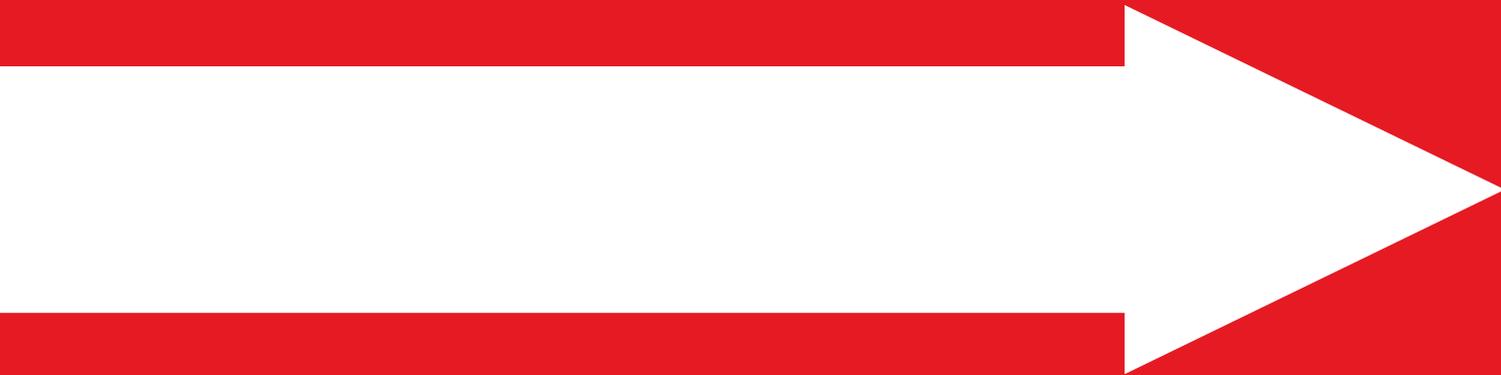


Towards greater impact





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Over the course of 2016, we provided support to 1,180 ex-service personnel, up from 600 in 2015. Many of these were receiving no support from any other organisations.



**We supported
97% more
ex-servicemen
and women in
2016 than 2015**

**Early
intervention
is the key
to achieving
our mission**

Our Mission is to support all veterans with physical, mental or social injury to gain the skills and qualifications necessary to develop new careers outside the military, re-integrate into society and provide long-term security for themselves and their families.

Chairman's Report



I am delighted to be able to present the 2016 Report for Walking With The Wounded. The charity has continued to grow, and we are seeing an ever-improving impact from our work, whilst helping an increasing number of ex-servicemen and women.

Last year we asked ourselves the question 'Why are you different?' The answer whilst difficult to achieve is simple.

Walking With The Wounded's focus is on the most vulnerable veterans, those who have found the transition from the Armed Forces into the civilian world more challenging. What is very encouraging is that this is becoming increasingly recognised by our peers in the military charity sector and beyond. You will read later about the funding we have been granted by the Armed Forces Covenant Fund, the Chancellor in his Autumn Statement, as well as grants from the NHS and a number of local government organisations. This is a significant vote of confidence in the standard of the work we do as well as the need to support those we focus on. While we have no aspiration to become a statutory contractor, these sources of income are crucial for the sustainability of our work and we will continue to focus on developing them.

Myself and the rest of the Board are also very proud of the impact the team's work is having on the men and women we work with. In 2015 we provided support to 600 ex-service personnel. In 2016 this jumped significantly to 1,180, as we see the effect of broadening our geographical coverage. There are still a significant number of people, seen by many as 'hard to reach', who need the most help and these are who we target. Later in the report the Programme Managers will go into more detail on the outcomes they are achieving but there are some statistics I want to highlight.

First, 93% of those within Project Nova (our early intervention programme) do not reoffend. This compares with a national average of 78%–80%.

Second, 93% of those who found work through our Employment Advisors embedded in the NHS

mental health network were still employed after 6 months.

Third, Head Start, our mental health programme (having received consent from the individual) allows us to allocate a therapist within 3 days. Such a quick response can be life changing for that person.

Early intervention and no duplication of services are only possible by keeping partnerships at the heart of our philosophy. We understand we cannot be 'all things to all people' and so must focus on what we do best and collaborate with others to provide help to our beneficiaries who often have complex requirements. The charity works in partnership with numerous military charities, such as the RFEA, Combat Stress, Help for Heroes, MissionMotorSport, The Poppy Factory and the RBLI as well as charities beyond the military, such as The Big White Wall. Our collaborative philosophy is also crucial to our success in the NHS and the many police forces we work with. Without this collaboration, we would not succeed. To all our partners, thank you.

The outlook for Walking With The Wounded remains exciting. There is more to do, regions where we are not yet operating which we aspire to grow into. I remain confident we will continue to be able break new ground and support veterans who are 'at risk', providing them with the tools they need to return into mainstream society. To every individual and organisation that has supported the charity during 2016, a heartfelt thank you from me and all the charity's trustees.

Thank you.

A stylized, handwritten signature in black ink, consisting of several loops and a long tail.

Simon Daghish

Co-Founder and Chairman of the Board of Trustees

**In 2016 we
broadened our
geographical
spread**

We now have
representatives from
the North East to the
South West of the UK,
meaning we can make
a difference to more
people quicker.

Chief Executive's Report



2016 has been another year of significant developments for Walking With The Wounded. In a sector where many argue there are too many charities, we continue to develop within a niche where support for veterans is often limited. Those we support have multiple, complex needs, are often socially isolated, and their lives can be chaotic. Not only is managing an effective and productive pathway for them often challenging but it requires every individual to be supported in a unique way by our teams of Employment Advisors and Coordinators. This is not simple work and requires persistence and focus, and I cannot thank enough those who work day in, day out on the ground for the charity and for the efforts they put in to turn around the lives of those we support.

The question of 'How are you different?' is rightly constantly asked of us. We are set apart from many through our focus on working with only 'at risk', hard-to-reach veterans and our unique service template that can be rolled out across the UK. At the heart of our operational ethos is early intervention. Too often, for a veteran to receive help, he or she must pick up a phone and call, or click on a website link. For many of those we work with this just isn't practical. So we must find them and encourage them to engage, and this is often not easy. To succeed we must embed our teams into arenas where our potential beneficiaries can be accessed such as police custody, homeless residences and within the NHS mental health network. If we identify them, their downward spiral can be halted, and they can be supported back into society and independence. Later in the report you will read a number of case studies of those we have worked with during the course of 2016. For the team here it is enormously gratifying to see the impact their work is having, and this would only happen thanks to the continued support we receive from those who donate to the charity.

