beneficiaries have been referred to the Hidden Wounds Psychological Wellbeing Practitioners service in its first year of operation.
- 259 Recovery-related courses were run for 1,917 attendees.
- There were 5,186 day visits during the year.
- Sleep therapy and relaxation became integral to the Recovery programme, thanks to a specialist Sensory Room.
- City and Guilds Level 2 Horticulture Courses were run in the Moto Vegetable Garden and the Freemasons' Grand Charity Greenhouse.

## CHAVASSE VC HOUSE, COLCHESTER

- 27 beneficiaries have received support from the Psychological Wellbeing Advisers with more accessing the service.
- The Hope on the Horizon garden has provided a quiet reflective space as well as a venue for photography workshops.
- 226 Recovery-related courses were run for 1,355 attendees.
- There were 2,085 day visits to the Centre during the year.
- 100 riders, including 10 beneficiaries, cycled 100 miles on the Hero Ride East sportive ride from Colchester to Windsor.
- On average the support hub deals with 65 welfare cases per month.

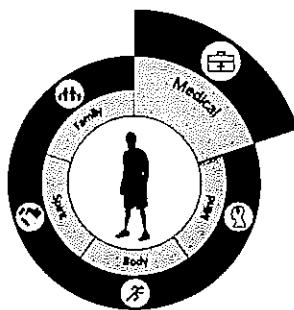
## NAVAL SERVICE RECOVERY CENTRE, PLYMOUTH

- On average 52 of the 60 cabins at Parker VC are occupied at any one time.
- There were 2,527 visits to the Centre's Veterans' Friday events during the year, with an average of 60 attendees each week.
- A crew of WIS took part in the World Cornish Pilot Gig Championships in May 2015 rowing to victory.
- The new Hero Garden, designed by one of our Veteran beneficiaries, was opened in September 2015. It provides a quiet, reflective space in addition to horticulture.
- The weekly archery club includes a Target Tokyo2020 para-sport camp.

## PHOENIX HOUSE, CATTERICK

- On average the Support Hub dealt with 137 welfare cases a month.
- 16 WIS and family members took to the catwalk in October 2014 for the Catterick Fashion Show.
- 34 beneficiaries have accessed support from the Psychological Wellbeing Advisers with others receiving help from the team.
- 76 beneficiaries have been referred to the Hidden Wounds Psychological Wellbeing Practitioners service since 18 May 2015.
- 160 Recovery-related courses were run for 1,203 attendees.
- There were 5,704 visits by serving and Veteran men and women and their families during the year.
- 50 guests attended the opening of the Woodworking Workshop on 22 April 2015.
- The Arch to Arc challenge was organised at Phoenix House. 4 relay teams of 6 took part in the Enduroman challenge – running/wheelchair racing from London's Marble Arch to Dover, swimming the Channel to Calais, then cycling/hand cycling to the Arc de Triomphe in Paris. H4H teams included the first ever disabled team to finish and first-ever all women's team.

## MEDICAL



### CAMPAIGNING FOR HEROES

Help for Heroes continues to campaign for the very best medical support for Servicemen, women and Veterans who have suffered a life-changing injury or illness.

### COUNTING THE COST

In 2014/15 we provided a grant to King's College London to carry out an in-depth research study, Counting the Cost. The research's aim was to discover the true human cost to all those who've served in the British Armed Forces from 1991 to 2014.

The research found that 757,805 people served as Regulars in the British Armed Forces between 1991 and 2014. We now know that at least 66,090 of these need support either now, or will in the future.

Put simply, that means 1 in 11 will need a helping hand.

We believe it is essential that these brave men and women know how to get support, if and when they need it. Alongside the Government, Great British businesses and other charities we are committed to work together to rebuild lives.

### WORKING IN PARTNERSHIP

In 2014/15 WIS Service personnel resident at the DMRC Headley Court\* were able to make use of the H4H-funded swimming pool and gym complex. Grant giving continues to be a cornerstone of the work we do.

For example, past grants made to Combat Stress enable those living with PTSD to receive the support they so desperately need. Likewise, a grant made to Fisher House in 2012 enabled the creation of a 'home away from home' for military families. In 2014/15 the existence of the house made a difference to families who have loved ones in Birmingham's Queen Elizabeth Hospital. In fact Fisher House is being used more and more each year. In its first year, 2013, 471 people stayed at the House. In 2014, this climbed to 552 and increased again in 2015 to 657, showing the needs of military families are growing, not diminishing.\*\*

In 2014/15 we continued to make individual grants to support beneficiaries who require specialist mobility technology. Brendan's story on the opposite page is an example of why such grants are important, and change lives.

\*The H4H-funded swimming pool complex is being fully reproduced at Headley Court's successor DNRC Stanford Hall. The facility is being entirely funded by the Duke of Westminster's Black Stork charity.

\*\*(Source: Letter from QEHBC Chief Executive to Cobseo, March 2016)

*"It's difficult to put into words what this means. Thank God for Help for Heroes."*

## BRENDAN GORDON HERO TESTIMONIAL

Brendan Gordon served as an Army Medic and saw active tours of Kosovo and Northern Ireland. In 2010, he suffered a violent stroke that took away the use of his right arm: "I went from being a medic and being able to put needles into people's arms to save them, to not being able to do anything. I'm right handed so that was it for me. I tried to take my own life soon after it happened because I just couldn't see a future. Life wasn't worth living."

After receiving initial treatment, Brendan served a further two years as a practice manager of the Medical Centre at the Colchester Garrison. However, his right hand remained permanently locked and he was medically discharged in 2012.

Following further treatment, Brendan spent time at the Help for Heroes Recovery Centre, Chavasse VC House, in Colchester. He took part in health and physical wellbeing activities such as yoga, and the H4H staff introduced him to a local physiotherapist trialling innovative mobility technology.

Known as the SaeboGlove, it extends the tendons and retrains the brain on movement: "My physios told me that our brain has to do something 7,000 times for it to remember. Mine had forgotten I had a right hand as it has been clenched for five years. The glove is making my hand tell my brain it is still there."

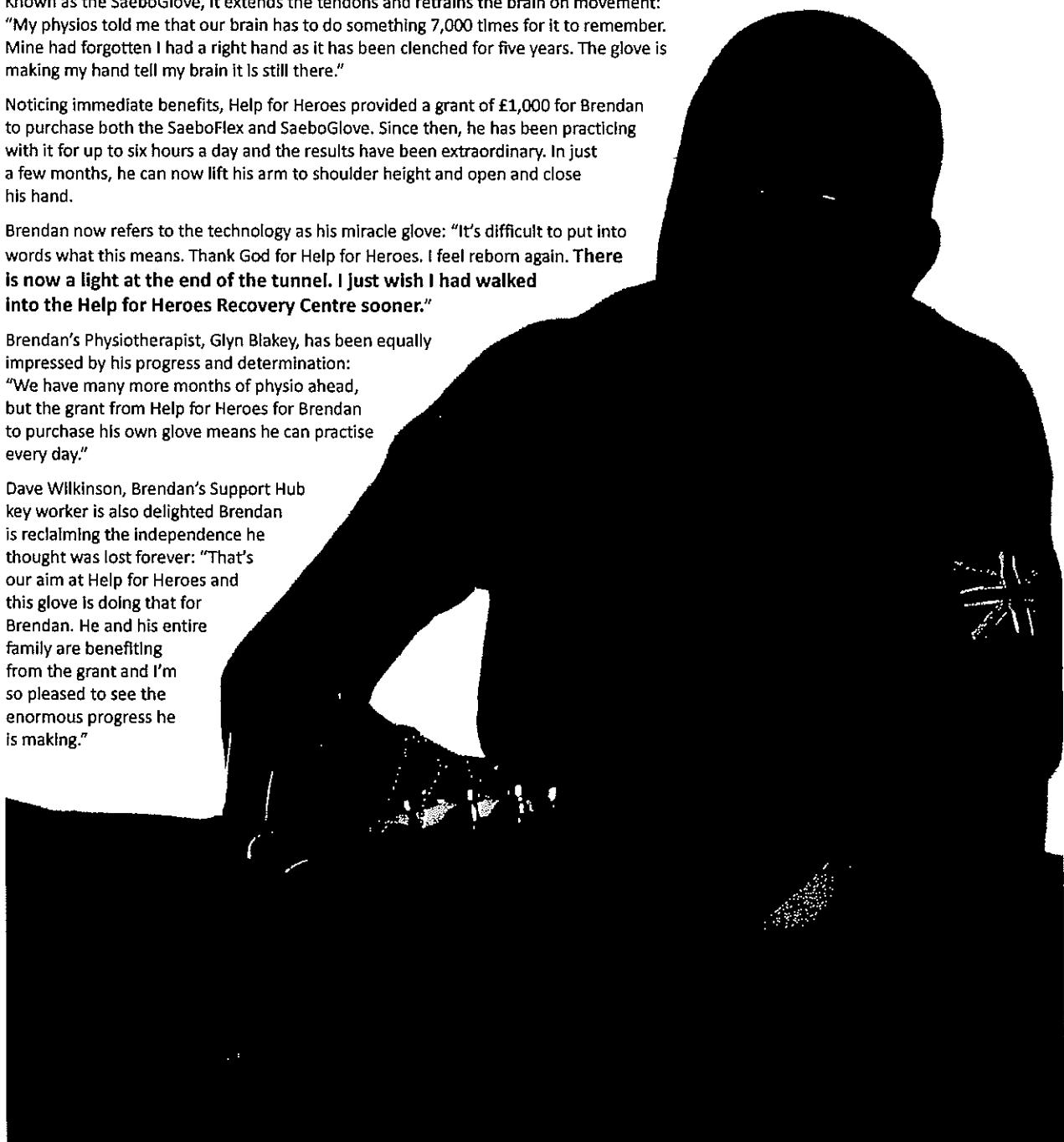
Noticing immediate benefits, Help for Heroes provided a grant of £1,000 for Brendan to purchase both the SaeboFlex and SaeboGlove. Since then, he has been practicing with it for up to six hours a day and the results have been extraordinary. In just a few months, he can now lift his arm to shoulder height and open and close his hand.

Brendan now refers to the technology as his miracle glove: "It's difficult to put into words what this means. Thank God for Help for Heroes. I feel reborn again. **There is now a light at the end of the tunnel. I just wish I had walked into the Help for Heroes Recovery Centre sooner.**"

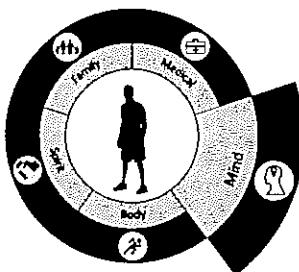
Brendan's Physiotherapist, Glyn Blakey, has been equally impressed by his progress and determination:

"We have many more months of physio ahead, but the grant from Help for Heroes for Brendan to purchase his own glove means he can practise every day."

Dave Wilkinson, Brendan's Support Hub key worker is also delighted Brendan is reclaiming the independence he thought was lost forever: "That's our aim at Help for Heroes and this glove is doing that for Brendan. He and his entire family are benefitting from the grant and I'm so pleased to see the enormous progress he is making."



## HELP FOR HEROES PSYCHOLOGICAL SUPPORT



### PSYCHOLOGICAL WELLBEING

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

All the Recovery activities

delivered by Help for Heroes are designed with this in mind, to ensure they contribute in some way to the psychological and physical wellbeing of the wounded and their families.

While taking part in these activities may suffice for some, others may need more support in managing their psychological wellbeing. To this end, Help for Heroes offers both therapeutic support on site at its Recovery Centres as well as access to its bespoke psychological support programme, Hidden Wounds.

In addition, we continue to work closely with partner organisations and other service providers who can deliver more specialist and higher intensity support for issues such as Post Traumatic Stress Disorder (PTSD).



### HELP FOR HEROES HIDDEN WOUNDS

This service was launched in September 2014 and supports Veterans of any conflict, their families and the families of those currently serving who are living with excessive worry, stress or low mood.

New developments this year have made the Hidden Wounds service even more accessible, with support now available via the phone, Skype and a second team operating out of the Help for Heroes run Recovery Centre in Catterick.

The unique support available has also broadened, as September 2015 saw the Charity launch the first step 2 IAPT Anger and Alcohol interventions in the country. These interventions support Veterans and family members who want to change their drinking habits, or who struggle to manage their anger.

As at 30 September 2015 we supported 344 individuals through this service. By January 2016, referrals to this service have exceeded 500.

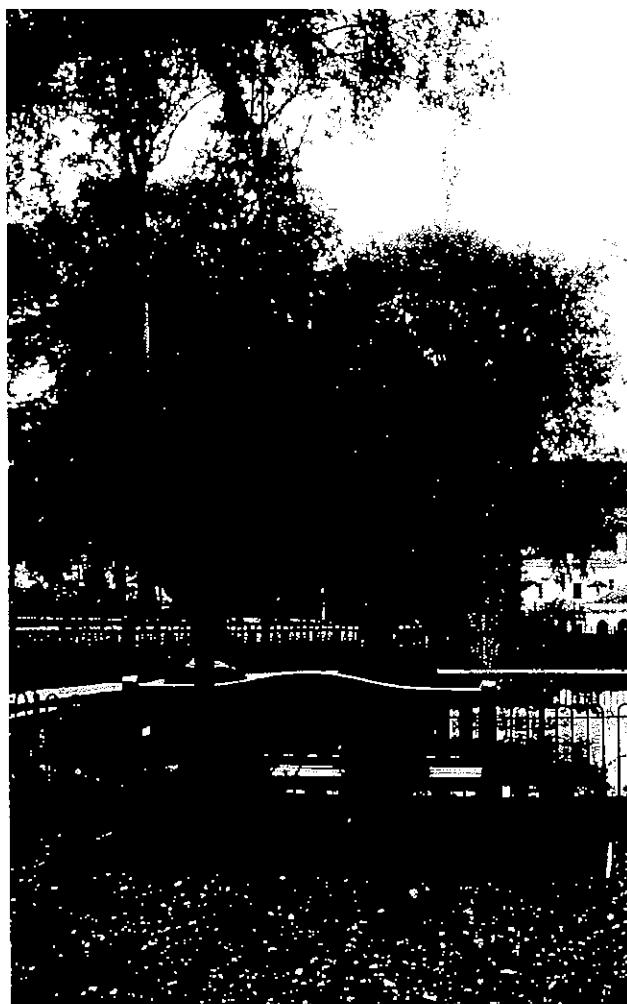
### THERAPEUTIC SUPPORT

Help for Heroes has qualified Psychological Wellbeing Advisors (PWAs) working at all four of its Recovery Centres around the country, to ensure that residents and day visitors have on-site support should they need it. The PWAs accompany many of the daily activities and encourage participants to engage, socialise and open up about their experiences. One-to-one support is also available for those who request or require it.

### ACTIVITIES TO ENHANCE PSYCHOLOGICAL WELLBEING

There is a huge range of activities on offer at the four Recovery Centres including cooking, art, gardening, rowing, woodland activities, book binding 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 engaging socially with others. The centres therefore provide a unique opportunity to encourage beneficiaries to participate in a number of different activities known to positively contribute to their psychological wellbeing.



## ALEX FORD HERO TESTIMONIAL

Alex Ford, 45, from Shropshire, started experiencing feelings of failure after taking redundancy from the RAF in 2012 to care for his young family. He feared he'd let everyone down during his six-month tour of Helmand in 2011.

While there, Alex came under fire and witnessed a colleague being blown up and badly injured. Two soldiers from the company he was with were killed and many were injured.



"I felt I didn't do enough out there to get it right," he said. "As if I wasn't strong enough, wasn't fit enough or wasn't clever enough. This nagging doubt in my mind says 'you could've been better'. It was feelings of desperate depression. I couldn't see a way out of the fog that had enveloped me."

Alex's feelings of failure built after leaving the military. He had to care for a young daughter and a wife, who had two prolapsed disks and had been medically discharged from the Army. The challenge of caring for them both did not help his depression. Describing how it manifested itself, he says he felt "frustration, lack of control and anger.

"I was shouting, screaming, punching the wall occasionally, that sort of thing," he explained. "Nothing physically violent but it was angry outbursts and then periods of desperate depression, really.

"Some people call it 'being low'. I've never done that, I've always said it was more like a fog. I know that the answer is out there, I just can't see it. If I was able to get 15, 20, feet higher, I'd be out of the fog."

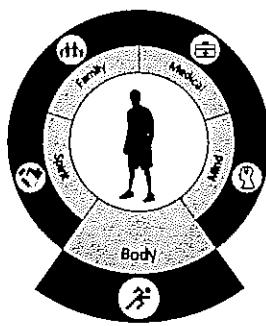
Although he still has bad days, Alex said Help for Heroes Hidden Wounds helped him gain perspective and it gives him reassurance that someone is there to talk to.

**"I emailed Help for Heroes at half past midnight after a bad couple of weeks and they called back first thing the next morning."**

"They got me to start keeping a mood diary to document how I'm feeling. It made me realise 80 per cent of the day, you're feeling quite good about the world. The bad times you see as bigger than they actually are."



## H4H SPORTS RECOVERY



### 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, Help for Heroes Sports Recovery enables our beneficiaries to discover there are many and varied options still available.

Sport has huge, well-known physical benefits, but often it is the lesser known psychological benefits that make it a key part of the Recovery journey. Sport can help an individual feel psychologically empowered and in control. It provides a sense of purpose, resulting in positive feelings that transfer into everyday life.