During the course of 2016 we have seen the impact from the continued growth of our programmes. Home Straight, our employment programme, continues to focus on providing

employment support to veterans who have been homeless, working with a number of partners who manage homeless supported accommodation. During the year we also launched a new strand to Home Straight, embedding IPS Employment Advisors in NHS mental health teams. IPS, or Individual Placement and Support, is an evidence-based protocol to support employment for people who have mental illness. Used for many years in the US, this approach has shown significant success historically and our initial results during the course of 2016 have been very encouraging. Amy Franklin, our Home Straight programme manager, discusses this in more detail later in her programme report. In Home Straight we supported 593 veterans in 2016, a jump of 66% from 2015, securing 188 jobs, up 90%, as well as a further 208 positive outcomes, such as work placements and training courses.

Project Nova, our police custody early intervention and diversion programme, a joint venture with the RFEA – The Forces Employment Charity, continues to be a ground-breaking project, and is gaining increasing support from local police forces and the NHS, as well as gaining attention within Parliament due to its impact. We were able to increase our capacity in the North West and North East as well as launch in South Yorkshire and Humberside due to generous funding from the Armed Forces Covenant Fund. This is a complex multi-agency programme, with many moving parts. The key to success is 'asking the question'. Too often we cannot identify where veterans are because they are not being asked if they served in the Armed Forces. With the cooperation of the police, we are increasing recognising where veterans are giving the Project Nova teams the opportunity to engage. We do hear, regularly, that there isn't a problem of veterans within the Criminal Justice System, and government figures suggest only 4–6% of the prison population have served. But our own experiences in custody suites do suggest otherwise. In 2016, Northumbria Police identified 1,100 veterans presenting in custody at the four custody suites in Newcastle alone. No doubt a clever algorithm can extrapolate from this an estimate across the UK, but



We understand we cannot be 'all things to all men' and so must focus on what we do best and collaborate with those who can provide other elements which our beneficiaries require.

**Partnership
remains at the
heart of our
philosophy**

the message is that too many veterans are presenting, and something needs to be done to support them, and support the police. From our own teams, we identified 935 veterans in 2016, of which 436 engaged. As the process in custody improves, we expect this figure to grow substantially in 2017. In terms of success, we continue to aim to reduce reoffending rates, and our internally generated data suggests we are achieving a significant improvement.

Head Start, our network of mental health therapists, completed its first full year, with 254 veterans being referred to us for therapy, an increase of 121%. Two issues many veterans find with mental health therapy are long waiting lists and geographical challenges. To address this, we have set ourselves internal targets. A beneficiary must see a therapist within 10 days of granting their consent to receive treatment, and the therapist must be within 10 miles of the beneficiary. We are incredibly proud that we are achieving the first in 3 days and the second is right on target. This is about making a difference; creating impact with the money we are given. Referrals into Head Start come from approved and recognised partners ensuring our beneficiaries are receiving the most appropriate treatment. Nearly half of those being referred came from the NHS (both GP's and NHS veteran mental health teams), with the other two major referrers being Combat Stress and Help for Heroes. This reinforced the governance around Head Start but also illustrates the impact of the launch of Contact, a collaboration by organisations committed to providing mental healthcare for veterans which Walking With The Wounded is proud to be a member of.

Employment remains at the heart of all we do. While Home Straight is our network of Employment Advisors, our support to get beneficiaries work ready goes further than this. First Steps supports the training and education needs of veterans ensuring they have the right qualifications to approach the work place with the best possible skills. Its reach has been enhanced during the year following the charity joining the COBSEO Case Management System, allowing us to match beneficiaries funding requirements with a wide range of other military charities. We are also one of the founding partners of Step Into Health along with the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry and Health Education England. This programme provides a direct route into the NHS for veterans into non-clinical roles. Over the year there were 22 information days held at 5 different NHS Trust hospitals and 116 work placements which led to 75 positive outcomes, many of which were employment within the same hospital where work experience took place.

Our hub in Manchester, opened as a result of the BBC DIY SOS programme in 2015, completed its first year. As well as providing an office for the charity's North West team, we also have a Training House, with four short term supported beds providing accommodation for beneficiaries completing their journey back to work, and back

into housing. The work of the team during the year has been remarkable, often in partnership with the Council as well as other military charities in and around Greater Manchester. Their focus has been improving the pathway back to independence for homeless veterans, including building an integrated supported accommodation strategy with housing providers Mosscafe and NACRO. What has been achieved is the first of its kind in the country and something we hope to replicate in other cities in the UK. During the course of the year the DIY SOS team returned to film the renovation and handing over of the last of the 17 homes, a programme that will be shown in 2017. Cpl Simon Flores, a lower leg amputee who served with The Royal Green Jackets and The Rifles, moved into a property with his three children, marking the end of the development of Canada Street by our partners Haig Housing.

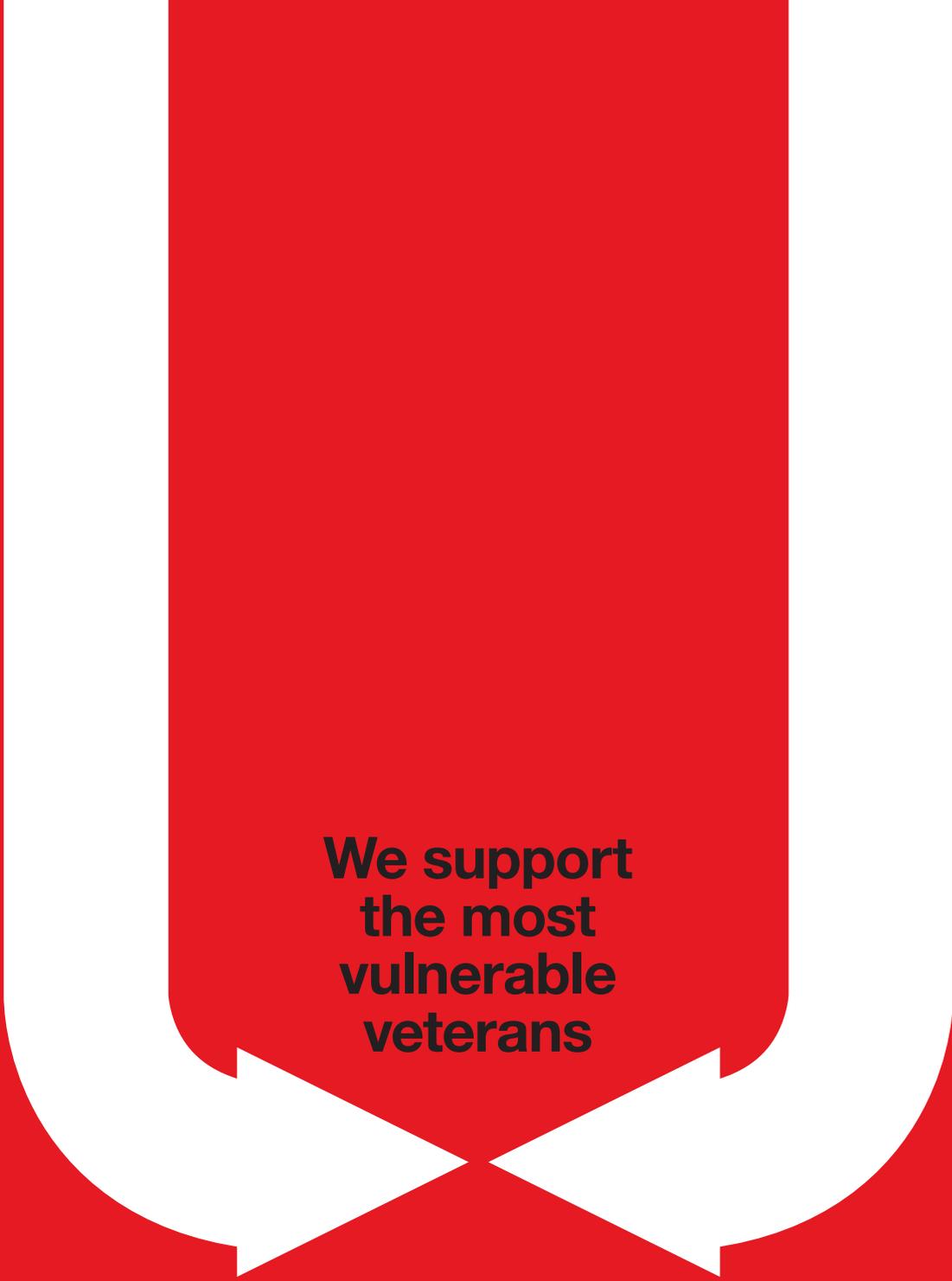
In October we launched a new initiative in the US, in partnership with The Bob Woodruff Foundation, called The Veterans' TransAtlantic Partnership ('VTAP'). Prince Harry, who continues to provide great support to the charity, has often stated the importance he places on those who fought alongside one another healing together. The VTAP initiative is designed to demonstrate that this is happening. Working with a number of US charities, we are looking to further collaboration on both side of the Atlantic, learning from one another to ensure we provide the best care possible for our Veterans. All funds raised under the VTAP banner will be split evenly between the UK and US. All UK funds will be committed to our existing programmes.

2016 saw Walking With The Wounded support 1,180 veterans, an increase from 600 in 2015 at a cost of £2,210,233 compared to £1,820,417 in 2015. Our revenue increased by 23% to £2,608,387, bucking the trend of the sector. We were awarded a LIBOR grant of £450,000 from the Chancellor's Autumn Statement (three years of funding for Head Start) as well as £330,000 from the Armed Forces Covenant Fund within the Ministry of Defence. The NHS Liaison and Diversion programme continued to support Project Nova in the East of England with a further grant of £70,000, ensuring the continued support to those in custody in East Anglia.

Without the support of our donors, whether private individuals, those joining our events, corporate sponsors, many grant giving trusts as well as those statutory bodies who recognise the value of the work we are doing, we simply couldn't provide the support to the men and women within our programmes, helping them find their footing again. On behalf of the whole team here at WWTW, thank you to every single one of you. It's working!



Edward Parker
Co-Founder and CEO



**We support
the most
vulnerable
veterans**

Walking With The Wounded's focus is on the most vulnerable, those who have found the transition from the Armed Forces into the civilian world more challenging. It's encouraging that this is becoming increasingly recognised by our peers in the military charity sector and beyond.

What makes us different?

Walking With The Wounded specialises in early intervention and collaboration with other Armed Forces charities to avoid duplication of service, aiding a successful transition into civilian life.

- Staff embedded in multidisciplinary teams work together to ensure consistent, high quality service and peer-to-peer interaction, sharing employment opportunities and wrap around support services for veterans.
- The charity has established corporate and charity affiliations offering pathways for veterans into training and sustainable employment, through volunteering and work experience.
- Key to our success is our philosophy of collaboration: where others work with veterans in isolation, we work with other organisations, both statutory and third sector, to ensure our beneficiaries receive a full holistic service. With our staff embedded within multi-disciplinary teams, we are able to afford our cohort the full breadth of support our beneficiaries need and deserve.
- All programmes are designed to provide early intervention. Through our partnerships we get to beneficiaries before they make contact, often averting a further deterioration in personal circumstances and reducing the cost of support from the third sector and/or the State.
- WWTW is recognised in the sector for our creative approach to the problems faced by veterans, and our ability to support the most complex.
- Our teams regularly achieve positive employment outcomes in 70% of veterans supported. Furthermore, 75% of those completing career training and qualifications are achieving sustainable employment within 3 months.

Partnership

Support is provided in a spirit of partnership that promotes regular contact and communication between local businesses, veterans, statutory services and charities. With decreased duplication of effort and the removal of practical barriers such as travel between different sites, disengagement rates are also reduced.

Joined up support in the community

Staff are embedded in community based multidisciplinary teams working together to give holistic support which includes accommodation, training and employment opportunities; which results in more effective engagement and long term independence for veterans.

Empowerment and better outcomes

Our unique services and partnerships facilitate better outcomes for the individual and community at large. At risk veterans are able to achieve sustainable employment, regain their independence and in so doing, reduce the cost of State support.

Efficiency

Our approach is cost effective: The most comprehensive and effective employment support and mental healthcare can best be achieved when veteran services collaborate and proactively engage vulnerable veterans.