Help for Heroes has been involved with Sports Recovery for seven years and in the past year the Sports Recovery Team put on 350 events across 50 different 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, or due to, Service. The Help for Heroes Recovery Centres facilitate grass roots sport by giving residents and day visitors access to over 50 different activities. From our Grass Roots level, some may continue to enjoy sport purely for leisure, progress to competitive sport, take on an adventurous challenge or make sport their career.

### 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 gain qualifications as leaders, coaches or sports officials through Help for Heroes-supported programmes.

### HIGH PERFORMANCE ACADEMY

In 2015 we launched our Help for Heroes Sports Academy, designed specifically for those who wish to take sport to a High Performance level. Our Academy provides specific individualised support to those on a high performance journey, giving the individual the best level of support available for their development. The Help for Heroes Sports Academy supports Paralympic and non-Paralympic athletes who have been identified as talented by their National Governing Body or organisation.

### RIO 2016 PARALYMPIC GAMES

With the 2016 Paralympic Games in Rio so close, Help for Heroes' partnership with the British Paralympic Association (BPA), (launched in 2012) continues to grow strong. The partnership was created to introduce Serving personnel and Veterans to a range of opportunities in Paralympic sport and formalised an existing partnership between Help for Heroes and the BPA. This year saw the second cohort of athletes complete training programmes focused on participation in the Rio Paralympic Games in 2016 and beyond to Tokyo 2020.



## ALASTAIR PINGRAM HERO TESTIMONIAL

Alastair (AJ), 39, a former Marine Engineer in the Navy, was injured whilst playing hockey for them in 1998, pulling bi-lateral ligaments in both ankles. AJ, who lives in Llangollen, north Wales, with his wife and two children, then spent nine weeks having his ankles reconstructed in Selly Oak Hospital, Birmingham. The treatment consisted of drilling holes in his ankles which has since caused arthritis in both legs as the cartilage has worn away and the bones rubbed together, reducing his height by six centimetres since 2000.

Having joined the Navy at 19, sport has always played a big part in AJ's life: "When I got injured I thought that was the end of my sporting life. This was the case until 2014 when a doctor's referral to the gym led me to Cheshire Phoenix Wheelchair Basketball team and then onto the Invictus Games. I was in the gym twice a week, in addition to playing at local clubs, and lost a stone in the process too."

AJ was selected for the British Armed Forces team and competed at HRH Prince Harry's inaugural Invictus Games in September 2014 as part of the Wheelchair Basketball team.

For AJ, the benefits of sport are more than just physical: "Since I have been taking part in sports again I have now stopped taking depression medication. I have gained a lot of my self-confidence back and have a lot more control of my medical treatments and operations. I now have a focus in life and goals that I want to achieve and the belief in myself that I can achieve them."

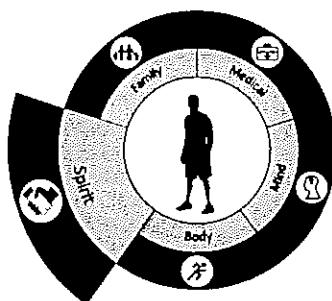
AJ's use of sport as part of his Recovery doesn't stop there. He has recently passed his Personal Trainer's course, supported by Help for Heroes as part of the InstructAbility project, created by the spinal injury charity Aspire to enable disabled fitness professionals to gain industry experience. AJ is currently helping disabled people with their health and fitness. "I've gone from being medically discharged and feeling worthless to being part of something that means something after 14 years of twiddling my thumbs at home."

"If it were not for the continuing support of Help for Heroes I would still be that fat, depressed man who sat on the sofa watching sport and drinking too much. Help for Heroes has shown me there is life beyond Injury, I am part of a family of people who know how I am feeling and how they can help and how I can help others. Without H4H nothing I've achieved since 2014 would have been possible."

**"Thank you from the bottom of my heart Help for Heroes for giving me my life back and giving me a purpose again."**



## H4H CAREER RECOVERY



### CAREER RECOVERY

Help for Heroes Career Recovery helps individuals identify and achieve a new career outside of the Armed Forces. Leaving the military and finding a new direction can be especially daunting for those with life-changing injuries and illnesses. Help for Heroes recognises these individuals remain highly skilled and capable, with a huge amount still to contribute to society. The Charity's Career Recovery team is embedded within our Recovery Centres to ensure that beneficiaries are simultaneously supported in their psychological and physical wellbeing.

### PASSIONATE AND PURPOSEFUL ROLES

As of June 2015, 168 Veterans are actively engaged with our Career Recovery service, moving towards achieving a purposeful role. The career pathway offers a number of opportunities such as volunteering, training and education, work attachments and employment, delivered both internally through Help for Heroes and externally through corporate partners and third party organisations.

The Charity's Pathfinder programme supports individuals as they transition out of the Armed Forces and adapt to civilian life. Over the past year, the team have worked with 98 Pathfinders who have been given a work placement, training and access to a mentor, connecting them to the comprehensive network of charities and employers who work with Help for Heroes. An impressive 73 per cent of the Charity's Pathfinders are in employment, education or training.

### OUR PARTNERS

We currently work with over 20 partners including the Prince's Trust, Mission Motor Sport, City and Guilds and the Institute of Leadership and Management, to ensure our beneficiaries can receive recognised accreditations and qualifications in their chosen field.



## CRAIG FEATHERSTON HERO TESTIMONIAL

Craig Featherston imagined he would spend his entire career in the Armed Forces. But when he was shot through both legs during an attack in Afghanistan in November 2010, everything he planned was taken away in the blink of an eye. Medical discharge followed in 2014 after just four years of Service and he was left with a future that looked very uncertain.

Craig, originally from Dublin, Ireland, was an Infantryman and only 24 when he was severely injured.

"The attack was a complete ambush – we were responding to a cry for help from a member of the local community who were building a bridge in the Green Zone. He told us they were under attack from the Taliban so we got a Quick Reaction Force together and raced down to the bridge. We took cover behind a high compound wall believing the Taliban to be on the other side. I was the last man at the end of the wall. But the enemy was behind us so we were totally exposed. They shot across the entire line of men and I was hit."

"It was like a red-hot poker being swung at me, knocking me off my feet. After that everything is a blur. I was pulled under cover while the area was secured. I remember being in terrible pain, and thirsty. I spent a few days in Bastion before being flown back to Birmingham where my parents and sisters were waiting for me."

The bullet went through Craig's right leg and into his left and the tibia in his left leg was severely damaged. Craig spent all of 2011 in Recovery and was in and out of Headley Court after various setbacks, before spending time at Help for Heroes' Recovery Centre, Tedworth House, where he heard about the Pathfinder course.

The H4H Pathfinder experience helps Veterans map out a new future, equipping them with the knowledge and skills to forge a successful second career. It is made up of three parts: Inspire, Enable and Support.

"The Pathfinder guys really open you up to so many things you never thought possible and point you in the right direction. They support you in the best way they can, every step of the way. I would strongly suggest anybody get onto Pathfinder, no matter what your injury. They guide you in a way that helps you make your own decisions and throw every resource they possibly can at you."

"The course gives you one-to-one support and having a mentor gives you someone to bounce ideas off. They give you all the time you need."

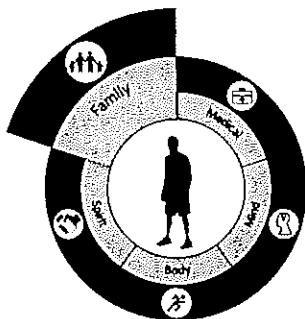
With his future looking clearer, Craig made the decision to reignite an old passion and pursue a career in woodworking, something he had explored before joining the Army. Once a former apprentice carpenter, he has completed various woodworking courses at Tedworth House and hopes that can become a full-time job.

"Help for Heroes really helped me back into civvy street – the Charity gave me a home from home. I think the pastoral care on offer is literally lifesaving."

**"Being from Ireland and living over here, H4H are my second family. They've done more than I can ever thank them for."**



## H4H FELLOWSHIPS



### THE HELP FOR HEROES FELLOWSHIPS – THE BAND OF BROTHERS AND BAND OF SISTERS

Having strong support systems in place for WIS Servicemen, women, Veterans and their families allows us to have a regular dialogue with our beneficiaries. By keeping up frequent contact and offering help, advice, support and a network of people who understand the day-to-day struggles faced, we reinforce the message that our nation's Heroes and their families are not alone.

#### FAMILY SUPPORT NETWORKS

The Help for Heroes Band of Brothers (BoB) is a fellowship that exists to bring together wounded, injured or sick Servicemen, women and Veterans, to encourage their mutual support and friendship as well as to help with the transition out of the military and into a civilian life. The Help for Heroes Band of Sisters (BoS) is there for their loved ones and family members, both male and female, allowing them to help each other through tough times, easing feelings of isolation, and giving them access to a variety of support systems.

To support the fellowships, we have a team that consists of a central hub based at our Recovery Centre at Tedworth House, and eight regional representatives across the country, ensuring activities and support are accessible to all members, wherever they live.

Through the team, members of BoB and BoS can access all of the different areas of Recovery we deliver. This includes visits to the Help for Heroes run Recovery Centres where there are bespoke family rooms, access to welfare support and information, assistance with grants requests, finding advice on courses, education and future careers, receiving guidance on physical and psychological wellbeing and much more.

Members of both fellowships also receive regular communication from the team offering the chance to take part in family events and holidays, attend respite weekends, join in Help for Heroes Challenge events and apply for a number of opportunities and days out that have been donated by the generous public. Additionally, members of both fellowships are invited to attend regular regional meet-ups where they can swap stories and find support from people who are going through similar experiences.

For the 2014/15 year, membership to both fellowships has grown, as has the breadth of the offer to them. For example, in 2015 for the first time Help for Heroes offered a residential respite break for couples, in conjunction with re:group (an organisation that offers couple's counselling) to improve relationship issues and work on individual and couple wellbeing.



## CHARMAINE COSGROVE FAMILY TESTIMONIAL

When Charmaine Cosgrove received the news that her son Peter had been injured in Afghanistan, she prepared for the worst. Six years on, with a little support from Help for Heroes, she is excited for what the future holds.

"Peter wanted to join the Tank Regiment his whole life. He passed out in February 2006 and it was one of the proudest days of my life."

"Three and a half years later, in November 2009, he was driving a Viking, an all-terrain armoured vehicle, loaded with supplies bound for a forward operating base when he came under fire. He turned off the road to get out of the spray of bullets when his vehicle triggered a pressure plate IED. His commander was blown out of the turret and Peter's legs were badly damaged. The Americans airlifted him back to Camp Bastion where he remained for a few days before being flown home to the UK and to Selly Oak Hospital, where we got to see him."

"I won't forget that moment. I was getting ready to go to work at the time but as soon as I heard the telephone ring I knew something had happened. It was a Saturday and they told me I wouldn't be able to see him until Tuesday. That was the longest wait of my life. There was nothing we could do but sit and wait."

When Charmaine and her husband Graham finally reached Selly Oak they were warned by the welfare workers about the sights they'd see on the ward.

"What we found was in fact very humbling. Youngsters in various states, some of whom had lost arms and legs, spoke so respectfully to the nurses despite all they had been through."

"They told us that we wouldn't have long. In actual fact, we only got to see him for 10 minutes before they took him away for surgery. Until that point I didn't know the extent of his injuries. They told me he was all right, but the truth was he had broken his leg in three places and the blast had torn away big chunks of muscle. He was at Selly Oak for five weeks, in which time he had five operations. They saved his legs and rebuilt them, but his problems have remained."

"Time went on and Peter was eventually discharged. While he was serving everyone was very supportive but, as can only be expected, people eventually began to get on with their own lives. I was very conscious that it might just be Peter and us in the end. It made us feel very alone."

"When Peter was in hospital he was given a little bag from Help for Heroes, which had shower gel, chocolate and a little card with contact details inside. I had no idea at that time how big a part this little bag would play in our lives, but on one very dark day, Peter was in pain after an operation, I knew we needed help. No one likes to see his or her loved one in a state, but I felt so powerless because I couldn't do anything about it. When he went to bed that evening I found the card that had been inside the bag H4H sent to Peter and emailed them. H4H got straight back in touch and asked if I wanted to be involved in a little group of people who were in a similar situation to me. This was the start of the Band of Sisters, and from then it's just gone from strength to strength."

"I talk about H4H every day. Telling people about the Band of Sisters is the best thing I can do. I have to let people know that, without H4H, we would have gone under. It is a struggle, but just knowing there's somebody there who passionately cares about the lads and their families is something that means so much."



"We are so, so thankful and they just seem to have a knack of knowing what you need. I think perhaps because they're involved with the military themselves, they know exactly what you want or need. What's more, the staff are so much fun to be around! Most of them are bonkers, but so uplifting. They show you that it's okay to have a laugh and a joke and that things will eventually get better. It gives you security, it's like having a hug over the phone. It makes you feel very safe and secure."

"In 2014, Help for Heroes gave Peter a bike. He fell off it loads of times, but he set himself the goal of taking part in the 2014 Hero Ride and he achieved it. He cycled with fundraisers and friends from Belgium to Paris and then on to London where I was waiting at the finish line on The Mall. As he cycled past, the look of sheer pride, achievement and determination on his face gave me a moment in time to cherish. I hadn't seen that look since his passing out parade and I didn't think I'd see it again, at least for a very long time. I knew then that, with H4H's help, he was turning a corner."

"Peter describes H4H the best when he says, 'it's like being back on the patch again, not a broken cog in a machine'. Everyone I meet who's been involved, even just people running a stall, is in it together, working towards the light at the end of the tunnel. There is hope."

Peter got married last May and I'm very proud to say I have recently become a grandmother to beautiful baby Edith. All I want for the future is for my son to be looked after and for my husband and I to get on putting our lives back together again. I know that H4H will help us achieve that."

## FUNDRAISERS' NEWS



The work Help for Heroes carries out is supported by an amazing network of volunteers, who tirelessly work to help 'the blokes'.

You will have probably seen our fantastic team of volunteers all over the country supporting us in many ways. Their enthusiasm knows no bounds and they have been seen at events across the country from fundraising at county shows to helping sell merchandise in our Mobile Unit. They even coordinate the great many collection tins across the UK. Our volunteers can also be found in schools, social groups and businesses giving presentations to tell people how Help for Heroes is rebuilding lives. We also have a fantastic team that volunteer in our Tin Hut in Tidworth and in our network of shops.

The Volunteers are absolutely vital to raising awareness of Help for Heroes, whilst also promoting fundraising events, campaigns and challenges. Many give up a huge amount of their spare time throughout the year, while others may assist for one or two events or campaigns a year. However, any time a volunteer can give is hugely appreciated.

Help for Heroes aims to ensure that the volunteering experience is fun and rewarding. Guidance and advice is provided by the Regional Coordinators in the National Volunteer Team and by Coordinators in their area. There are regular Regional meetings and an annual National Conference. These are opportunities to bring our volunteer family together and ensure they are up-to-date.

### WENDY BUCKTHOUGHT – VOLUNTEER

"I first became a volunteer for Help for Heroes six years ago when my son, who is in the Coldstream Guards, was deployed in Afghanistan. He'd already been to Northern Ireland and Iraq but this tour was a particularly bad one and there were constant stories in the news.

"H4H had launched and I felt a great need to do something so I held a jumble sale and it started from there. Being a volunteer you can do as much or as little as you want to help, my husband and I get a lot of enjoyment from attending events such as Steam Fairs, Air Days, Classic Car Rallies, Agricultural Shows etc with a stall selling merchandise and letting people know about the great work H4H does.

"I've even gained confidence and now feel comfortable standing in front of a room full of strangers talking about the Charity, which is something I never thought I would be able to do. **Through being a volunteer I've had some great days out, met hundreds of lovely people and made new friends, but the best bit is knowing I'm doing my bit to help young men and women who have sacrificed so much for us."**

## MARK NEWTON SCOOTING AROUND BRITAIN FOR H4H

A former soldier is travelling around Britain on his mobility scooter to raise money for military charities, including Help for Heroes. Mark Newton, 48, of Swansea, has already travelled more than 16,000 miles on his epic adventure.

Mark served with the 1st The Queens Dragoon Guards and was on duty with the United Nations in Cyprus when he injured his knee in 1991. Despite several operations, his condition deteriorated to the point where he now needs to use a mobility scooter.

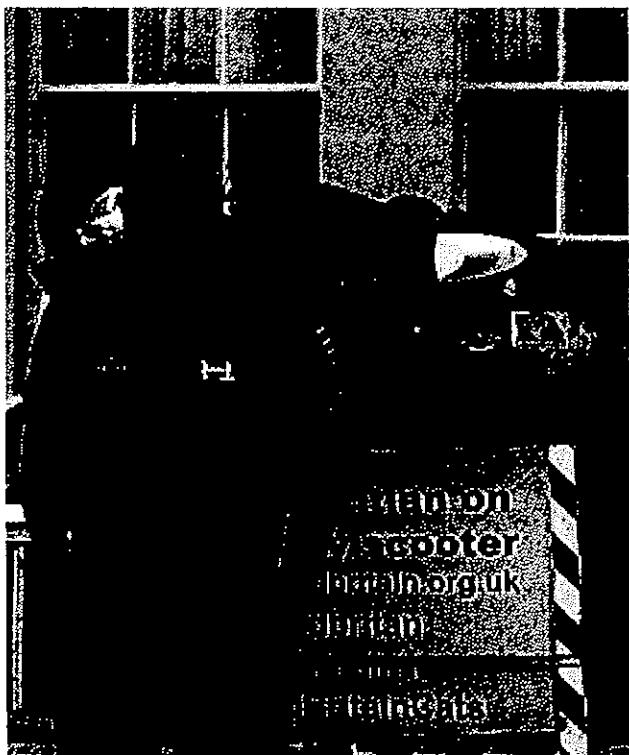
Keen to do something remarkable after being medically discharged, he launched a mammoth fundraising challenge, travelling all over Britain on his mobility scooter.