For more images
of our 2016 events,
see pages 26–28



Key events of 2016

January

February

- New Home Straight coverage in Staffordshire and Shropshire

March

- Launch of Britannia Veterans Centre, Norwich

April

- Marathon des Sables
- London Marathon

May

- The Cumbrian Challenge
- Clay Shoot, Six Mile Bottom
- Horsmonden
- Houghton Cricket Match (International Horse Trials charity partner)
- Pedal Norfolk, Holkham Hall
- Ride of the Lions

June

July

- Approved member of CMS, enabling new income stream for First Steps

August

September

- Grand to Grand Ultra
- Training in Yorkshire for the London to Brighton Car Rally Challenge
- Great North Run
- South Yorkshire and Humberside Project Nova team launched

October

- Kilimanjaro Expedition

November

- London to Brighton Car Rally
- The launch of The 100 Club at Kensington Palace

December

- Walking Home For Christmas campaign

Looking ahead to 2017

The trustees remain committed to broadening the impact of WWTW's programmes so an ever increasing number of individuals will benefit from our services and gain the wherewithal to achieve their independence. During 2017 we expect to see further growth in Project Nova, initially in Essex, Hertfordshire, Bedfordshire and Cambridgeshire. This growth will be funded by the NHS Liaison and Diversion programme in the East of England. Discussions are also ongoing regarding delivery in the West Midlands and North Yorkshire. The Project Nova team will also be running a domestic violence pilot as well as a 'Families of veterans in the CJS' support pilot in the East of England, again generously supported by the NHS. Both areas are crucial to the development of our long term strategy within the criminal justice system. The focus for the employment team in Home Straight will be to further build out the IPS network of Employment Advisors, initially in Manchester where we are aiming to achieve an IPS Centre of Excellence, the North East and Birmingham. For Head Start, we are part of the consortium which has been awarded the new NHS contract to provide veterans mental healthcare in the Midlands and East of England from April 2017. This is a significant step forward for the charity and continues to underline the quality of care we are able to offer beneficiaries.

During 2017 we also expect to launch a new Customer Relationship Manager ('CRM') system internally to allow greater analysis of our services and detailed data to demonstrate our outcomes. We are investing in this system as we put great stock in being able to determine success, or otherwise, and to ensure we are delivering support to our beneficiaries to the best of our ability, and to allow us greater transparency to learn for the future.

The trustees have also asked the senior management team to look at the potential of opening a second regional hub in the North East of England following on from the success of our office and Training House in Manchester. The North East is an area of high density of veterans, and we already have a Project Nova team and Employment Advisors in the region. Following discussions with Gateshead Council, we hope, funding permitting, to launch the hub in the second half of 2017.

Following the growth in 2016, and a deficit which was greater than budgeted, a high priority in 2017 will be to rebuild the reserves. The budget for revenue in 2017 is for a more modest 15% growth, but there are a number of unbudgeted revenue prospects identified by the senior management team which we hope will allow reserves to be rebuilt and sustained.

The year in numbers



Project Nova works in partnership with

10

police forces

78%

of veterans undertaking our **Head Start** programme completed it

14

Employment Advisors working around the UK

1,180



veterans **supported** in 2016



Reoffending rate for veterans assisted in 2016 was

7%*

*Locally collated data

Raising Awareness



Over **400** pieces of media coverage in 2016



47,500 'likes' on Facebook (up 11%)



21,000 Twitter Followers (up 8%)



Collaborated with **over 50** third party organisations in 2016



For every **£1** we raised, **86p** was spent on veteran support

The average



Cost

of a veteran undertaking mental health therapy via our Head Start programme is

£660

The average



Distance

a veteran has to travel for their mental health therapy is

7 miles

The average



Time

it takes for a veteran to access mental health therapy is

3 days

Our programmes

Walking With The Wounded's programmes are focused on employability, mental health and early intervention services to provide social inclusion, independence and helping to break the cycle of veterans being a disproportionately high cohort within homeless, police custody, unemployment and mental health statistics.

WWTW programmes all work in harmony to address persistent social problems and make lasting improvements in veterans' lives; breaking the cycle of poor outcomes by focusing on the causes of the problem rather than its symptoms.

WWTW's charitable activities target five key veteran challenges:

- Mental health (Head Start)
- Risk of homelessness (Home Straight)
- Anti-social and criminal behaviour (Project Nova)
- Access to career training and qualifications (First Steps)
- Access to civilian work experience opportunities and partnership programmes (including Step into Health with the NHS)

Head Start

Supporting the NHS and military charity sector to bring prompt and effective mental health treatment to ex-service personnel in the community.



The NHS is central to ex-service personnel receiving support with their mental health. However, in recognition of the value of early intervention and regional service gaps, WWTW works with local GPs and third party mental health practitioners to provide veterans with private face to face therapy when local NHS or specialist mental health services have waiting lists longer than 8 weeks.

WWTW's Head Start programme is provided through a national network of NICE accredited therapists for veterans with mild to moderate mental health difficulties such as depression, anxiety or PTSD and adjustment disorder, including for those who simultaneously misuse substances; our research reveals that common mental disorder and alcohol misuse are more prevalent than PTSD.

In addition to collaborations with NHS and other military charities, Head Start integrates with other WWTW programmes within the criminal justice, homelessness and employment sphere to ensure a holistic and comprehensive range of support to the ex-service population.

A total of twelve therapy sessions are offered, typical therapeutic approaches within the twelve sessions include Cognitive Behavioural Therapy (CBT) and Eye Movement Desensitisation and Reprocessing (EMDR).

WWTW ensures the service provided operates in the Improving Access to Psychological Therapies (IAPT) stepped care model, providing Step 3 care for up to 12 sessions of psychotherapy. To measure progress, a total of 5 Patient Recorded Outcome Measures (PROMs) are administered at the beginning, middle and end of therapy to demonstrate the extent to which an individual's condition shifts as a result of psychotherapy.

- 189 veterans received WWTW mental health support from WWTW following waiting lists at their local NHS or specialist mental health services; double 2015
- Head Start therapists allocated to a veteran typically within 3 working days
- Wide network of NICE accredited therapists with veterans typically travelling less than 7 miles from home to therapy

Partners



contact



“
ASKING FOR HELP IS THE
HARDEST THING I'VE EVER
DONE, BUT IT DOES WORK...
TALKING HELPS.
”

Harry



Harry's story

Harry joined the Royal Corps of Signals as a Communications Systems Operator in April 2012 and was medically discharged in July 2014.

During his basic training Harry experienced panic attacks on a regular basis and after several months of experiencing these attacks, was officially diagnosed in December 2012 by the Department of Community Mental Health (DCMH) Tidworth.

As part of his therapy, Harry received CBT (Cognitive Behavioural Therapy) sessions, however in May 2013, medical officers decided that he was not well enough to continue with his training, and his career in the Army would be brought to an end.

Harry completed work experience with an organisation involved in military recruitment. This work experience led to him being offered permanent employment and he continued to work for them from August 2014 to April 2015.

Harry decided to take some time away from employment to help with his transition from the Army and his mental well-being and spent three months in-between jobs.

In July 2015, Harry was offered permanent employment with Babcock International, as a Training Planner working at MoD Lyneham.

Harry was referred to Walking With The Wounded's Head Start programme by Hidden Wounds. He was offered private therapy close to his home and Harry said that being referred to a therapist so quickly helped him a lot. The sessions he received helped him develop the coping mechanisms needed to support him when experiencing a panic attack.

Harry said that his biggest achievement has been finding the courage to speak to someone, and seeking help. He now has a better understanding of mental health and is able to identify his issues. He knows that things can get better. Harry said he no longer shies away from things and that he is able to open up more.

Project Nova

Tailored support to veterans caught up in anti-social behaviour and in Police Custody.



Project Nova is the only programme of its kind currently in the UK.

There is a need to curb the increasing number of veterans entering the Criminal Justice System and to reduce those ending up in prison. In collaboration with local police forces, this programme identifies veterans within custody, and provides an in-depth, holistic range of early intervention services with an aim of avoiding further deterioration in the individual's circumstances resulting in possible loss of employment, relationship breakdown and a possible custodial sentence.

The progress of Project Nova has been significant and it continues to achieve outstanding results with re-offending rates still just below 7% against a national average of 17% and with an increasing number of positive employment outcomes, which not only benefit the veteran and their family, but also the public purse and local communities. The positive impact Project Nova has had on veterans in the criminal justice system is being recognised at the highest level.

The growing number of veterans engaging with the programme, the positive outcomes being achieved in reducing re-offending rates, reducing the financial burden on the state, increasing sustainable employment outcomes, improving local communities and keeping the family unit in tact coupled with the ability to upscale Nova across the UK in a relatively timely fashion have all ensured Nova is being seen as 'the' early intervention solution to support veterans in Police Custody.

The support team work with beneficiaries to build confidence, organise work placements, source funding for any required training and ultimately assist in gaining sustainable employment for a group very often not receiving the level of service they need or deserve.

- Works in partnership with 10 Police Forces
- Reoffending rate for veterans assisted in 2016 was 7%*
- Assisted 436 veterans in 2016
- Nearly 50% of veterans supported by Project Nova reported mental health issues†

* Locally collated data

† Self-reported at time of the Needs Assessment

Partners



“
I WAS IN A VERY DARK
PLACE BEFORE I WAS
REFERRED TO PROJECT
NOVA, WITHOUT THEIR
SUPPORT I DON'T KNOW
WHERE I'D BE. I NOW
FEEL I HAVE A BRIGHT
FUTURE AHEAD OF ME.
”

Adam



Adam's story

Adam joined the Army in September 1995 and completed 2 years in the Green Howards Infantry Regiment until being discharged in August 1997 following injuries sustained to his knee during training.

Adam had no clear direction following his discharge as he had planned a full career in the Army.

Adam admits to having always been a heavy drinker and the time he spent working abroad only increased his alcohol dependence as drinking played a big part of his job in the entertainment industry.

Adam later secured employment for 5 years before the financial crisis resulted in him being made redundant. At this point Adam was separated from his wife, living alone, still drinking heavily and had stopped taking the medication for his mental health issues.

In March 2016, Adam was arrested.

At the point of his arrest, Adam was homeless and said he felt lower than he had ever felt before. The police identified that Adam was a veteran and he was asked if he wanted to contact Walking With The Wounded's Project Nova. He contacted Project Nova and with the coordinators support he was able to secure accommodation within 4 weeks. He recognises that he wouldn't have been able to do this without support from Project Nova.

Adam was sentenced to 14 weeks in prison and he was given a driving ban.

He continued to drink after leaving prison but began receiving support and made the decision to stop drinking in August 2016 and he has been sober since.

Since leaving prison Adam admits to having had a few 'slips' but recognises that the start of his 'recovery' began when he started to receive support from Project Nova. Adam maintains regular contact with Project Nova and whilst he doesn't need as much direct support it helps to know that it is there should he need it.

Adam is now employed as a Business Development Manager.

“With the intervention of Project Nova, the programme helped to guide and support me to the available help.”

Home Straight

Secures positive employment outcomes for unemployed veterans.



Employment Support

For many of our beneficiaries, sustainable employment is a key factor in regaining independence and providing long-term security for themselves and their families.

WWTW's network of Employment Advisors

Since 2014, Walking With The Wounded has been building a network of Employment Advisors embedded in veteran supported accommodation residences or within NHS regional veteran mental health teams around the UK to provide hands-on support.

By the end of 2016 WWTW had fourteen Advisors in total supporting unemployed or under employed veterans in; Edinburgh, Glasgow, Dundee, Newcastle, Catterick, Manchester, Essex, Stafford, Shropshire, Bristol, London and Aldershot.

Employment Advisors work with beneficiaries to build confidence, organise work placements, source funding for any required training and ultimately assist in gaining sustainable employment. They also provide in-work support to both beneficiary and employer to ensure a smooth transition.

The Employment Advisors' focus is to assist wounded veterans with disabilities, social challenges and mental health needs to find the job that suits them and to deliver positive, individual support into and beyond recruitment. Key to the success is working with the local community to establish work experience opportunities, training, volunteering and matching motivated skilled candidates with local companies.

When working with our beneficiaries, we know that providing employment support in isolation – when that individual may have complex needs – does not work. So, whilst our Employment Advisors provide specialist employment support, they also work alongside WWTW's mental health and criminal justice programmes, as well as with other local support organisations, to ensure that the individual's complete needs are addressed.

Working with the NHS

In several locations we are working in partnership with the NHS to provide our employment expertise to veterans who are receiving support with their mental health. Advisors work alongside clinicians to form part of the beneficiaries' recovery pathway; delivering the Individual Placement and Support (IPS) supported employment model.

IPS is an evidence-based approach to supported employment for people with mental illness. People with mental health problems often want to be working but do not know how to go about it or need support to make it happen. If they do want to work, there is now overwhelming international evidence that 'place then train' models like IPS are much more effective than traditional approaches such as vocational training and sheltered work in successfully getting people into work.