Throughout his journey, he plans to photograph and document Commonwealth War Graves, War Memorials, Lifeboat Graves and Memorials in Great Britain, of which there are more than 350,000.

His trek has so far raised more than £50,000 for Help for Heroes and other military charities.

Speaking at Help for Heroes' Recovery Centre in Wiltshire, Tedworth House, where he spent five days, he said: "Being able to spend time here, amongst the wounded members of our Armed Forces, has been inspirational and has reinforced to me why I took on this incredible challenge to begin with. It has given me extra motivation and impetus to keep going."

"The blokes here are one of a kind. They have seen some of the worst things imaginable and have terrible injuries but they remain so positive. It is an honour to be raising money for Help for Heroes."



## KEVIN AND GARY WRIGHT'S ARCTIC ICE CHALLENGE

Kevin and Gary Wright have taken part in an amazing Antarctic Challenge in support of Help for Heroes, along with their faithful teddy 'Socks', which belongs to Kevin's grandchildren.

The two brothers undertook their frozen challenge having met up in Buenos Aires, Argentina. From here they flew towards the most southerly town in the world, Ushuaia, and onwards by sea to the frozen wilderness of the seventh Continent.

After braving winds of 70 knots and a six-metre swell, Kevin and Gary got a breath-taking first view of Antarctica. After getting acquainted with the local residents, including some very lovable penguins, Kevin and Gary joined the rest of the group to start their icy challenges. These included climbing a glacier and a mountain, crossing crevasses, snow-shoeing and camping on the ice.

However, they were not distracted from their main priority – to raise funds for Help for Heroes. After sailing to a place called 'the Grave Yard', where icebergs as tall as 100ft have drifted from all over Antarctica, they were provided with the perfect opportunity to take to their kayaks. The next three hours were spent rowing from iceberg to iceberg, with Socks going along for the ride.

After being called back to the ship the two adventurers climbed to a spot of outstanding beauty to open a very special bottle of Shackleton's Whisky (that will return to the UK to be auctioned for Help for Heroes) for a 'wee taste' whilst flying the Union Jack.

With their challenges completed, and their fundraising target achieved, they returned to the UK with Socks and an abundance of stories to tell their grandchildren.

## H4H 4X4 EUROPEAN RALLY

In June 2015, all 45 teams of the Help for Heroes 4x4 European Rally completed their 'Final Mission' by making it to the 'impenetrable' Eagle's Nest in Bavaria. Their journey followed in the footsteps of the Allied forces that set about liberating Europe in 1944.

Keith Bowen and his son, Tim Price-Bowen, have been dedicated to the 4x4 rally for the last five years, and without their astounding hard work and unwavering support the rally wouldn't have raised an overwhelming £1,000,000 for Help for Heroes.

Back in 2010 their aim was to take 20 cars through Europe and raise £20,000 for Help for Heroes. However, five years later, and with their sixth rally complete, they have taken a total of 275 teams on a historical tour and raised 50 times their original target.

While each rally has followed a similar path, the stories have all been unique. The Final Mission is no exception to this, and it created timeless memories for all involved. Every member of every team has shown such amazing support to Help for Heroes, making a valuable contribution to the lives of our Servicemen, women and Veterans.

## WORKING WITH OUR PARTNERS

## WORKING WITH OUR PARTNERS

## MARSTON'S

*Created by: Heroes. Brewed by: Marston's. Enjoyed by: Everyone.*

Three members of the Help for Heroes Band of Brothers helped Marston's create a unique bottled beer to raise funds for their fellow wounded Service personnel and Veterans, marking the start of a growing partnership with Marston's.

The three injured Veterans went to the Burton-on-Trent brewery in July 2014 to work with Innovations Brewer Genevieve Upton on the recipe. Pete Dunning, 'Baz' Whittingham and Si Brown knew exactly what they wanted and, after tasting samples, Genevieve narrowed it down to two beer samples to take away and mix together. In typical Band of Brothers' no-nonsense-style, Pete, Baz and Si poured the two ingredients together, tasted it and announced "That's it."



Help for Heroes Ambassador Si Brown said: "We wanted a modern-tasting ale and Pete, Baz and I all had a definite idea of how we wanted the beer to taste. We hope members of the public, when they are doing their weekly shop, will think about the wounded and pop a couple of bottles into their shopping basket."

Richard Westwood, Managing Director of Marston's Beer Company said: "We are enormously proud to be associated with Help for Heroes. Everyone involved in this project has been bowled over by the fantastic work that they do with injured Service personnel. We hope that the beer will raise awareness for the work done by the Charity as well as raising some money."

The Help for Heroes Ale has been well received. With a 5p donation per bottle and 6p per draught pint it has already raised over £53,000 in the short time since its launch.

The partnership has been embraced by Marston's landlords and pub staff who have raised over £45,000 through collection tins on the bar, quiz nights, live music evenings, BBQ afternoons and more.

Marston's has also supported H4H in other areas other than pure fundraising, such as promoting Hero Ride throughout their estate (the first such request they have supported which is testament to the relationship), distributing BBQ for Heroes flyers and in-kind support for the Cricket at the Oval match.

## MOTO IN THE COMMUNITY TRUST

Our partnership with Moto in the Community Trust (MITC) started in 2012 and employees at Moto have shown tremendous dedication and support over the years. The partnership has been so successful that the Trustees of MITC, Moto's fundraising arm, voted this year to adopt H4H as its first-ever, national charity partner for the foreseeable future. By 30 September 2015, they raised an incredible £700k.

Its regular fundraising efforts include two annual National Collection Campaigns across all their sites when staff and H4H Volunteers join together to bucket collect and a special Armed Forces Day collection.

This year saw Moto staff across the UK cycle an amazing 15,584 kilometres in Hero Ride: The Moto Challenge raising £22,000 – all without moving from the spot! The 24-hour static bike challenge over two weekends was a show of support for the 100 wounded Veterans who rode in this year's Hero Ride.

Veteran Justin Henderson joined the team at Moto Wetherby to provide inspiration and extra pedal power on his recumbent bike. "Joining the team meant I could get in a bit of extra training," Justin said, "It was also a great opportunity to chat to people from all over the country, as they stopped off for a break, about how Help for Heroes has supported me on my road to Recovery."

It was the first time Moto had run an employee engagement piece for all 24hr shift staff and they were delighted with the result. Chairman of MITC, Brian Larkin said: "We are delighted and very proud of all the Moto staff around the UK that took time out of their busy jobs to take on the challenge. We wanted to find a way our staff could support the Help for Heroes Hero Ride and our static bike challenge did just that and engaged our customers too. We look forward to making the Moto Hero Ride Challenge an annual event."



# WORKING WITH OUR PARTNERS

We would like to thank all those organisations and individuals that supported our Heroes in 2014/2015. The following donated over £5k in the financial year through commercial partnerships, Charity of the Year fundraising, sponsorship, donations, pro bono support or donations-in-kind.

ACS	Gold Key Media Ltd	Otterhouse
Aggregate Associates	Goldman Sachs Group Inc	Pan McMillan
Alf Turner Ltd	Halewood (Crabbies)	Pentile Castle
Allison Turvey-Sealey	Hermitage Trust	Premier Care in Bathing
Andy Townsend	Historic Royal Palaces	Pricewaterhouse Coopers
ASDA Stores Ltd	Hotshots	Qinetiq Group PLC
Ashtead Plant Hire Company Ltd (A-Plant)	Inman Charity Trustees Ltd	Reeves Creative Ltd
BAE Applied Intelligence	Institute of Leadership & Management	Reward Connected Ltd
BAE (Rochester)	James Milner Foundation	ROAN Charitable Trust
BAE Systems PLC	Keltruck Ltd	Rook Matthews Sayer
BAM Nuttall Ltd	Josephine Brindley	Savills PLC
Barclays Bank PLC	Joules Ltd	Scott Gunn
Bibendum PLB Group	Judy Hutson	Sherwoods
Bodybuilding.com	Kajaki	South Eastern Railways
Border Force	Kent Blaxill & Co Ltd	Stagecoach South Western Trains Ltd
Boutl Wade Tenant	Kit Designer	Stirling Motorsports
Bristan	LeasePlan UK	Swire Charitable Trust
BWA	Liz & Terry Bramall Foundation	Tennants Auctioneers
Cennox Media	LJ Athene	Tesco PLC
Chris Morgan	L'oreal	The Cadbury Foundation
Claire Quartermaine	Mackenzie Thorpe	The Bloomsbury Hotel
Colchester Borough Homes	March on Stress	The Chemistry Group
Cotton Traders Ltd	Marston's PLC	The Money Shop
Dale Carnegie	Matthew Keightley (Rosebank Landscaping)	The Sun
David Brownlow Charitable Foundation	Matt Smith	The Yearsley Group
Debenhams PLC	Mediaforce	Timberland
Denmans Electrical Wholesalers	Mercer Scaffolding & Plant Hire Ltd	Tim Whittall
Dentons UKMEA LLP	Merrell	Tom Gibson
DeWalt	Mondelez International Inc	Unite Toyota Branch
Diageo PLC	Morton Charitable Trust	Trefoil Trust
Dine Group	MotionRides	Trillium Trust
Disney	MOTO In the Community Trust	Vauxhall Motors
Di Williamson	Mr Varde	Vedder Price
Enid Linder Foundation	Mrs B G Kler Charitable Trust	Vodafone Group PLC
Farr & Roberts Ltd	Mrs Gladys Bramall	WH Smith PLC
Flying Flowers	Nationwide Building Society	William Allen Young Charitable Trust
Ellen Proudlive	N D Smith (Contracts) Ltd	Wilmington Trust Ltd
Edward Bodenham	Noble Foods Ltd	Wilsons Law
GE	Noel Tatt	Wingman Ltd
GI Group	Northampton Saints PLC	Wykes Farms Ltd
Ginsters of Cornwall	Old Mutual Wealth	
GlaxoSmithKline PLC	Oiswang LLP	

To partner with Help for Heroes contact [corporate@helpforheroes.org.uk](mailto:corporate@helpforheroes.org.uk)

## HELP FOR HEROES TRADING

Against the backdrop of a challenging retail environment, we have been presented with some challenges, but our focus throughout the year has continued to be maximising sales of our merchandise whilst ensuring that our business is efficient and that the model is right for the future.

### MARKETING

Our strategy of regular and relevant communication with our customers through our quarterly product catalogues, weekly newsletters and social media has continued. The involvement of members of the Band of Brothers and Band of Sisters in our photo shoots to reinforce our calls to action has increased, and video is increasingly proving to be a valuable medium for communicating our messages.

### PRODUCTS

Great new product developments have continued throughout the year but particular highlights have been our first ever Christmas jumper and onesie, both of which were hugely popular and sold out very quickly. As we learn more about our customer, we have been able to tailor our product offer even more to suit.

### REACHING OUR SUPPORTERS

Online and catalogue sales as well as our Mobile Events Team, which travels the country, have helped generate a good income, which is donated to the Charity. These are proving to be excellent, efficient ways to spread awareness and raise money. Our retail shops and Debenhams concessions have been a success, but the wider retail environment means we have had to take a decision to close these during 2015/16.





*H4H provide the best support to people. Known as the 'good guys' I see myself as a good guy who will be able to accompany our clients for the rest of our lives. H4H is massively comforting.*

BRIAN LAMBURY  
H4H BENEFICIARY WHO  
TOOK PART IN A H4H  
TRADING PHOTOSHOOT

H4H KEY FACTS AND FIGURES

**6,053**

total membership of  
the Band of Brothers  
and Band of Sisters  
Fellowships



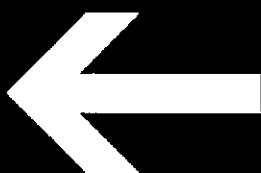
**97**

the oldest  
recipient of  
direct H4H  
grant

**27%**

rise in number  
of applications  
for individual grant  
support in 2014/15

Read how we've  
rebuilt lives in 2015!



**40%**

increase of Regular  
Giving sign ups  
in 2014/2015

**645**

classes and courses  
were run for  
beneficiaries  
in 2014/15





**18**

the youngest  
recipient of a  
direct H4H grant



**47h 55m**

time taken to  
complete the  
London-Paris  
Arch to Arc triathlon



**3**

the age of our  
youngest fundraiser



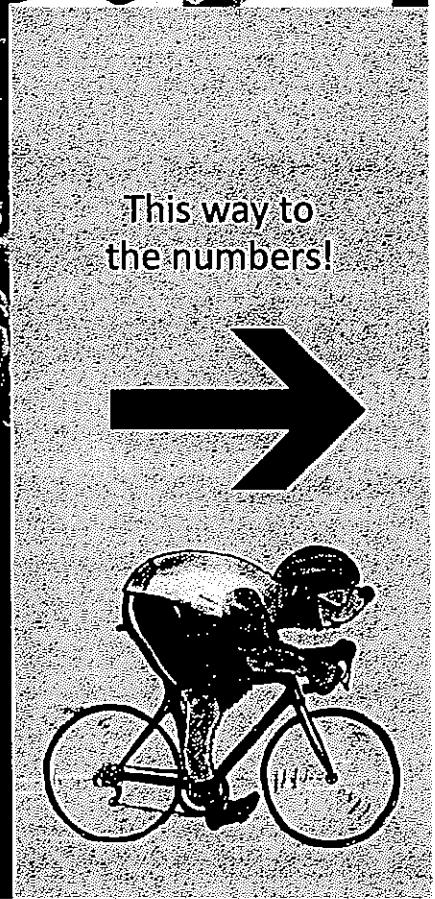
**9%**

increase in  
income generated  
in 2014/15



**4,473**

beneficiaries took  
part in a course  
in 2014/15



This way to  
the numbers!

# TRUSTEES' REPORT

This report is for the year ending 30 September 2015 and makes reference to the prior year, being the 12 months ended 30 September 2014.

## 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 are 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.

We have representatives of our Help for Heroes fellowships and Help for Heroes Sports Recovery Team in Scotland, who run fellowship and sporting programmes respectively.

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 us to be.

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 support and 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.

Between the Gulf War in 1991 and the drawdown of troops from Afghanistan in 2014, over 36,000 individuals were medically discharged from Service in the British Armed Forces.\*

New research conducted by King's College London reveals that the total number of men and women who will need some form of support following Service since 1991 is over 66,090.\*\* This figure takes account of the fact that mental wellbeing issues often take months or years to emerge, and may as a result prove to be significantly higher.

These brave Servicemen and women will not suddenly recover because their wars have come to an end. In many cases, it will take years to rebuild their lives and Help for Heroes is proud to be facing up to this problem. It would be wrong to promise long-term support for re-training, careers, mental wellbeing, direct financial assistance or physical and sporting development if we were not sure we could deliver on it.

The Group has fixed assets of £52.2m. This is predominantly our purpose-built nationwide Recovery Infrastructure capable of assisting Veterans, Serving personnel and their families for years to come. This includes three of the four Help for Heroes-led Recovery Centres (Colchester Recovery Centre is not held in the Group's assets).

The Trustees have designated £6.0m for future capital works and expenditure needed to meet future major repair and maintenance projects.

The Trustees must balance the desire to spend on immediate needs with that of meeting Help for Heroes' long term promise to the wounded, injured and sick. Therefore, the Trustees continually review and challenge how much money to should be designated in reserves. In the year ended 30 September 2015, Trustees have updated their approach and this is explained in more detail in the Reserves Policy on page 49.

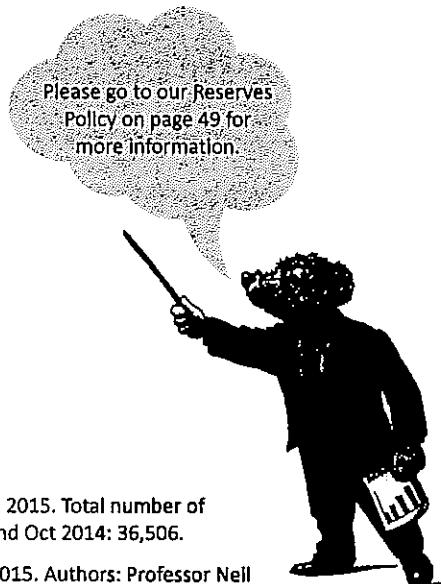
The Trustees have designated £44.5m to helping this growing group of vulnerable people (being all of the Group's designated funds except the Capital Fund) which comprises the following:

- The money held to cover the future running costs of the Charity are less than 12 months' costs, when it comes to the costs of providing Recovery Centres and Recovery Services, two years' running costs (£28.7m) are held. This is done to give a guarantee to our beneficiaries that they will still be supported should income fall until alternative support can be put in place.
- A mental health designated reserve of £4.7m is now held to recognise our commitment to Hidden Wounds and other critical psychological needs.
- A Recovery Projects reserve of £11.1m is held for special major projects that the Trustees wish to invest in, but that can't be met from a single year's income.

We want our beneficiaries to be reassured we are focused on both their immediate and 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.



\* Help for Heroes Freedom of Information Act 2000 request to Ministry of Defence, 2015. Total number of personnel medically discharged from the British Armed Forces between Jan 1991 and Oct 2014: 36,506.

\*\* King's College London Counting the Cost study for Help for Heroes, September 2015. Authors: Professor Neil Greenberg and Dr Julia Diehl.