Most beneficiaries see work as an essential part of recovery; enabling individuals to sustain independence, provide for their family, develop social networks and reintegrate into society.

Partners



“
I NOW HAVE THE ENERGY
TO GET UP AND GET ON
WITH GETTING MY LIFE
BACK TOGETHER.
”

Duncan



Duncan's story

Duncan joined the Army in December 1989, enlisting in the Royal Electrical and Mechanical Engineers (REME). Having seen operational tours in Northern Ireland, Macedonia and Kosovo, Duncan left the Army in 2001.

Duncan admits that he struggled with his transition following his discharge from the Army, and after struggling with alcohol dependence and depression he was diagnosed with PTSD in 2009.

Duncan spent time in the Army playing various sports, at unit level and utilised his resettlement opportunities to train as a Personal Fitness Trainer.

Duncan has had several jobs since leaving the Army, including working for a health club, being self-employed as a Personal Trainer. He was a fishmonger from 2005 but was made redundant in 2014.

Following a period of work and life difficulties, Duncan found himself homeless and with financial problems. He was offered a place at Mike Jackson House, a single homeless ex-service personnel facility run by Riverside ECHG.

Since living at Mike Jackson House, Duncan has received support from a Walking With The Wounded Employment Advisor in sourcing employment opportunities and assisting with CV advice and interview practice. Duncan says "Walking With The Wounded have helped and supported me in getting back to work by helping me with my pre-interview questions. It is great to see a charity that is out there to help us, although not enough veterans are aware this [support] is available."

"Mike Jackson House has helped put a roof over my head and supported me until I got back into work."

Duncan is now a Business Development Consultant with a local healthcare digital care management provider.

First Steps

Providing veterans access to enhanced training and vocational skills to support the journey into employment.



First Steps is designed to provide access to entry level, formal education or vocational training and to support other necessary costs relating to education or establishing a new career which could include travel, books and equipment.

The team assess a veteran's stability and suitability, course relevance, resulting employability and career probability (clear pathway into employment). Each element of training undertaken is in line with further education establishment's achievement and retention criteria. All qualifications are registered and accredited in line with relevant government bodies including but not limited to City & Guilds, NVQ and National Diploma. Some qualifications are sector specific and in-line with government requirements including DVLA, HGV and passenger goods vehicle licence. Any delivery of training that is outsourced is provided by training providers and industry bodies who have had due diligence undertaken by Walking With The Wounded. All applications are assessed by our partner, the RBLI to ensure best possible outcomes.

In addition the First Steps team and Employment Advisors provide up to 12 months further information, advice and guidance to beneficiaries to support their pathway to sustainable employment.

Annually 100 wounded veterans have been able to complete training and educational courses that have enabled them to gain employment in the civilian workplace, or been supplied with the appropriate equipment to enable them to attend training or work experience placements.

The right qualifications and right equipment enables wounded veterans to regain their independence and stability for themselves and their families through sustainable civilian employment following their military career.

WWTW's aims for over 70% of veterans completing courses funded through First Steps to have secured sustainable employment within 12 months of completion of training or course. First Steps continues to demonstrate its value and resilience with 75% of those supported in work 3 months after completing their training.

→ **Some of the courses funded in 2016 which led to employment include an electrical apprenticeship, HGV Cat and ambulance technician course**

Partners



“ I WOULDN'T BE WHERE I AM NOW IF IT WASN'T FOR THE HELP PROVIDED THROUGH WALKING WITH THE WOUNDED'S HOME STRAIGHT PROJECT, IN FACT I PROBABLY WOULD BE DEAD. ”

Leon



Leon's story

Leon joined the Army at the age of sixteen and spent nearly 10 years in the Welsh Guards. He was deployed to Iraq (2005), Bosnia (2007) and Afghanistan (2009). On return from operational duty in Afghanistan Leon was diagnosed with PTSD. Leon was medically discharged in April 2013.

Since leaving the Army Leon has been in various jobs but couldn't settle into a job he really enjoyed. Before joining the Army, he helped his uncle with basic bricklaying and he decided it would be a good career choice for him after leaving.

In 2014 Leon contacted Walking With The Wounded and secured funding via the First Steps programme for his City & Guilds Level II Diploma in Bricklaying. Due to his previous experience he was able to start an intensive bricklaying course in October 2014, which he passed with distinction.

Persimmon Homes were able to offer Leon a Bricklaying Apprenticeship which he started in January 2015. He realised that the apprenticeship would be worthwhile investment to enable him to become a fully qualified bricklayer.

Leon received his 'Blue Card' and became qualified in February in 2016 and achieved his goal of becoming self-employed.

Being an apprentice has helped Leon come 'out of his shell' more and is now integrating back into civilian life. It has been a big adjustment but the course and his apprenticeship gave him his confidence back.

Leon admits that he has had a few 'wobbles' since leaving the Army and his PTSD does cause some problems at times but his coping strategies help him. He also has all the normal 'life' worries that come with having a family but he has the "determination not to give in" and succeed in life.

"WWTW helped me feel more confident in my own self and in my ability. I am looking forward to being able to provide for my family properly, and being self-employed will help me do this."

Partnerships

Partnerships and Employment Development

Walking With The Wounded has a team dedicated to developing employment programmes such as Step into Health with other industry leaders; improving understanding and employment opportunities for wounded service leavers. The team work closely with partner charities and fellow members of the Cobseo employment cluster.

Step Into Health

The NHS in conjunction with The Royal Foundation and Walking With The Wounded, has designed the first access pathway from the military into the numerous career opportunities available in the NHS. The Step Into Health programme is open to all Service Leavers and Veterans and their spouse/partner. It is an incredible opportunity which provides bespoke work experience packages of up to 4 weeks for veterans to explore the extensive career opportunities available. Whether the individual is interested in catering, maintenance, administration, finance, communications, management, or a role in one of the clinical services, to name but a few. Through this partnership we can be proactive and find transferable skills plus potential training and career opportunities. This approach results in 80% of veterans completing work experience packages being offered a full time position within the NHS.

Veterans TransAtlantic Partnership (VTAP)

2016 saw the creation of VTAP with the aim of supporting 'at risk' veterans on both sides of the Atlantic. There is so much we can learn from each other to provide more effective support for 'Our Wounded', recognising the inherent skills of our veterans and providing support which will enable them to return to the workplace.