### RECOVERY DELIVERY

#### Our Aims During The 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 the end of 2015 (to extend our geographic reach).
- Develop a three – five year Help for Heroes Mental Health strategy.
- Work with the MoD to produce a Memorandum of Understanding on data sharing.

#### Delivering On Our Aims

##### Hidden Wounds

Help for Heroes was awarded £2.7m of LIBOR money in October 2013 to set up an innovative Step 2-based psychological support service, called Hidden Wounds. As of 30 September 2015, 344 people had made contact with our Hidden Wounds service to ask for help. It is encouraging to note that these numbers exceeded 500 in the early months of 2016.

Our Hidden Wounds service was conceived to assist Veterans and military families who are struggling with anxiety, depression and stress, due to the high prevalence of common mental health disorders (CMHD) in this group. The service was activated in phases to allow for a period of review and refinement, ensuring Hidden Wounds is as effective and robust as possible.

Phase one took place in September 2014 and launched from Tedworth House Recovery Centre. Existing members of the Band of Brothers and Band of Sisters Fellowships were the targeted groups. Phase two followed in February 2015 when we launched the service to Veterans and military families across the UK. In May 2015, a second Hidden Wounds team was established at Phoenix House, Catterick. This addition has allowed us to double our capacity in response to the obvious need for this service.

The service continues to be operationally and clinically reviewed to identify areas to improve and develop, such as the assessment protocol, follow-up requirements, both clinical and non-clinical, and data quality and collection. Work is progressing well to develop protocols to support those with alcohol and anger issues with workbooks being developed to pilot in late 2015. A drive on communications and marketing continues to:

- Raise awareness of the service to all Veterans and families of the military community.
- Raise awareness of the service in COBSEO Charities.
- Engage with Local Clinical Commissioning Groups.
- Raise awareness with all other relevant services and organisations who may be able to refer people into the service.

##### Multidisciplinary Team Working (MDT)

We want to ensure every beneficiary that comes to us gets the full benefit from all the services we offer. In essence, this means that whilst they may get in touch seeking career support we will take the opportunity to assess their needs in a holistic way – that is, to look at them as a complete person with unique needs. It's about delivering the right support at the right time to the right person for the right reasons.

We take MDT working very seriously, recognising it is an essential part of what we do to rebuild the lives of our beneficiaries. Historically, the Charity did not grow with an MDT model in place. Therefore, we view it as a change programme, which allows us to develop a common operating model to deliver a Recovery pathway for our beneficiaries that is consultative, intelligent, iterative, person-centred and holistic. MDT working also allows us to make optimal use of Recovery staff expertise and opportunities.

The key operational strands that allow for good MDT working are: integrated staff planning and decision making; appropriate information sharing and record keeping; exploitation of new or existing IT as enabling tools; and development of efficient and effective working practices around a H4H key worker (beneficiary case management system).

At all stages of this programme we fully respect the beneficiaries' right to privacy and their optional choices to engage in any Recovery support or activities. As such, we adhere fully to all the statutory directives of both the Data Protection Act and the Caldicott Principles.

##### Charity Evaluation Services (CES)

In 2014 we worked with the Charity Evaluation Services (CES), part of the National Council for Voluntary Organisations, to help us develop a suitable monitoring and evaluation approach to further evidence our impact on the lives of the wounded, injured and sick and their families.

CES assisted our development of a robust high-level theory of change to describe the activities and support offered in Recovery and their intended outcomes. From this, a data collection evaluation framework was developed consisting of two tools: a questionnaire and an interview schedule.

These tools were trialled on new beneficiaries accessing support from the Support Hubs, so that we could measure the outcomes of our services over a three-month period. This means we are able to accurately measure the impact we have on our beneficiaries and make our services better.

An early review of pilot data took place in July 2015 and guidance was provided by CES on refining our data collection techniques.

Following the lessons learned during the pilot phase and to reflect the new service delivery within Recovery we have updated our evaluation tools. We will go live with additional data collection to enable us to more fully monitor our outputs and outcomes.

#### **Strategic Relationships**

During the course of the year we have developed or consolidated a number of strategic relationships with other organisations and charities to enable us to deliver direct practical support for our beneficiaries.

The key strategic partnerships for H4H continue to be with the MoD and the Royal British Legion within the Defence Recovery Capability (DRC). H4H have also convened a mental health round table group to define a best-in-class Veterans' mental health service; this has gained a great deal of traction and includes NHS England, King's College London, the Royal British Legion and Combat Stress. NHS Scotland and Wales have also asked to be represented and planning continues. The Royal Foundation has invited the mental health round table group to represent the Veteran cohort in their work over the next 5 years to change national perceptions across society about mental health.

We are delighted to be working with the Invictus Games Foundation and we will train, equip and select the British Armed Forces team for the Invictus Games in Florida in May 2016, working in partnership with the MoD and The Royal British Legion. As of 30 September 2015, 450 men and women had registered their interest in taking part, already more than double the number of people who came forward for the inaugural games in London 2014.

We have also cemented working relations with other charities who are the subject matter experts in their field. For some of these organisations we provide significant grant funding to enable them to provide expert support to our beneficiaries.

#### **Recovery Outreach**

H4H has a regional structure located around our four Recovery Centres, which are all based in England. In very simple terms: Catterick covers Northern England, Scotland and Northern Ireland; Colchester is responsible for the East of England; Tidworth leads on central England and London; and Plymouth is responsible for the South West and Wales.

The take up of H4H Recovery services is less in Scotland, Wales and Northern Ireland. This is not unexpected, and is validated against Grants figures for the year. The development of a Recovery Outreach capability managed from the Recovery Centres based on regional responsibilities will improve service delivery in Scotland, Wales and Northern Ireland, ensuring more beneficiaries across the UK can access support – regardless of how close to a Recovery Centre they might live.

#### **Mental Health Strategy**

Key players in the Veterans' mental health arena have attended meetings to identify weaknesses and gaps in current provision and to establish how H4H might utilise its trusted brand and resources more to affect positive change. These meetings have been very positive and options for a future collaborative strategy are emerging.

#### **Memoranda of Understanding with Armed Forces Service Branches**

A Memorandum of Understanding is required for each of the Armed Services, as each controls the data of their branch personnel on behalf of the Ministry of Defence. The Ministry of Defence acts as the overall Data Processor for the three services and is registered with the Information Commissioner's Office as such.

Sharing of such information enables both Help for Heroes and the Armed Forces to process personal and welfare data on serving wounded, injured and sick personnel in a compliant, lawful and secure manner. Ultimately, this helps us work better together, improving the support provided to each individual beneficiary. The amount and types of data shared is strictly limited to that required to provide the basic duty of welfare support and care for serving residents at the Recovery Centres.

Help for Heroes signed a Data Sharing Memorandum of Understanding with the Army in May 2015, the Royal Air Force in August 2015 and the Royal Navy in October 2015.

A full IT security audit was completed in 2014 and this provided the baseline for any upgrades in 2015/16. The further we strive to achieve compliance with ISO 27001, the greater the levels of confidence we build with all our partners. This programme, therefore, also reduces our risk in this strategic and vitally important area.

Help for Heroes employs a full-time Data Protection Officer to oversee this programme. Their role, amongst other tasks, is to ensure full compliance by all partners in relation to the security and management of all data.

#### **Our Aims For The Coming Year**

- To assist the co-ordination of Recovery efforts across the sector, partnering with other charities and organisations
- To ensure that Help for Heroes achieves optimum impact in the Veterans' mental health arena through collaborative working and the ongoing roll-out of Hidden Wounds.

- To continue to critically review and improve policies and procedures of our Recovery activities including embedding a model of Multidisciplinary Team working across Recovery
- To continue to improve the delivery of Recovery throughout the regions of the UK. To put in place, and effectively market, a comprehensive training curriculum that clearly sets out the training opportunities available to our beneficiaries at each centre.
- To support H4H beneficiaries competing at Rio in 2016 to ensure their stories inspire the next generation of wounded, injured and sick serving and Veteran athletes.
- To ensure we continue to get the best at the fairest price while maintaining the quality of our delivery and the dynamism and innovation in our team.

## 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 (WIS) and their families.
- To identify and evaluate further major capital and strategic projects.

### Delivering On Our Aims

Our support continues to develop in terms of grant awards and strategic reach. We look to award grant funds to partners who can complement and enhance the services offered at the Recovery Centres.

Support to our charity partners is wide and varied as illustrated below:

#### The Gurkha Welfare Trust – Emergency Aid

Following the devastating earthquake in Nepal in April 2015, which killed 8,900 and injured 22,000, Help for Heroes provided £100,000 to support Gurkha Veterans and their families who served with the British Armed Forces. These funds were awarded within three days of the initial earthquake.

#### Wiltshire Wildlife Trust – Wildlife Connections Programme

Help for Heroes provided a grant of £30,000 to enable Wiltshire Wildlife Trust to run a three-year Wildlife Connections Programmes for our WIS and their families on nature reserves in Wiltshire based from Help for Heroes' Recovery Centre in Wiltshire, Tedworth House.

#### Worldwide Volunteering – Opportunities in Volunteering

Grant funding of £100,000 will enable Worldwide Volunteering to continue to run their volunteering programme in the North West and South West of England and in Scotland. The programmes are specifically tailored to suit the needs of our WIS. During the year Worldwide Volunteering have identified 126 new beneficiaries who need support.

#### King's College London – Research to establish long-term need

Grant funding of £100,000 enabled King's College London to provide research that will help the Charity and others plan for the long-term support of our WIS.

#### CHICKS – Children's Respite Break

A week-long respite break was enjoyed by children of our WIS thanks to funding provided to children's charity CHICKS, this directly provides support to our Band of Brothers and Band of Sisters.

#### The Quick Reaction Fund

In addition to large and small grants to other charities we continue to develop grant making to individuals through our Quick Reaction Fund (QRF)

The QRF is centred on meeting an immediate need, quickly, and this remains a key focus for Help for Heroes. Between 1 October 2014 and 30 September 2015 we have supported 1,120 cases totalling in excess of £1.5m.

Our individual grant giving helps our WIS and their families from any conflict. It is wide reaching and focused on supporting our WIS during their Recovery journey to bridge the transition from Service. For example, in 2015 we provided a grant to support a homeless Veteran into temporary housing and enabled him to re-train vocationally in order to build a sustainable career.

The designated Recovery Services reserve includes 12 months of anticipated future grants to provide protection against any short-term income volatility.

### 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 WIS 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 WIS, and their families, is increasingly important.

#### Our Overriding Aims

- To represent the needs of the WIS 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 WIS without resorting to political campaigning or lobbying.

#### Our Additional Aims in 2015

In addition to our overriding aims, in 2014/15 we planned to:

- Complete an academic study into the number and needs of the WIS.
- 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.

#### Delivering on Those Aims

##### Counting the Cost

Throughout 2015, thousands of British personnel have been deployed around the World. The Secretary of State for Defence, Michael Fallon MP, listed just a few of those deployments in an interview on the BBC Radio 4 Today Programme as follows: 700 sent to Sierra Leone to battle the Ebola virus, 600 in the Gulf to counter ISIS, 1,200 British Personnel on the Falkland Islands, 500 still in Afghanistan (\*). In addition, RAF Tornado and Typhoon crews based in Cyprus have been flying frequent combat sorties into Iraq.

Therefore the country continues to place high demands on our Armed Forces at home and abroad, while the full consequences of our recent conflicts are not fully understood.

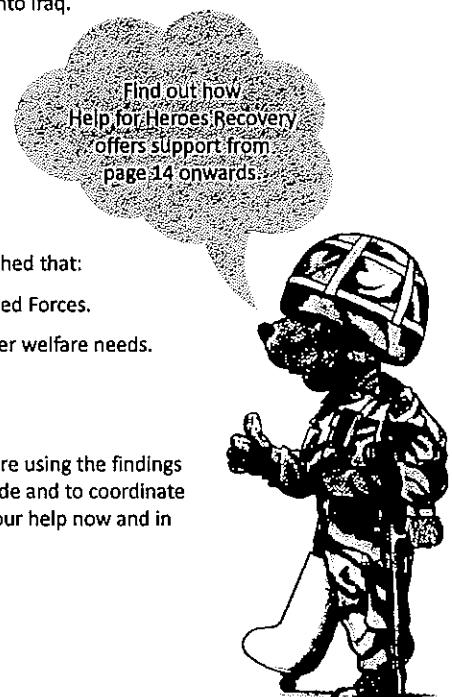
In 2014 Help for Heroes funded a year-long academic study from King's College London entitled Counting the Cost. The study, which has been made freely available to charities, Government and all partners quantified for the first time the total number of men and women who will need our support in the years to come as a result of their Service between the 1991 Gulf War and the start of the battle against ISIS in October 2014.

This work, presented to politicians, charity partners and supporters in January 2016, established that:

- Between 1991 and 2014 757,805 men and women served as regulars in the British Armed Forces.
- Of these a minimum of 66,090 will definitely need support with physical, mental or other welfare needs.
- However, as many as 83,306 may need support at some point.
- 36,506 have already been Medically Discharged.

A full copy of the King's Counting the Cost report is available from Help for Heroes, and we are using the findings to campaign for the needs of our beneficiaries, to plan the scale of support we seek to provide and to coordinate Recovery work with partners based on a common view of the number of people who need our help now and in the future.

(\*Source: BBC R4 Today 24 March 2015)



### 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 train, equip and deliver the British Armed Forces team competing in the inaugural Invictus Games in London in 2014. This invitation has been extended again for the forthcoming 2016 Invictus Games in Orlando, Florida and preparation is already underway. For this reason, we did not hold a games event of our own in 2015.

### Giving our Heroes a Voice

In 2015, Help for Heroes has given in excess of 100 wounded, injured or sick Veterans or Serving Personnel and their families the chance to tell the Nation their story in their own words on the TV, radio, in newspapers and online.

The Charity recognises that a key step towards Recovery is often made when those who we support 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 as public memories of past conflicts fade and as new conflicts emerge, all those who suffer as a result of their Service are given a fair chance to have their say about the issues that affect them and their loved ones.

### Our Aims for the Coming Year

In addition to our overriding aims stated in this section, in 2015/16 we aim to:

- Form a Coalition of the Willing to take forward the Counting the Cost work we started with King's College London.
- Begin a project to de-stigmatise the area of military mental health, alongside our charity partners.

## FUNDRAISING

### Our Aims During The 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.

### Delivering On Those Aims

We have introduced the Sign up and Support campaign under which we recruit our H4H Friends, both regular donors and those that pledge to leave a gift in their will. This sustainable income approach is designed to develop and secure a predictable income stream, long term. The retention programme has been developed, alongside engagement opportunities with our Friends. Our number of regular donors has risen threefold and our number of confirmed pledgers has quadrupled.

The London office, which Barclays kindly donated, has continued to develop and we have attracted a number of significant and strategic corporate and brand partnerships this year. In line with our 'fewer, bigger, better' philosophy we have deepened and re-focused on many existing relationships, who are now committed to support the Charity longer term. We have launched the philanthropy initiative; Friendly Forces Club, which is building well and engaging with major donors over a multi-year spread.

Brand Partnerships have focussed on investing in relationships with potential for growth and identifying partnerships with capacity for long-term support. We also engage their customers and staff with more Help for Heroes events and challenges.

Whilst delivering a large-scale and impressive Hero Ride 2015 with 11 national rides converging on Windsor in June, the Events and Challenges Team have sought to refine the offer to ensure maximum participation in a variety of high-profile fundraising events, worldwide. Dubai, Hong Kong and Singapore continue to support the Charity with exclusive dinners, whilst the London supporter base and Yorkshire contingent held hugely successful events to support the fundraising effort. Over 90 Events and Challenges were offered throughout the year to achieve an ambitious fundraising target in this area.

We have developed a framework for Ambassadorial engagement to cultivate relationships with high-profile individuals across numerous industries who will champion the work of Help for Heroes to their networks and audience. We aimed to implement and formalise an agreed engagement pyramid, introducing the concept of Celebrity and Industry Ambassadors and appointed carefully selected and appropriate individuals to these roles.

Income has increased again from last year, mainly due to the expansion of existing income streams, investment in effective areas and focus on the relationship with our partners and supporters.

We have remained committed to our volunteer army and have put significant work into investing in volunteer retention. We utilise their incredible commitment to continue to spread the vital Charity message and engage with the public.

#### **Our Aims For The Coming Year**

- Continue to promote the Sign up and Support campaign across all supporter channels to proactively recruit Friends. Embedding Friends as the underpinning income theme across the Charity. Concurrently, work on the growth of payroll giving and raise awareness of the importance of legacy income to the Charity by developing our messaging around Give Later.
- To accelerate the pro-active approach in business development to attract new large, and long-term corporate partnerships, whilst deepening and expanding existing relationships with closer working and collaborative partnership development. To develop The Friendly Forces Club into a sustainable philanthropy income stream, with support at various levels. To begin to focus on larger, six figure grants from Trusts and Foundations.
- Events and Challenges will continue to review and evaluate effective fundraising opportunities that suit our wide support base, retain a high-profile and unique edge, whilst striving for excellence within the participant journey.
- To continue engaging with high-profile people and build on our Ambassador Programme.
- Maintain the significant efforts to develop and nurture our highly successful and committed volunteer base and encourage new volunteers to enhance and support our fundraising efforts.

## **HELP FOR HEROES TRADING LIMITED**

#### **Our Aims During The Year**

To 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 that will provide much improved design and functionality, and continuing to focus on growing our database.
- Continuing to review and improve the way we work.