VTAP will demonstrate the alliance between the UK and US armed forces – as allies we fight together and should recover together. Aims include:

→ Developing service delivery partnerships with a focus on homelessness, employment and mental health in partnership with US charities.

→ Providing funding to support veterans' projects both in the US and UK, and by working together to improve the care and service delivered to US and UK veterans in the future.

→ Funds raised for VTAP will be spent 50/50 on US and UK programmes.

→ VTAP will help to further develop the knowledge bridge so both US and UK practitioners can share in advancements, ensuring we constantly improve the care and support our wounded receive.

→ Aim to bring together care givers from both nations to share in each others day to day experiences to learn first-hand the techniques and impact of their work.

→ Building a network of partners to support wounded veterans into employment in the US and UK.

→ Influencing strategic areas which impact our veteran communities in the US and UK.

VTAP has 501c3 status and is managed in the US by the Bob Woodruff Foundation in New York.

In the future we aim to increase the number of programmes in order to broaden the support VTAP is providing, both in the US and UK. Every organisation which VTAP partners with will undergo extensive due diligence by Walking With The Wounded and existing VTAP partners.





“What you guys are doing here is truly fantastic. There are guys and girls who, because of you, have been taken out of an incredibly dark place and offered a train track heading in one direction. They have turned their lives around and can be recognised for the service that they gave and the people that they are, rather than the mistakes they make.”

Prince Harry

WWTW's Expedition Patron
Prince Harry at a charity event.

“WWTW is a remarkable charity that warrants more public focus. It is a unique charity that goes beyond the personal expectations of those it supports. It is fantastic.”

Tom

“I don’t know where I would be without the support I have received. You are all Saints. I can’t praise everyone enough. You got me out of a hole.”

Mark

“Walking With The Wounded came into my life when I needed them the most. The support of the charity and the therapist is the reason why I am here today.”

Richard



Clockwise from top (left):
A team of successful climbers at the top of Mount Kilimanjaro; Our impressive 2016 Marathon des Sables team; The launch of The 100 Club at Kensington Palace with Expedition Patron Prince Harry in attendance; Supporters getting into the Christmas spirit taking part in our Walking Home For Christmas campaign.

Clockwise from top (right):
A WWTW cricket match at Houghton Hall, Norfolk; Another spectacular Horsmonden event laid on by a team of supporters; Duncan Slater visits young supporters at Watton and Westfield primary school; Our extraordinary 2016 Grand to Grand team.

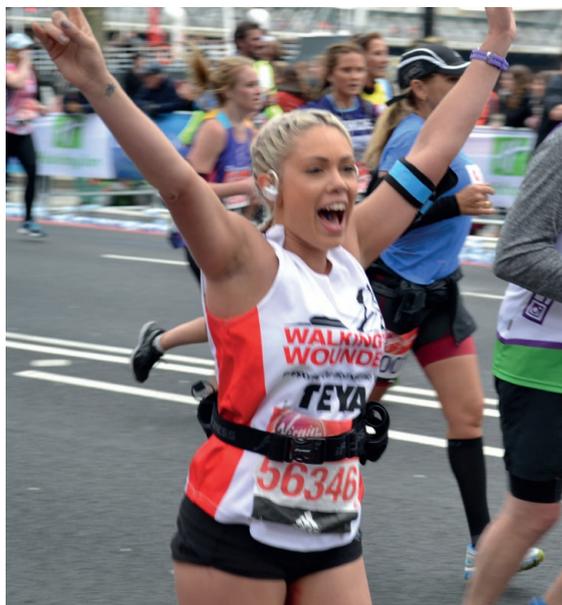


“Walking With The Wounded have helped me feel whole again – a person and not just an object. I have received counselling and support for the future which has helped me feel part of society again.”

Peter

“Home Straight helped by engaging with other organisations to secure my permanent residence after a long period of homelessness and despair. Home Straight is now helping me back to full-time employment. Without this help I probably wouldn’t be here today.”

Paul



From top to bottom:
Members of our 2016 London marathon team raising valuable funds for our wounded;
Supporters gather in Holt for the annual 1940's weekend in support of WWTW;
Medals worn with pride at our Cumbrian Challenge event in May.

Trustees' report

Charitable Objectives

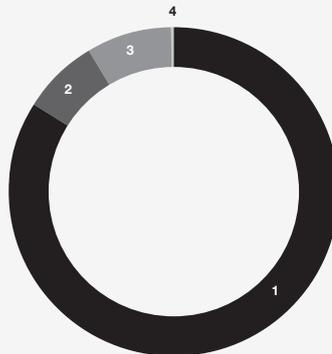
The Objects of the Charity are:

1. To provide resettlement assistance and relief of financial and other charitable need for personnel who are leaving or have left the Armed Forces, in particular but not exclusively those who have been wounded whilst serving, including but without limitation, by providing funding for education and training to assist them in finding work and jobs and to attain the skills required to obtain and retain work outside the Armed Forces.
2. To provide relief of financial and other charitable need for the dependants of such persons.
3. The promotion of social inclusion of current and former service personnel, in particular but without limitation of the UK, who are excluded from society or parts of society as a result of being wounded whilst serving, in particular by:
 - a. promoting knowledge and raising awareness of
 - i. their capabilities notwithstanding their injuries and
 - ii. the special health, financial, educational, social and employment problems faced by them; and
 - b. providing them with opportunities to build capacity by participating in expeditions and other activities to relieve their needs and to assist them to integrate into society.

Financial Review

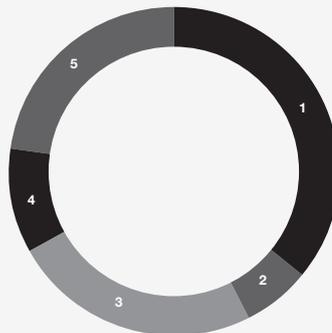
As in 2014 and 2015, the charity posted a deficit on its financial activities, in line with the strategy of the Board of Trustees to reduce the level of cash in order to have a more immediate impact on potential beneficiaries. In 2016 WWTW raised £2,608,387 (2015 – £2,127,360) of this £2,210,233 (2015 – £1,820,417) was used directly on charitable activities. This was implemented within the Board's modified Reserves Policy (see p30). The charity maintains funds of £193,979.