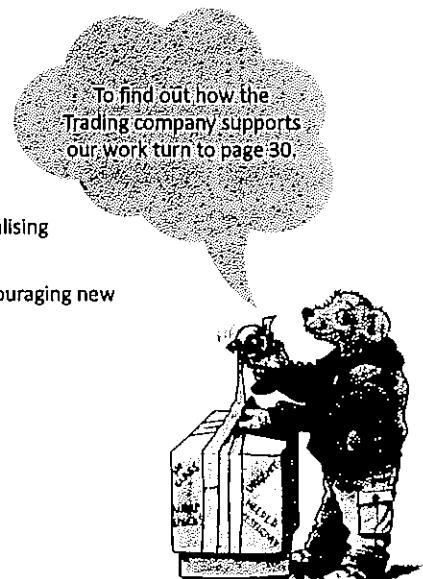
#### **Delivering On Those Aims**

- As mentioned on page 30, we have refocused Trading on catalogue and online channels. A decision was taken to close the shops in 2015/16.
- We have carried out some in-depth exploratory work to determine our future e-commerce needs and continue to work towards identifying the most suitable and cost-effective solution. Meanwhile we have made improvements to our current website to enhance aspects of its design and functionality.
- We have reviewed our ways of working and made improvements throughout the year across all departments, at the same time focusing on improving productivity through team-building activity.

#### **Our Aims For The Coming Year**

Continue to increase Charity Income and awareness by:

- Continued focus on ensuring our business model is as efficient and profitable as possible, necessitating a shop closure programme and focusing on other ways to raise awareness and funds through Trading activity.
- Ensuring that our product offer continues to meet the needs of our supporters, whilst capitalising on the key Christmas trading period with a strong gift offer.
- Continuing to talk to our existing supporters about new and relevant product lines, and encouraging new customers to sign-up to our newsletters.



## BMYHERO LIMITED

### Our Aims During The Year

- To make the transition to alternative providers as smooth as possible, BMyCharity will continue to trade throughout the year ending 30 September 2015 and is expected to cease trading by 31 December 2015.

### Delivering On Those Aims

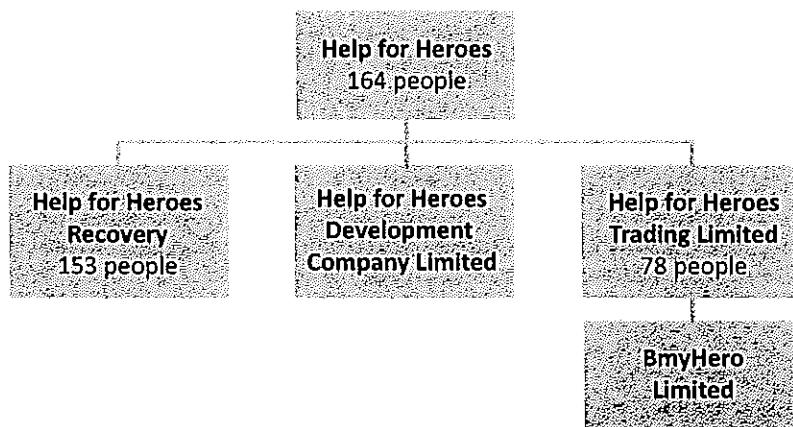
- Good progress has been made with the closure of BMyCharity. Communication with all partners is complete. No new events are being registered although donations continue to be accepted for registered events. The relationship with JustGiving and other providers is strong and is delivering good levels of donations and Gift Aid.

### Our Aims For The Coming Year

- To complete the closure of BMyCharity on 31 December 2015.

## FINANCIAL REVIEW OF THE YEAR

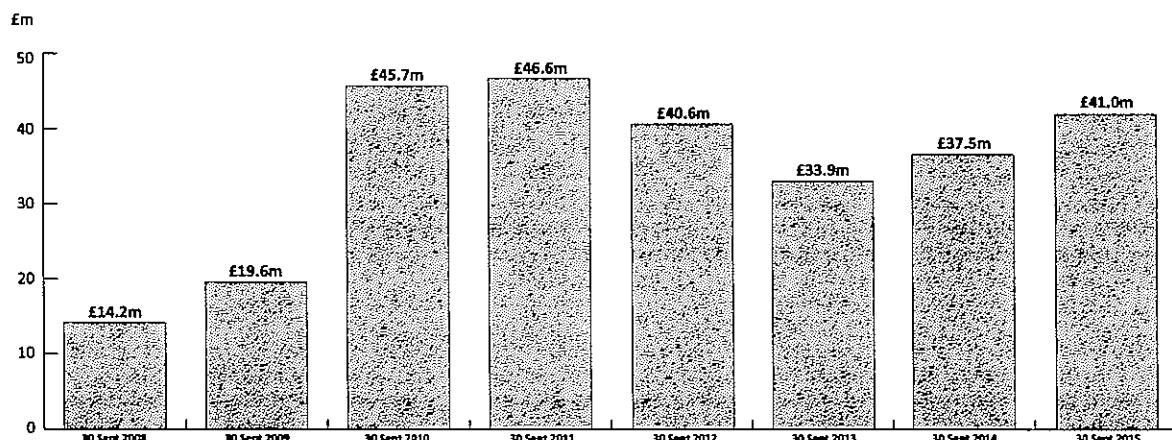
The Group structure as at the date of signing the accounts was as follows:



During the year under review the Group generated total Income of £41.0m (2014: £37.5m) and costs of generating income were £13.3m (2014: £11.7m) leaving net incoming resources available for charitable activities of £27.7m (2014: £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 £3.5m to £41.0m (2014: £37.5m).

2009 and 2010 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.

The Trustees are pleased to report that this upward trend has continued again in 2014/15. Income in the year included some one-off large items, in particular the moving Poppies at the Tower art installation (£1.3m) and Hidden Wounds funding from the Government LIBOR funding scheme (£3.0m).

Voluntary income for the year was £29.4m (2014: £26.0m) and included donated services and facilities of £1.6m (2014: £0.5m).

Also included in voluntary income is £7.6m (2014: £8.1m) from legacies.

Bike rides and challenges continued to be an important source of funding: Income remained in line with last year at £3.1m (2014: £3.1m).

Trading income grew by £1.0m to £7.9m thanks to an increase in income from Commercial Partnerships and shop openings.

#### **Cost of Generating Funds**

Total costs of generating funds for the year were £13.3m (2014: £11.7m). The constituent parts of this were £5.3m (2014: £4.5m) for generating voluntary income, £1.1m (2014: £1.1m) of costs for bike rides and other challenges and £6.5m (2014: £5.9m) of trading costs. After consolidation, incoming resources (i.e. turnover) from trading activities was £7.9m (2014: £6.9m), generating a net contribution of £1.4m (2014: £1.0m).

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 these costs generate profits, and to this end there are more volunteers working in our retail outlets than there are paid staff.

The planned strengthening of the Income Operations team, begun in the prior year, continued this year. The Trustees are pleased to see an increase in income following this investment.

The Group's support functions as detailed in note 6, remain a vital resource to both generating funds and to delivering against our Charitable Objects. These costs have risen in the year as the Group has continued to invest in essential infrastructure.

The Trustees always remember that every pound must have a purpose and are satisfied that expenditure on support functions is proportionate to the need and size of the Charity. The value for money section overleaf gives further detail on what Trustees do to maintain focus on this area.

#### **Cost of Charitable Activities**

As explained 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 £3.3m (2014: £5.5m) of grants made, £20.6m (2014: £15.5m) of costs incurred to deliver Recovery services and £0.9m (2014: £0.7m) of costs incurred in Championing the Wounded. Note 10 of the accounts provides further detail of the Cost of Charitable Activities.

The main driver in the increase in Recovery Delivery costs is the number of employees, which have increased once again this year. This reflects the increase in services provided, in particular the Hidden Wounds psychological support service and increased regional support.

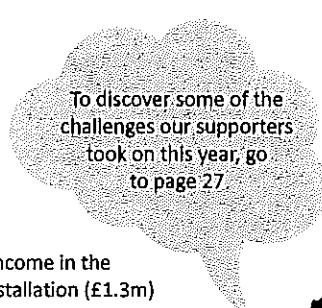
As noted above within Cost of Generating Funds, the Group's support functions provide essential resources to enable the delivery of Charitable Activities. The complex needs of beneficiaries, which are different for every individual, demand complex IT solutions to coordinate and manage. Similarly, as the Recovery functions have grown, so have their demands on Group facilities, HR, finance and management. These are essential to deliver to our beneficiaries in a professional way.

#### **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 27.



## VALUE FOR MONEY

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.

We employ many Veterans or people who have close links to the military. We believe this helps us better understand the needs of our beneficiaries.

The duty 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

The Trustees are pleased that The Fundraising Ratio of Help for Heroes Charity has remained below 20%. In other words, over 80p in every pound raised is used to support our beneficiaries.

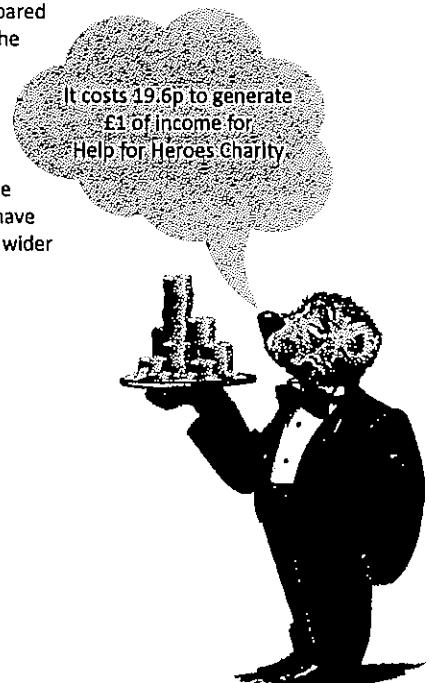
The details of this ratio are shown below:

	2015 £'000	2014 £'000 (Restated)
Total incoming resources	33,659	31,595
Net incoming resources available for charitable application	26,741	25,584
Add back investment management costs	329	265
Net incoming resources before investment management costs	27,070	25,849
Fundraising ratio	19.6%	18.2%

The public remain highly committed to Help for Heroes and continue to give generously. However, the effort involved in generating our income has increased in the year, continuing the trend from 2014. The Trustees' strategic decision to invest further in generating income continued in the year following the lower profile of our wounded, injured and sick in the media. Charity incoming resources in 2015 increased by £2.1m (6.5%).

The Trustees continue to benchmark the fundraising ratio against other charities. When compared against the Top 10 Brand Index charities, Help for Heroes remains in the targeted bracket of the second or third quartile. To put this in context, these charities have incomes of between 2.2 and 6.9 times more than Help for Heroes, with the associated efficiencies of scale.

Few charities publish this ratio, or clarify only statements of financial activity. Therefore, calculating reliable benchmarks is often difficult and can be complicated by different fundraising methods. The inclusion of trading activity in consolidated accounts means that the costs of that activity (which generate a profit) impact on the fundraising value. The Trustees have again published this ratio but its use remains under review and the ratio must be viewed in a wider context of fundraising strategy.



#### Cost Effectiveness

A review of cost effectiveness was initiated in the year, 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.

#### During the year

- As explained in the Chairman's and Chief Executive's reports, the Trustees are moving towards a simpler structure on 1 April 2016. This will include all charitable activities being delivered from just one charity. This simpler structure will give a greater focus on the needs of beneficiaries in everything we do.
- Key policies in the area of cost control have been reviewed and strengthened.
- The process for approving recruitment has been reviewed and strengthened.
- Savings have been made through improved procurement procedures for gas, insurance and IT.
- A two-year project with the Charity Evaluation Service has progressed, which will deliver the tools to improve measurement of outcomes to beneficiaries.

This initiative is ongoing and is being embedded into the Help for Heroes long-term strategy. Trustees are reviewing a three-year strategic objective to prove efficient, effective and compliant delivery. This strategic objective will include:

- Ongoing improvement in measuring outcomes to beneficiaries, including measuring units of output and identifying the costs associated with them.
- New ways of working within Recovery to deliver to our beneficiaries in innovative ways.
- Further focus on opportunities for improved procurement.
- Continual challenge of how we work to identify areas of potential saving including further use of external benchmarks.

#### Remuneration

We recruit people who are passionate about the cause and this 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 is responsible for setting senior management salaries, having taken into account the dynamics of the local area and similar organisations. The Remuneration Committee is also responsible for ensuring a similar process is undertaken by the Human Resources department for all staff.

During the year, a significant exercise was undertaken to allocate all roles into grades and to benchmark every salary. This has demonstrated that salaries are often below market rate and given that staff turnover should be carefully controlled, the Trustees have agreed that within an overall budget of 2% of payroll non-senior management salaries can be adjusted towards market rates from 1 October 2015.

The salary levels of those paid above £60,000 per annum are benchmarked against other charities. When compared against the other top 10 charities in the Charity Brand Index, Help for Heroes are in the 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 is in either the second or third lowest paying quartiles.

Please see the Employee section on page 47 for more details.

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 £59,300 (2014: £61,000).

## FINANCIAL OUTLOOK

The increase in income in the year reflected once again the generosity of donors to Help for Heroes.

The recent Counting the Cost research by King's College London, explained in the Chief Executive's report, shows that over 66,090 Service personnel and Veterans will definitely need support and that over 83,000 are likely to need support from Help for Heroes. This support is long-term and may be required at any time in a beneficiary's life. This makes a clear case for ongoing and sustainable income.

Following the fall in income from 2011 to 2013, there have now been two years that have shown increase in income. The Trustees regard this as the successful outcome of the strategic decision to invest in generating income. However, although our Armed Forces remain active on multiple worldwide operations, the Trustees remain realistic that the public perception may be that the need has gone away and are therefore planning for the scenario that income may fall.

The result is the revised reserves policy (p49), which ensures Help for Heroes can deliver on our promise in the event of a drop in income, plus an ongoing drive to generate long-term income including regular giving and legacies.

It is anticipated that the Trading company will continue to make a significant contribution. However this is likely to be through a focus on web-sales of product and corporate partnerships.

## RISK MANAGEMENT

The Trustees continue to prioritise risk management as an area for focus. The Risk Committee is now well established and Trustees are satisfied with the increased focus placed on risk by senior management, which has been delivered with dedicated management resource, a focus on documenting risk and ensuring mitigating controls are in place.

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 each risk area.

Significant areas of risk continue to be reviewed and updated and are deemed to include:

- Health and safety risks arising from Recovery delivery particularly at our Recovery Centres. These are managed through detailed policies and procedures with the implementation being monitored both actively (compliance/audits) and reactively (accidents and near misses) by a competent employee.
- The need to ensure that beneficiaries are safe from harm. This is done via extensive safeguarding procedures and policies (created with external advisor input). The capability of staff as well as the adequacy of operating procedures and training is regularly reviewed. All activities are risk assessed, and assured against the criteria of: safe place; safe people; safe equipment and safe subject.
- 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. The identification, elimination or management of risks at events is given priority by our Supporter Relations Team. In addition, substantial public liability insurance is maintained.
- Reputational risk that adverse publicity may lead to fewer beneficiaries coming forward to receive support, or a reduction in future donations which enable us to deliver support. This is primarily managed by continually checking to ensure that everything that Help for Heroes does is in accordance with our Charitable Objects; this is done by a formal process of approval for eligibility, grants and new areas of activity. The Charity tries to ensure that our beneficiaries' voices are heard and that reporting of the charity's work is fair and accurate.
- Fraud risk that The Charity suffers financial loss as a result of fraudulent activity. Strong internal controls are maintained, including the control of donations and management of who may represent Help for Heroes. In addition, dedicated Internal Audit and Income Protection teams ensure controls are regularly reviewed and that any areas of suspicion are swiftly investigated.

## 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.

The following sections explain how the Charity and the Group are governed:

### Governance Structure

The Charity currently has a board of eight 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. Its structure and composition is reviewed by Trustees at their board meetings. These Senior Management Team meetings are minuted with actions and decisions documented for scrutiny by Trustees if required. The Trustees ensure regular communication with the Senior Management Team and monitor the performance of the Senior Management Team by:

- At least weekly conversations between the Chief Executive and the Chairman.
- Attendance at board meetings by the Senior Management Team as appropriate.
- Senior management attendance at Trustee committees in line with their responsibilities.
- Trustee visits to Help for Heroes facilities.

### Proposed Group Restructure

As noted in the Chairman's and Chief Executive's reports, the Trustees have considered how the Group should be structured to best deliver on our promises. The board have agreed that the Group structure should be simplified and therefore from 1 April 2016 the activities of Help for Heroes Recovery will be transferred into Help for Heroes (the parent 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

As noted on p45 (Remuneration), a significant exercise was undertaken in the year to allocate all roles into grades and to benchmark every salary. This has allowed roles to be compared across functions and benchmarked. The exercise has demonstrated that salaries are often below market rate and given that staff turnover should be carefully controlled in order to deliver the best support to beneficiaries, some corrections have been made from 1 October 2015.

A full staff survey was conducted for the first time in the year by a third party. This has allowed Trustees and management to understand how better to address employees' needs and to set a benchmark for future years to monitor progress in staff satisfaction. The staff survey showed that staff engagement was high but that benefits (largely non-financial such as annual leave) and communication were below expectations. Trustees are involved in the action plan to address the findings of the survey.

## 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 2015 we had:

- Over 250 County and Local Coordinators who give six to eight hours per person per week on average.
- Over 1,700 volunteers who give one 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. All grants awarded have agreed outcomes so that we are able to effectively measure the impact of our funding.

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. All grant requests for individual support are assessed on a case by case basis. This enables us to work with the individual to understand the wider needs behind the request. Using our experts within Help for Heroes Recovery Services, we ensure that our grant funding isn't just a 'quick fix' but enables increased resilience along the Recovery journey.

We also work closely with our partner charities to share 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.

## 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. Trustees believe that given the ongoing needs of our beneficiaries, it is essential to consider what would happen were income to fall. Help for Heroes has committed to what is often long-term support and this demands a degree of reassurance that we can honour that commitment.

The Trustees have reviewed the reserves policy in the year and have made some changes in order to best reflect the need for the reserves. The revised policy is explained below:

### Restricted Funds

Restricted funds comprise funds which are to be used in accordance with specific restrictions imposed by the donors of the funds. Generally, restrictions relate to a specific Recovery Centre or area of Recovery.

### Designated Funds

The overarching principle applied when designating reserves is that should funding come to an end, sufficient time is available to either:

- Find replacement income; or to
- Find alternative organisations to provide the necessary services; or to
- Smoothly close services down.

Specifically designated reserves are as follows:

### Recovery Centres

Help for Heroes have made a commitment to provide facilities at our four centres for a minimum of 10 years.

The Trustees have judged it would take two years to transfer these facilities to other providers should the Charity no longer have the income to run them. This reserve is therefore set at a level of two years' running costs, plus anticipated legal and one-off costs associated with such a transfer.

### Recovery Services

In addition to the running of the centres themselves, a number of Recovery services operate on a national level and are considered critical to delivering on our promise. These include Sports Recovery, Band of Brothers, Band of Sisters, Welfare, Grants, Psychological Wellbeing, Health & Physical Development. Many of these services have projects and activities that include arrangements with external parties. The Trustees have judged that it would take two years to transfer these facilities to other providers should the Charity no longer have the income to run them. This reserve is therefore set at a level of two years' running costs.

### Mental Health

Mental Health is of strategic importance to Help for Heroes. The Hidden Wounds programme that was funded by a LIBOR Grant\* included a commitment to continue the programme for three years beyond the funding period. The Charity also funds partners to deliver mental health services in line with our Charitable Objects. In addition, Trustees anticipate that as the mental health needs of our beneficiaries become better understood, further funds will be required to meet those needs. The level of the reserve has been determined by the commitments made in respect of Hidden Wounds, funding of partners and future specific project needs.

### Capital Fund

The Charity has a number of facilities that will require future expenditure. This reserve represents the level of funds needed to meet future major repair and maintenance projects plus one year's forward capital spend. The level was determined by reference to a professional advisor.

### Recovery Projects

This represents money that has been earmarked for special major projects whose expenditure cannot be met from a single year's income alone and is not covered by any other fund.

### 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. We can't deliver support without the places and means with which to do so.

### General Funds

The General Fund represents free reserves and is held in recognition of the risks (and opportunities) that may impact the operation of the Charity itself. Our policy is to hold between six and 12 months of anticipated fixed (non-Recovery) running costs of the Charity. This sets the requirement between £4m and £10m. Trustees are satisfied that the level of free reserves (£8,506,000) is therefore adequate.

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

For more information on how our reserves help us deliver on our promise, turn to page 35



## 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. This has historically resulted in a need 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. Both the Investment and the Audit, Finance & Legal committees regularly review anticipated cashflow and the allocation of funds between investment types.

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 Veritas Investment Management LLP and Ruffer LLP. The performance of those funds is 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.

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.

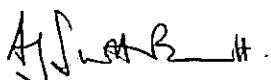
Financial statements are published on the Group's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group's website is the Trustees'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

## APPROVAL

The Trustees' Report, incorporating the Strategic Report, was approved by the board of Trustees on 10 March 2016 and signed on its behalf by:



Alex Scott-Barrett, Chairman

Date: 10 March 2016

INDEPENDENT AUDITORS' REPORT

# 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 2015 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 Statements 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 51), 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 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](http://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 2015, 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 for and on behalf of BDO LLP, Statutory Auditor, Gatwick, West Sussex, United Kingdom

Date 11 March 2016

BDO LLP is eligible to act as an auditor in terms of section 1,212 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 2015

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ending 30 September 2015 (incorporating an income and expenditure account)

	Notes	2015 Unrestricted Funds £'000	2015 Designated Funds £'000	2015 Restricted Funds £'000	2015 Total Funds £'000	2014 Total Funds £'000 (Restated)
<b>Incoming resources</b>						
Incoming resources from generated funds:						
Voluntary income	2	23,345	-	6,063	29,408	26,029
Activities for generating funds	3	2,421	-	636	3,057	3,098
Trading activities		7,922	-	-	7,922	6,937
Investment and interest income		576	-	-	576	1,413
<b>Total incoming resources</b>		<b>34,264</b>	-	<b>6,699</b>	<b>40,963</b>	<b>37,477</b>
<b>Resources expended</b>						
Cost of generating funds:						
Cost of generating voluntary income	4	5,347	-	-	5,347	4,453
Cost of activities for generating funds	5	1,111	-	11	1,122	1,072
Cost of trading activities		6,474	-	-	6,474	5,867
Investment management costs		329	-	-	329	265
<b>Total costs of generating funds</b>		<b>13,261</b>	-	<b>11</b>	<b>13,272</b>	<b>11,657</b>
Net incoming resources available for charitable application		21,003	-	6,688	27,691	25,820
<b>Cost of charitable activities</b>						
Grants	10	427	2,808	27	3,262	5,548
Recovery delivery costs	10	3,023	12,853	4,773	20,649	15,489
Championing the Wounded	10	898	-	-	898	682
<b>Total cost of charitable activities</b>		<b>4,348</b>	<b>15,661</b>	<b>4,800</b>	<b>24,809</b>	<b>21,719</b>
Governance costs	9	49	-	-	49	52
<b>Total resources expended</b>		<b>17,658</b>	<b>15,661</b>	<b>4,811</b>	<b>38,130</b>	<b>33,428</b>
Net incoming/(outgoing) resources before transfers		16,606	(15,661)	1,888	2,833	4,049
Transfer between funds	17	(12,733)	13,794	(1,061)	-	-
<b>Net incoming/(outgoing) resources before other gains and losses</b>		<b>3,873</b>	<b>(1,867)</b>	<b>827</b>	<b>2,833</b>	<b>4,049</b>
Realised and unrealised gains/(losses) on investments	12	-	122	-	122	366
<b>Net movement in funds</b>		<b>3,873</b>	<b>(1,745)</b>	<b>827</b>	<b>2,955</b>	<b>4,415</b>
Total funds brought forward		4,807	104,416	2,094	111,317	106,902
<b>Total funds carried forward</b>		<b>8,680</b>	<b>102,671</b>	<b>2,921</b>	<b>114,272</b>	<b>111,317</b>

Group results include the subsidiaries BMyHero Limited and Help for Heroes Recovery which will be discontinuing operations in 2015/16. All other operations are continuing. 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. The results for 2014 have been restated to separately identify investment management costs.

## CHARITY STATEMENT OF FINANCIAL ACTIVITIES

## FINANCIAL STATEMENTS 2015

## CHARITY STATEMENT OF FINANCIAL ACTIVITIES

For the year ending 30 September 2015 (Incorporating an income and expenditure account)

	2015 Unrestricted Funds £'000	2015 Designated Funds £'000	2015 Restricted Funds £'000	2015 Total Funds £'000	2014 Total Funds £'000 (Restated)
<b>Incoming resources</b>					
<b>Incoming resources from generated funds:</b>					
Voluntary income	23,965	-	6,063	30,028	27,089
Activities for generating funds	2,421	-	636	3,057	3,098
Investment and interest income	574	-	-	574	1,408
<b>Total incoming resources</b>	<b>26,960</b>	<b>-</b>	<b>6,699</b>	<b>33,659</b>	<b>31,595</b>
<b>Resources expended</b>					
<b>Cost of generating funds:</b>					
Cost of generating voluntary income	5,467	-	-	5,467	4,674
Cost of activities for generating funds	1,111	-	11	1,122	1,072
Investment management costs	329	-	-	329	265
<b>Total costs of generating funds</b>	<b>6,907</b>	<b>-</b>	<b>11</b>	<b>6,918</b>	<b>6,011</b>
<b>Net Incoming resources available for charitable application</b>	<b>20,053</b>	<b>-</b>	<b>6,688</b>	<b>26,741</b>	<b>25,584</b>
<b>Cost of charitable activities</b>					
Grants	427	8,611	4,800	13,838	13,790
Recovery delivery costs	3,024	6,243	-	9,267	6,856
Championing the Wounded	899	-	-	899	682
<b>Total cost of charitable activities</b>	<b>4,350</b>	<b>14,854</b>	<b>4,800</b>	<b>24,004</b>	<b>21,328</b>
Governance costs	31	-	-	31	52
<b>Total resources expended</b>	<b>11,288</b>	<b>14,854</b>	<b>4,811</b>	<b>30,953</b>	<b>27,391</b>
<b>Net Incoming/(outgoing) resources before transfers</b>	<b>15,672</b>	<b>(14,854)</b>	<b>1,888</b>	<b>2,706</b>	<b>4,204</b>
Transfer between funds	(11,880)	12,941	(1,061)	-	-
<b>Net incoming/(outgoing) resources before other gains and losses</b>	<b>3,792</b>	<b>(1,913)</b>	<b>827</b>	<b>2,706</b>	<b>4,204</b>
Realised and unrealised gains/(losses) on investments	-	122	-	122	366
<b>Net movement in funds</b>	<b>3,792</b>	<b>(1,791)</b>	<b>827</b>	<b>2,828</b>	<b>4,570</b>
<b>Total funds brought forward</b>	<b>4,992</b>	<b>105,288</b>	<b>2,094</b>	<b>112,374</b>	<b>107,804</b>
<b>Total funds carried forward</b>	<b>8,784</b>	<b>103,497</b>	<b>2,921</b>	<b>115,202</b>	<b>112,374</b>

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.

The results for 2014 have been restated to separately identify investment management costs.

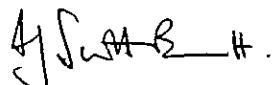
## CONSOLIDATED AND CHARITY BALANCE SHEETS

## FINANCIAL STATEMENTS 2015

CONSOLIDATED AND CHARITY BALANCE SHEETS Company Number 6363256  
As at 30 September 2015.

	Notes	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
<b>Fixed assets</b>					
Fixed assets	11	52,191	53,017	56,999	57,978
Investments	12	34,399	34,399	34,273	34,273
		<b>86,590</b>	<b>87,416</b>	<b>91,272</b>	<b>92,251</b>
<b>Current assets</b>					
Stock		1,029	-	1,230	-
Debtors and prepayments	14	6,575	7,368	5,260	6,551
Cash and short-term deposits	15	26,191	24,555	21,321	19,447
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	16	(6,113)	(4,137)	(6,925)	(5,034)
<b>Net current assets</b>		<b>27,682</b>	<b>27,786</b>	<b>20,886</b>	<b>20,964</b>
<b>Total assets less current liabilities</b>		<b>114,272</b>	<b>115,202</b>	<b>112,158</b>	<b>113,215</b>
Creditors: amounts falling due after more than one year	16	-	-	(841)	(841)
<b>Net assets</b>		<b>114,272</b>	<b>115,202</b>	<b>111,317</b>	<b>112,374</b>
<b>Funds</b>					
Restricted funds	17	2,921	2,921	2,094	2,094
Unrestricted funds					
– Designated funds	17	102,671	103,497	104,416	105,288
– General fund	17	8,680	8,784	4,807	4,992
<b>Total funds</b>		<b>114,272</b>	<b>115,202</b>	<b>111,317</b>	<b>112,374</b>

The financial statements on pages 53 to 73 were approved by Trustees on 10 March 2016 and signed on their behalf by



Alex Scott-Barrett, Chairman

Date: 10 March 2016



## FINANCIAL STATEMENTS 2015

## CONSOLIDATED AND CHARITY CASHFLOW STATEMENTS

	Notes	2015 Group £'000	2015 Charity £'000	2014 Group £'000 (Restated)	2014 Charity £'000 (Restated)
<b>Net cash flow from operating activities:</b>					
Net incoming resources before other recognised gains/losses		2,833	2,706	4,049	4,204
Adjustments for non-cash items					
Interest earned		(576)	(574)	(1,413)	(1,408)
Depreciation		6,119	6,122	4,283	4,229
Other non-cash items		264	267	133	133
(Increase)/decrease in stock		201	-	(561)	-
(Increase) in debtors		(1,315)	(817)	(1,967)	(1,837)
Increase/(decrease) in creditors		(1,653)	(1,739)	226	103
<b>Net cash inflow from operating activities</b>		<b>5,873</b>	<b>5,965</b>	<b>4,750</b>	<b>5,424</b>
Investment income		576	574	1,413	1,408
Capital expenditure					
Purchase of fixed assets – net of sales proceeds	11	(1,310)	(1,162)	(2,754)	(2,645)
Financial investments					
Purchase of fixed asset investments	12	(16,865)	(16,865)	(10,665)	(10,665)
Proceeds from sale of fixed asset investments	12	16,596	16,596	4,866	4,866
<b>Net cash outflow from investing activities</b>		<b>(1,579)</b>	<b>(1,431)</b>	<b>(8,553)</b>	<b>(8,444)</b>
Management of liquid resources					
Decrease in short-term deposits and net cash (outflow)/inflow from liquid resources	18	(14,593)	(14,593)	(4,648)	(4,648)
<b>(Decrease) in cash</b>		<b>(9,723)</b>	<b>(9,485)</b>	<b>(7,038)</b>	<b>(6,260)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### Accounting convention

The Group accounts have been prepared on a 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.

During 2015/16, it is intended to cease operations in two of the Group's subsidiaries. BMyHero Limited is expected to cease trading in December 2015 and the operations of Help for Heroes Recovery are expected to be reabsorbed into the parent company Help for Heroes in April 2016. The underlying accounts for both of these subsidiaries have therefore been prepared on a break-up, rather than going concern, basis. However, in both of these cases, the valuations of the assets and liabilities of these subsidiaries have not been affected by this change of policy.

### 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:

<b>Grants Receivable</b>		Recognised on notification when there is certainty, entitlement and the amount can be measured.
<b>Major Donations</b>		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.
<b>Voluntary Income</b>	<b>Other Donations</b>	Accounted for as received.
	<b>Gifts in Kind and Donated Services and Facilities</b>	Recognised on notification.
	<b>Gift Aid</b>	Amounts receivable.
	<b>Legacies</b>	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. Legacies with a life interest are only recognised when legal title passes to the Charity.
<b>Generating Funds</b>	<b>Challenges Organised</b>	Income is recognised when received.
	<b>Merchandise</b>	Accounted for when transaction occurs.

## NOTES TO THE FINANCIAL STATEMENTS

**Gifts in kind and donated services and facilities**

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

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

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

**Resources expended**

- All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.
- Cost of Generating Voluntary Income includes all the costs attributable to raising voluntary income.
- Cost of Activities for Generating Funds includes all the costs attributable to that event, specifically the fees paid to event organisers and staff costs.
- Support Costs are allocated on the basis of staff time.
- 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 communicated to the recipient, less any awards cancelled or refunded.
- Recovery Delivery Costs are the costs incurred in delivering services directly 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 in excess of £5k are capitalised and written off evenly over their useful economic life. The following rates are being applied:

Leasehold property improvements: Structural	Depreciated until the expiry of the lease, or the first breakpoint not at the sole discretion of the Group, or the expiry of 20 years, whichever is sooner.
Services	15 years
Finishes	10 years
Office equipment (including IT)	5 years
Plant and machinery	5 years
Vehicles	4 years

**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.

**Foreign Exchange Transactions**

Foreign currency transactions are translated at the rate of exchange ruling at the date of the transaction. Foreign currency balances are translated into sterling at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

## 2. VOLUNTARY INCOME

	2015 Unrestricted Funds £'000	2015 Restricted Funds £'000	2015 Total Funds £'000	2014 Total Funds £'000
Major donations and Grants	2,636	5,595	8,231	3,881
Other donations	10,690	368	11,058	12,712
Legacies	7,478	100	7,578	8,119
Gifts in kind and donated facilities and services	1,556	-	1,556	473
Gift aid receivable	985	-	985	844
	<b>23,345</b>	<b>6,063</b>	<b>29,408</b>	<b>26,029</b>

## 3. ACTIVITIES FOR GENERATING FUNDS

	2015 £'000	2014 £'000
Major bike rides	1,181	1,073
Open challenges	77	48
Overseas treks	373	504
Other challenges	1,426	1,473
	<b>3,057</b>	<b>3,098</b>

See note 5 for the related costs of activities.

## 4. COST OF GENERATING VOLUNTARY INCOME

	2015 £'000	2014 £'000
Intermediary charges	22	48
Consultancy fees	98	268
Other direct costs	3,551	3,115
Allocated support costs	1,676	1,022
	<b>5,347</b>	<b>4,453</b>

## 5. COST OF ACTIVITIES FOR GENERATING FUNDS

	2015 £'000	2014 £'000
Major bike rides	462	334
Open challenges	64	40
Overseas treks	115	252
Other challenges	138	114
Other direct costs	343	332
	<b>1,122</b>	<b>1,072</b>

## NOTES TO THE FINANCIAL STATEMENTS

## 6. ALLOCATED SUPPORT COSTS

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

	Cost of generating voluntary income £'000	Grants £'000	Recovery Delivery costs £'000	Championing the Wounded £'000	2015 Total £'000	2014 Total £'000
Administration, legal and management	514	162	969	17	1,662	1,258
Finance	529	73	319	8	929	865
Information technology	524	153	1,383	63	2,123	1,519
Human resources	108	39	352	-	499	544
<b>Total</b>	<b>1,675</b>	<b>427</b>	<b>3,023</b>	<b>88</b>	<b>5,213</b>	<b>4,186</b>

The basis of the allocation is staff time.

## 7. NET INCOME FOR THE YEAR

	2015 Group £'000	2014 Group £'000
<b>This is stated after charging:</b>		
Depreciation for the year	6,119	4,283
<b>Rentals payable under operating leases</b>		
- Land and Buildings	539	195
- Equipment	12	11
- Vehicles	84	-
<b>Auditors renumeration</b>		
- Audit services	38	30
- Non-audit services	16	34

## NOTES TO THE FINANCIAL STATEMENTS

## 8. EMPLOYEE COSTS

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Wages and salaries	10,847	4,850	8,395	3,799
Social security	1,039	491	802	371
Pension	205	93	64	33
	<b>12,091</b>	<b>5,434</b>	<b>9,261</b>	<b>4,203</b>
Average number of employees (headcount)				
Charity	164	164	122	122
Trading	78	-	55	-
Recovery Delivery	153	-	127	15
	<b>395</b>	<b>164</b>	<b>304</b>	<b>137</b>

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

Banding	2015 Number	2014 Number
£60,001 - £70,000	5	3
£70,001 - £80,000	4	4
£80,001 - £90,000	5	4
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-

Taxable remuneration for the year includes benefits in kind.

Following a change in the law regarding compulsory pension contributions, the Charity has paid £27,000 (2014: £8,000) in contributions in respect of the employees referred to in the table above.



## 9. GOVERNANCE COSTS

	2015 £'000	2014 £'000
Audit	38	30
Accounts printing and distribution	4	6
Trustees' advice	4	12
Trustees' Liability Insurance	3	4
	<b>49</b>	<b>52</b>

Expenses of £1,577 (2014: £440) for travel expenses re attendance at Trustee meetings were reimbursed to 5 (2014: 1) Trustees of the Group.

## 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').

	2015 £'000	2014 £'000
<b>Grants Made (including allocated support costs)</b>		
Prince's Trust	122	-
SVGCA	-	685
Skill Force	-	215
Winston's Wish	89	129
Sports Recovery	329	232
Not Forgotten Association	100	150
Horseback UK	150	150
Ghurka Welfare Trust	100	-
Stoll	-	450
King's College London	100	-
Clock Tower	-	116
Headley Court	-	687
Haig Housing Trust	218	250
World Wide Volunteering	100	-
Big White Wall	100	100
Individual Support	961	717
RFEA	-	275
Mission Motorsport	120	459
Other	200	511
Direct costs	146	146
Allocated Support costs	427	276
<b>Total grants</b>	<b>3,262</b>	<b>5,548</b>
<b>Recovery Delivery Costs (including allocated support costs)</b>		
Plymouth	1,404	1,015
Catterick	2,204	2,087
Colchester	523	465
Tedworth House	2,680	2,377
Band of Brothers/Sisters	690	444
Sports Recovery/Battle Back	1,147	658
Recovery Career Service	185	195
National Delivery Team	2,218	1,065
Hidden Wounds	599	327
Allocated Support costs	3,023	2,888
Depreciation	5,976	3,968
<b>Total Recovery Delivery Costs</b>	<b>20,649</b>	<b>15,489</b>
<b>Championing the Wounded</b>	<b>898</b>	<b>682</b>
<b>Total costs of charitable activities</b>	<b>24,809</b>	<b>21,719</b>

## NOTES TO THE FINANCIAL STATEMENTS

## 11. FIXED ASSETS

GROUP	Leasehold Property Improvements £'000	Office Equipment £'000	Plant and Machinery £'000	Vehicles £'000	2015 Total £'000
<b>Cost or valuation</b>					
At 1 October 2014	62,746	1,762	186	216	64,910
Additions during the year	1,312	57	-	-	1,369
Disposals during the year	(136)	(330)	(25)	(41)	(532)
Transfers	(4,516)	4,516	-	-	-
<b>At 30 September 2015</b>	<b>59,406</b>	<b>6,005</b>	<b>161</b>	<b>175</b>	<b>65,747</b>
 Depreciation					
At 1 October 2014	(6,625)	(1,148)	(79)	(59)	(7,911)
Charge for the year	(4,612)	(1,408)	(53)	(46)	(6,119)
Disposals during the year	136	290	25	23	474
Transfers	431	(431)	-	-	-
<b>At 30 September 2015</b>	<b>(10,670)</b>	<b>(2,697)</b>	<b>(107)</b>	<b>(82)</b>	<b>(13,556)</b>
 <b>Net book value at 30 September 2015</b>	<b>48,736</b>	<b>3,308</b>	<b>54</b>	<b>93</b>	<b>52,191</b>
 <b>Net book value at 1 October 2014</b>	<b>56,121</b>	<b>614</b>	<b>107</b>	<b>157</b>	<b>56,999</b>
CHARITY	Leasehold Property Improvements £'000	Office Equipment £'000	Plant and Machinery £'000	Vehicles £'000	2015 Total £'000
<b>Cost or valuation</b>					
At 1 October 2014	63,765	1,464	161	160	65,550
Additions during the year	1,197	-	-	-	1,197
Disposals during the year	(125)	(105)	-	-	(230)
Transfers	(4,714)	4,714	-	-	-
<b>At 30 September 2015</b>	<b>60,123</b>	<b>6,073</b>	<b>161</b>	<b>160</b>	<b>66,517</b>
 Depreciation					
At 1 October 2014	(6,564)	(916)	(54)	(38)	(7,572)
Charge for the year	(4,578)	(1,449)	(53)	(42)	(6,122)
Disposals during the year	125	69	-	-	194
Transfers	450	(450)	-	-	-
<b>At 30 September 2015</b>	<b>(10,567)</b>	<b>(2,746)</b>	<b>(107)</b>	<b>(80)</b>	<b>(13,500)</b>
 <b>Net book value at 30 September 2015</b>	<b>49,556</b>	<b>3,327</b>	<b>54</b>	<b>80</b>	<b>53,017</b>
 <b>Net book value at 1 October 2014</b>	<b>57,201</b>	<b>548</b>	<b>107</b>	<b>122</b>	<b>57,978</b>

During the year, the Charity has undertaken an extensive review of its asset lives, especially within the Recovery Centres. This review has been carried out with the assistance of the Group's professional advisors and reflects the actual experience of use of the assets within the Charity. Several assets within the Recovery Centres have had their expected economic lives shortened. Some vehicles and IT equipment have had their expected lives extended. The overall effect of this review has been an additional charge against income this year of £1.8m.

## NOTES TO THE FINANCIAL STATEMENTS

## 12. INVESTMENTS

	Listed Investments £'000	Other £'000	Cash & Settlement Pending £'000	Consolidated Total £'000
Market value at 1 October 2014	31,130	1,038	2,105	34,273
Add: additions to investments at cost	15,212	33	1,620	16,865
Less: sales proceeds	(16,316)	-	(280)	(16,596)
Add: net gain on revaluation	122	-	-	122
Investment charges deducted from gain	(265)	-	-	(265)
<b>Market value at 30 September 2015</b>	<b>29,883</b>	<b>1,071</b>	<b>3,445</b>	<b>34,399</b>
<b>Historic cost as at 30 September 2015</b>	<b>30,053</b>	<b>1,841</b>	<b>2,476</b>	<b>34,370</b>
<b>Historic cost as at 30 September 2014</b>	<b>29,928</b>	<b>1,699</b>	<b>2,105</b>	<b>33,732</b>

	2015 Group £'000	2014 Group £'000
<b>Investments</b>		
UK	18,670	25,189
Non UK	15,729	9,084
	<b>34,399</b>	<b>34,273</b>

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

Ruffer SICAV fixed income represented £2,650,000 (7.7% of total investment value) at 30 September 2015.

No other individual investments were above 5% of the total portfolio by market value at 30 September 2015 or 2014.

## 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 trading entities are stated prior to any consolidation adjustments.

## Income and Expenditure of the Consolidated Subsidiary Entities

	2015 H4H Trading £'000	2015 BmyHero £'000	2015 Help for Heroes Recovery £'000	2015 DevCo £'000	2015 Total £'000	2014 Total £'000
Turnover	7,706	132	11,550	1,097	20,485	17,491
Direct costs	(2,581)	(30)	-	(1,066)	(3,677)	(4,180)
Employee costs	(1,384)	-	(4,820)	-	(6,204)	(4,983)
Overheads	(2,467)	(6)	(6,836)	(10)	(9,319)	(7,164)
<b>Net income/(loss) before donation to the Charity</b>	<b>1,274</b>	<b>96</b>	<b>(106)</b>	<b>21</b>	<b>1,285</b>	<b>1,164</b>
<b>Donated to the Charity</b>	<b>(1,274)</b>	<b>(96)</b>	<b>-</b>	<b>(21)</b>	<b>(1,391)</b>	<b>(1,254)</b>

## Balance Sheets of The Consolidated Subsidiary Entities

	2015 H4H Trading £'000	2015 BmyHero £'000	2015 Help for Heroes Recovery £'000	2015 DevCo £'000	2015 Total £'000	2014 Total £'000
Fixed assets	138	-	-	-	138	215
Stock	1,018	-	10	-	1,028	1,231
Debtors	794	2	585	13	1,394	1,661
Cash	616	136	679	205	1,636	1,874
<b>Total assets</b>	<b>2,566</b>	<b>138</b>	<b>1,274</b>	<b>218</b>	<b>4,196</b>	<b>4,981</b>
Liabilities	(1,259)	(42)	(1,274)	(197)	(2,772)	(3,589)
Donation due to the Charity	(1,274)	(96)	-	(21)	(1,391)	(1,254)
<b>Net assets/(liabilities)</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>138</b>
<b>Profit and loss account</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>138</b>

## NOTES TO THE FINANCIAL STATEMENTS

## 14. DEBTORS AND PREPAYMENTS

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Trade debtors	248	36	387	33
Other debtors	524	167	335	176
Taxation recoverable	-	-	64	-
Gift Aid receivable	115	115	395	395
Amounts owed from Group undertakings	-	1,680	-	2,215
Prepayments and accrued income	5,688	5,370	4,079	3,732
	<b>6,575</b>	<b>7,368</b>	<b>5,260</b>	<b>6,551</b>

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

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Short-term fixed deposits	19,241	19,241	4,648	4,648
Same day deposit account	-	-	169	169
Cash	6,950	5,314	16,504	14,630
	<b>26,191</b>	<b>24,555</b>	<b>21,321</b>	<b>19,447</b>

Cash represents cash at bank and instant access savings accounts.

## 16. CREDITORS

## AMOUNTS FALLING DUE WITHIN ONE YEAR

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Grant payable re Individual Support	5	5	269	269
Other Grants	1,905	1,905	1,657	1,657
Trade Creditors	1,239	531	835	442
Other Creditors	870	774	1,120	815
Other Taxes and Social Security	447	165	417	124
Amounts owed to Group Undertakings	-	466	-	1,238
Accruals and deferred Income	1,647	291	2,627	489
<b>Total</b>	<b>6,113</b>	<b>4,137</b>	<b>6,925</b>	<b>5,034</b>

## AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Grants payable re individual support	-	-	46	46
Other grants	-	-	795	795
	-	-	<b>841</b>	<b>841</b>

## 17. FUNDS

## (A) ANALYSIS OF MOVEMENT IN FUNDS

GROUP	At 1 October 2014 £'000	Incoming Resources £'000	Operating Expenditure £'000	Capital Expenditure £'000	Transfers £'000	At 30 September 2015 £'000
<b>Restricted</b>						
Catterick RC	167	88	(2)	-	-	253
Colchester RC	14	22	(1)	-	-	35
Tedworth House RC	363	140	(40)	-	-	463
Plymouth RC	17	468	(408)	-	-	77
Tough Mudder	1,046	636	(390)	-	(1,061)	231
Hidden Wounds	461	1,923	(1,063)	-	-	1,321
LIBOR	-	3,000	(2,573)	-	-	427
Other	26	422	(334)	-	-	114
<b>Total Restricted</b>	<b>2,094</b>	<b>6,699</b>	<b>(4,811)</b>	<b>-</b>	<b>(1,061)</b>	<b>2,921</b>
<b>Designated</b>						
RC Running Costs	33,628	122	(6,878)	-	(26,872)	-
Grants	4,000	-	(2,808)	-	(1,192)	-
Hidden Wounds	2,539	-	-	-	(2,539)	-
Recovery Centres	-	-	-	-	15,700	15,700
Recovery Services	-	-	-	-	13,000	13,000
Mental Health	-	-	-	-	4,680	4,680
Building Maintenance Fund	1,000	-	-	-	(1,000)	-
RC Capital Costs	900	-	-	(900)	-	-
Capital Fund	-	-	-	-	6,000	6,000
Recovery Projects	5,350	-	-	-	5,750	11,100
<b>Sub total</b>	<b>47,417</b>	<b>122</b>	<b>(9,686)</b>	<b>(900)</b>	<b>13,527</b>	<b>50,480</b>
<b>Fixed Assets</b>	<b>56,999</b>	<b>-</b>	<b>(5,975)</b>	<b>1,310</b>	<b>(143)</b>	<b>52,191</b>
<b>Total Designated</b>	<b>104,416</b>	<b>122</b>	<b>(15,661)</b>	<b>410</b>	<b>13,384</b>	<b>102,671</b>
<b>General</b>	<b>4,807</b>	<b>34,264</b>	<b>(17,658)</b>	<b>(410)</b>	<b>(12,323)</b>	<b>8,680</b>
<b>Total Funds</b>	<b>111,317</b>	<b>41,085</b>	<b>(38,130)</b>	<b>-</b>	<b>-</b>	<b>114,272</b>

Funds received by fundraisers doing Tough Mudder events is restricted to Sports Recovery activities. The Transfer represents an allocation of prior period Recovery Costs.

We received £3m in respect of LIBOR funding. This is restricted to Recovery services including, amongst other things, psychological wellbeing and resident support.

For more information on how our reserves help us deliver on our promise, turn to pages 35 and 49



## 17. FUNDS

## (A) ANALYSIS OF MOVEMENT IN FUNDS (CONTINUED)

CHARITY	At 1 October 2014 £'000	Incoming Resources £'000	Operating Expenditure £'000	Capital Expenditure £'000	Transfers £'000	At 30 September 2015 £'000
<b>Restricted</b>						
Catterick RC	167	88	(2)	-	-	253
Colchester RC	14	22	(1)	-	-	35
Tedworth House RC	363	140	(40)	-	-	463
Plymouth RC	17	468	(408)	-	-	77
Tough Mudder	1,046	636	(390)	-	(1,061)	231
Hidden Wounds	461	1,923	(1,063)	-	-	1,321
LIBOR	-	3,000	(2,573)	-	-	427
Other	26	422	(334)	-	-	114
<b>Total Restricted</b>	<b>2,094</b>	<b>6,699</b>	<b>(4,811)</b>	<b>-</b>	<b>(1,061)</b>	<b>2,921</b>
<b>Designated</b>						
RC running costs	33,521	122	(5,803)	-	(27,840)	-
Grants	4,000	-	(2,808)	-	(1,192)	-
Hidden Wounds	2,539	-	-	-	(2,539)	-
Recovery Centres	-	-	-	-	15,700	15,700
Recovery services	-	-	-	-	13,000	13,000
Mental health	-	-	-	-	4,680	4,680
Building maintenance fund	1,000	-	-	-	(1,000)	-
RC capital costs	900	-	-	(900)	-	-
Capital fund	-	-	-	-	6,000	6,000
Recovery projects	5,350	-	-	-	5,750	11,100
<b>Sub total</b>	<b>47,310</b>	<b>122</b>	<b>(8,611)</b>	<b>(900)</b>	<b>12,559</b>	<b>50,480</b>
<b>Fixed Assets</b>	<b>57,978</b>	<b>-</b>	<b>(6,243)</b>	<b>1,162</b>	<b>120</b>	<b>53,017</b>
<b>Total Designated</b>	<b>105,288</b>	<b>122</b>	<b>(14,854)</b>	<b>262</b>	<b>12,679</b>	<b>103,497</b>
<b>General</b>	<b>4,992</b>	<b>26,960</b>	<b>(11,288)</b>	<b>(262)</b>	<b>(11,618)</b>	<b>8,784</b>
<b>Total Funds</b>	<b>112,374</b>	<b>33,781</b>	<b>(30,953)</b>	<b>-</b>	<b>-</b>	<b>115,202</b>

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

## NOTES TO THE FINANCIAL STATEMENTS

## (B) ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2015 Total £'000
Fixed assets				
Asset reserves	-	52,191	-	52,191
Investments	-	34,399	-	34,399
	-	86,590	-	86,590
Net current assets	8,680	16,081	2,921	27,682
<b>Total net assets</b>	<b>8,680</b>	<b>102,671</b>	<b>2,921</b>	<b>114,272</b>

Charity	Unrestricted £'000	Designated £'000	Restricted £'000	2015 Total £'000
Fixed assets				
Asset reserves	-	53,017	-	53,017
Investments	-	34,399	-	34,399
	-	87,416	-	87,416
Net current assets	8,784	16,081	2,921	27,786
<b>Total net assets</b>	<b>8,784</b>	<b>103,497</b>	<b>2,921</b>	<b>115,202</b>

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

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
Cash and short-term deposits at 1 October 2014	21,321	19,447	23,711	21,059
Increase in short-term deposits	14,593	14,593	4,648	4,648
(Decrease) in cash	(9,723)	(9,485)	(7,038)	(6,260)
<b>Cash and short-term deposits at 30 September 2015</b>	<b>26,191</b>	<b>24,555</b>	<b>21,321</b>	<b>19,447</b>

## 19. ANALYSIS OF NET FUNDS

	At 1 October 2014 £'000		At 30 September 2015 £'000	
	Cash flow £'000	2015 £'000	Cash flow £'000	2015 £'000
Cash	16,673	(9,723)	6,950	
Cash on short-term deposit	4,648	14,593	19,241	
<b>Cash and short-term deposits</b>	<b>21,321</b>	<b>4,870</b>	<b>26,191</b>	

**20. OPERATING LEASES**

At 30 September 2015 the Group was committed to payments during the next year in respect of operating leases which expire:

	2015 Group £'000	2015 Charity £'000	2014 Group £'000	2014 Charity £'000
<b>Land and buildings</b>				
Within one year	433	73	80	-
Between one and five years	16	16	299	61
After five years	17	17	14	14
	<b>466</b>	<b>106</b>	<b>393</b>	<b>75</b>
 <b>Equipment</b>	 2015 Group £'000	 2015 Charity £'000	 2014 Group £'000	 2014 Charity £'000
Within one year	2	-	1	-
Between one and five years	-	-	5	2
	<b>2</b>	<b>-</b>	<b>6</b>	<b>2</b>
 <b>Vehicles</b>	 2015 Group £'000	 2015 Charity £'000	 2014 Group £'000	 2014 Charity £'000
Between one and five years	94	46	-	-
	<b>94</b>	<b>46</b>	<b>-</b>	<b>-</b>

**21. COMMITMENTS**

As at year end, the Group had contracted but not provided for future capital expenditure on specific projects of £4k (2014:£0.7m). This relates to the completion of existing 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 plus irrecoverable VAT (2014: £17,500) and at 30 September 2015, the Group owed nil (2014: £nil) in respect of this property. The industrial unit at 14 Parkers Close is rented at an arm's-length market rent, externally benchmarked by independent surveyors.

Bryn Parry carries out regular graphic design work for the Charity and gives all intellectual property rights to any graphic design performed in line with his role to the Charity free of charge. The graphic design work given to the Charity by Bryn Parry includes the Help for Heroes logo, 'Support For Our Wounded' strapline, stretcher bearers logo, Band of Brothers logo, medal logo (and derivatives), the Phoenix logo, design work relating to the Battle Back and Frontline to Startline initiatives plus product design work in relation to the Trading Company. The bear designs (and derivatives) 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. The value of royalties waived on the bear designs based on a notional 10% of sales would be £59,300 (2014: £60,100).

During the year the Group was charged £233,000 (2014: £293,000) by Wilsons Solicitors LLP, including amounts charged to the Charity of £154,000 (2014: £237,000). £10,000 (2014: £4,000) was outstanding by the Group at the year end, including £8,000 by the Charity (2014: £4,000). Stephen Oxley, Chairman of Trustees during the year, 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.

Robert Watsham is a Trustee of Help for Heroes Recovery and a partner at Eric Salmon and Partners. During the year Help for Heroes paid £9,000 (2014: £32,753) to Eric Salmon in respect of recruitment advice.

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 £nil (2014: £19,505) to Deloitte LLP in respect of consulting work.

Help for Heroes made a grant of £9,550 to Major Peter Norton GC (2013: £400), a wounded Veteran and accordingly one of our beneficiaries for the purposes of part-funding wheelchair improvements. Peter 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

# 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 eight 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 2015 and up to the date of this report were as follows:

Stephen Oxley	Chairman (Resigned as Chairman and Trustee on 11 December 2015)
Alex Scott-Barrett ACA	Vice Chairman and Treasurer (Appointed as Chairman on 11 December 2015)
His Honour Judge Jeff Blackett	
Richard Constant MBE	
Lieutenant General Sir Robert Fry KCB CBE	
Steve Harman	
Professor Veronica Hope Halley, BA, MSc, Ph.D., MCIPD	(Appointed 15 December 2014)
Air Vice-Marshal Aroop Mozumder	(Appointed 15 December 2014)
Thomas Wright	(Appointed 15 December 2014)

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

The Trustee Sub Committees and the Trustees that have served on them during the year are as follows:

### Sub-Committees

#### Audit, Finance and Legal

Steve Harman  
Stephen Oxley  
Alex Scott-Barrett

### Grants

Veronica Hope Hailey  
Stephen Oxley  
Alex Scott-Barrett

**Investment Committee**

Alex Scott-Barrett

Richard Constant

Thomas Wright

**Remuneration**

Richard Constant

Alex Scott-Barrett

Jeff Blackett

Stephen Oxley

**Risk Committee**

Alex Scott-Barrett

Stephen Oxley

Robert Fry

**Nominations Committee**

Stephen Oxley

Jeff Blackett

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

**Trustee 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

Richard Sharp                                      Director of Support Operations

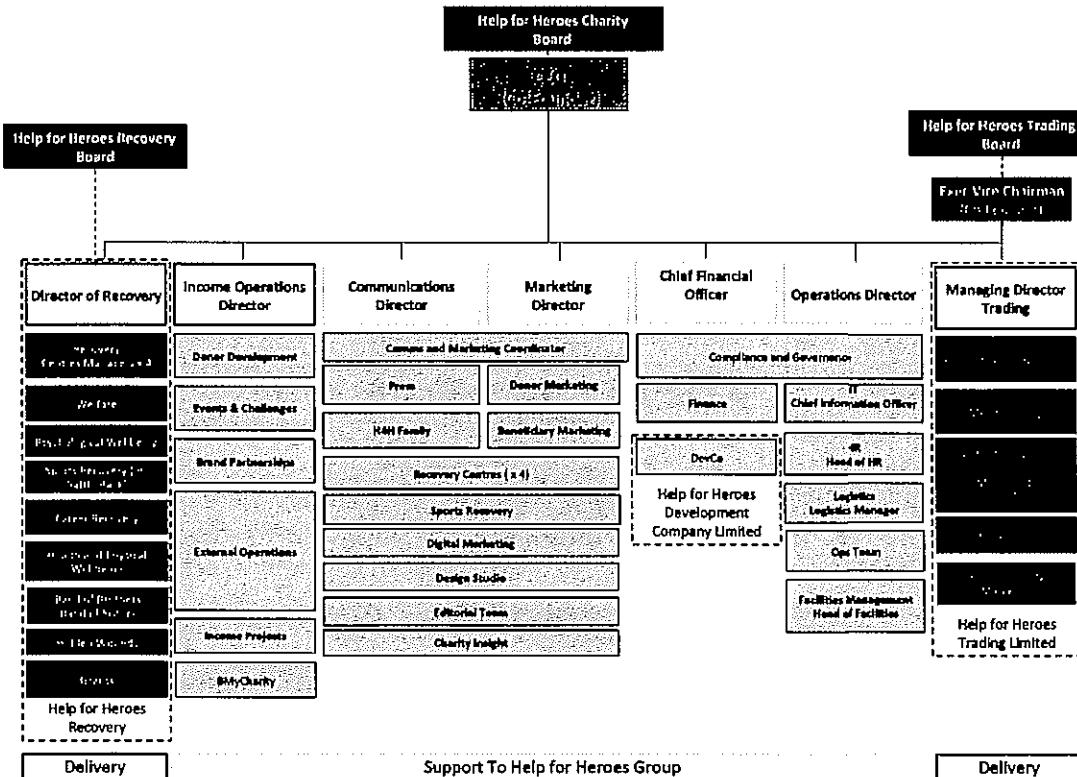
General The Lord Dannatt GCB CBE MC DL                              Honorary President

Lieutenant General Sir Phillip Trousdell                              Chairman, Help for Heroes Recovery

LEGAL AND ADMINISTRATIVE DETAILS

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 2015 and up to the date of this report were as follows:

Lieutenant General Sir Philip Trousdale KBE CB

Chairman

Rod Dunn MB DS DMCC FRCS (Plast)

Steve Harman

Major Peter Norton GC MSc MCGI CEng FIExpE

Tony Schofield

Robert Watsham

(appointed 15 December 2014)

Biographies of our Trustees can be found in 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 of Help for Heroes****Registered Office**

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

**Company Secretary**

Wilsons Solicitors LLP, Alexandra House, St John's 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 Bank PLC, 25 Gresham Street, London EC2V 7HN

**Investment Fund Managers**

Ruffer LLP, 80 Victoria Street, London SW1E 5JL

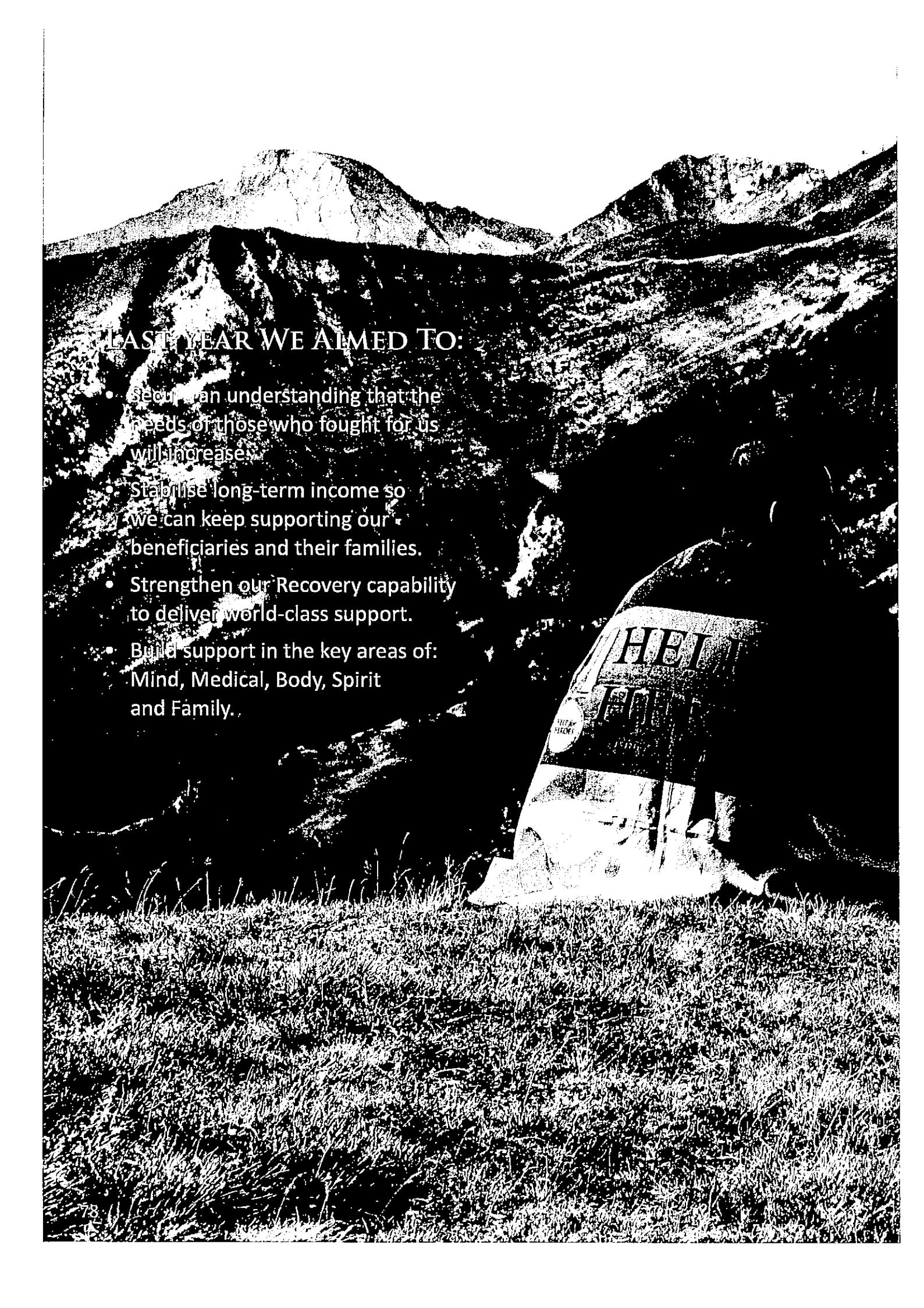
Veritas Investment Management LLP, 90 Long Acre, London WC2E 9RA (from 14 November 2014)

**Solicitors**

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

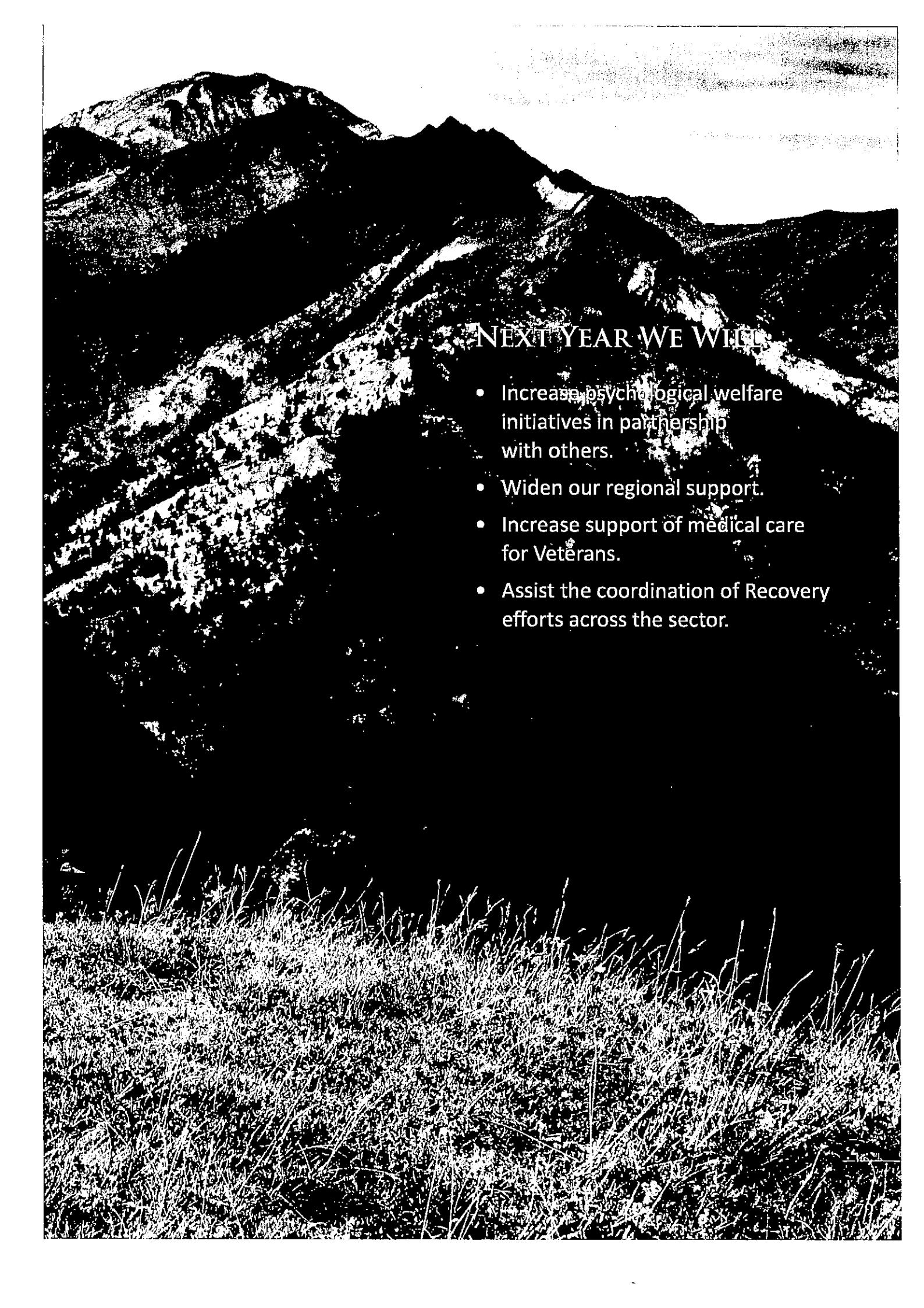
**Governance and Risk Management**

RMS Risk Assurance Services LLP, 25 Farringdon Street, London EC4A 4AB



## LAST YEAR WE AIMED TO:

- 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.



## NEXT YEAR WE WILL

- Increase psychological welfare initiatives in partnership with others.
- Widen our regional support.
- Increase support of medical care for Veterans.
- Assist the coordination of Recovery efforts across the sector.



## FOR MORE INFORMATION:

Visit [www.helpforheroes.org.uk](http://www.helpforheroes.org.uk)

Email [prcomms@helpforheroes.org.uk](mailto:prcomms@helpforheroes.org.uk)

Call 01725 513212



/HelpforHeroesOfficial



@HelpforHeroes



HelpforHeroesTV

*"The determination  
the Team Enable  
girls showed  
as they pushed  
themselves to  
the limit to make  
history was  
awe-inspiring.  
I met some  
amazing people  
with incredible  
stories and to have  
played some part in  
their achievement  
was an honour."*

JODIE KIDD,

CELEBRITY AMBASSADOR  
AND SUPPORT RIDER  
ON THE ARCH TO ARC  
ENDUROMAN TRIATHALON