The income for the charity, after all



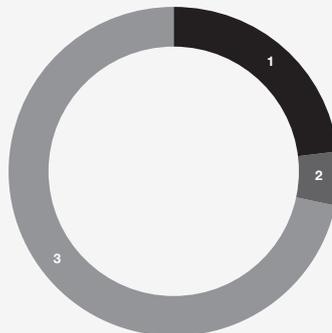
Revenue

- 1 Donations & Fundraising** £2,193,275
- 2 Statutory** £194,766
- 3 Trading** £218,409
- 4 Investment** £1,937



Donations & Fundraising income breakdown

- 1 Individuals** £789,376
- 2 Corporates** £147,156
- 3 Trusts & Foundations** £532,355
- 4 Community Fundraising** £227,521
- 5 3rd Party Events** £496,867



Expenditure breakdown

- 1 Raising Funds** £717,143
- 2 Expeditions** £163,725
- 3 Programme Delivery** £2,210,233



Breakdown by Programme

- 1 First Steps** £241,651
- 2 Project Nova** £646,050
- 3 Home Straight** £570,134
- 4 Head Start** £173,174
- 5 Step Into Health** £9,297
- 6 Manchester** £40,971
- 7 Other Distributions** £253,870
- 8 Expeditions** £108,707

expenses, results in a net deficit of £482,714, (2015 – £404,010). When planning activities for the year ahead the charity considers its ability to raise funds in order to support its activities separately to any requirement to fund expeditions. In 2016 the charity was successful in its aim is to continue to grow income not linked to expeditions. The income generated in response to planned expeditions will always fluctuate in line with the size and nature of the event.

The financial outlook for 2017 looks positive and the Board expects to see the charity continue to increase the reach and engagement of its programmes, and be able to impact an increasing number of beneficiaries.

Reserves Policy

The reserves policy for WWTW addresses two issues. First, the charity holds a minimum of three months administrative expenditure to ensure that current liabilities are capable of being met. Secondly, the charity holds or can be certain of funds to cover six months of operational expenditure to cover the staff costs of those delivering the internally managed programmes. Monthly meetings are held by the management team to review WWTW's finances and income and expenditure for the period. The Board of Trustees reviews the appropriate level of Reserves on a regular basis.

The Board has modified its reserve policy to include the phrase "or can be certain of funds" above to recognise that some agreements will continue to generate income (contingent income) through to their expiry and that in addition, partner charities have made commitments to allocate sufficient of their reserves to cover a substantial portion of the required six months operational costs.

At 31st December, the charity had reserves of £193,979 of which £78,618 were considered to be free reserves, compared to a target of £485,000. The deficit of funds under the charity's required reserves is covered by contingent income and partner charities. The Board expects reliance on these sources of reserves to partially diminish in the course of 2017 and that WWTW aims to retain sufficient surpluses in future years to remove the reliance on these items.

Risk Management

The Board of Trustees accept that in managing the charity and delivering its services there is an inherent level of risk. To manage the risk, the Trustees have established procedures and a system of review to ensure that the level of risk is acceptable and that the controls are working. The day-to-day management of the charity's risk management process lies with the senior management team who are responsible for implementing risk management policies. Additionally, they identify and evaluate any significant risks which the charity may face and make recommendations to the Board.

The risks are reviewed by the Board at each meeting and actions initiated to mitigate the risk.

Through the development of the charity's strategies and plans, the risks relating to each of the objectives are assessed and reviewed periodically by the Board.

The Board considers the following the main risks for Walking With The Wounded, and consider the following actions mitigate the risks.

1. **Failure to achieve funding levels required.** The charity carries sufficient reserves, or is certain of funds, to ensure that

all its programmes can operate for a minimum of six months. Should no further funding be achieved, the Board believes six months is an appropriate amount of time for the Operations team to ensure those beneficiaries which are within the WWTW programmes can be provided with the necessary support that they require.

2. **Vulnerability of WWTW beneficiaries.** The charity acknowledges that a number of its beneficiaries are highly vulnerable, and are at risk on occasions to themselves and others. Within all our programmes we have detailed procedures and practices to ensure beneficiaries are managed in the most sympathetic and appropriate manner, and third parties are plainly aware of any risks which exist.
3. **Breakdown of key strategic relationships.** The charity has a number of key strategic relationships which are vital for the successful delivery of our programmes. We ensure there are regular management meetings between all key parties to ensure transparency and understanding in order to avoid any uncertainty and loss in confidence of all partners.
4. **A member of an expedition team being killed or injured.** By the nature of WWTW's expeditions, there is an inherent physical risk to those taking part. The expedition management team go to considerable lengths to identify all risks which exist in and around the expedition, mitigate them where possible, and have procedures in place to react accordingly should an accident take place.
5. **Reputational risk from adverse publicity.** WWTW has a strong media profile, and the trustees are aware of the impact of negative news surrounding the charity. The Communications Team has a thorough crisis management process and ensures at all time the media is clearly briefed and provided accurate and timely information.

Structure, governance and management

Walking With The Wounded is a charity which operates as a company limited by guarantee, charity number 1153497 and is governed by its Memorandum and Articles of Association. The charity wholly owns Walking With The Wounded Trading Limited, which is registered at Companies House, number 8612989.

William Medlicott, Darryl Eales and Guy Disney joined the Board of Trustees during the course of the year. They bring extensive experience in the corporate and charity sectors which will be of great benefit to the Board and the Executive. The Board has specific expertise on the following areas, all of which are relevant to the work being undertaken by WWTW – mental health, finance, legal, military, the wounded community, media. During the course of 2016, Emma Peters joined the Board and has a specific interest in the Criminal Justice System in order to provide oversight of the work being done within Project Nova.

During the course of the year Christopher Birrell and Harry Parker stepped down from their positions as a trustee. The charity and the Board are very grateful to Christopher and Harry for their commitment over the last few years.

As at 31st December 2016, the Board membership was as follows:

Simon Daglish (Co-Founder and Chairman of the Board)

Simon was at RMAS Sandhurst in 1985 with Ed Parker before embarking upon a career in the media. Today he is the Commercial Director and Deputy Managing Director of ITV plc.

In 2005 Simon man hauled unsupported to the South Pole recreating Scott's fateful journey, using and wearing replica equipment. He was also a member of the WWTW North and South Pole teams.

Lt Gen Sir Graeme Lamb KBE CMG DSO (Trustee)

Graeme served in the Army from 1973 to 2009, serving in many different operational theatres from Northern Ireland to Iraq and Afghanistan. His last role was as Commander, Field Army. Graeme has recently been acting as an advisor to the US commander in Afghanistan.

Dick Turpin (Trustee)

Dick served with the Royal Regiment of Fusiliers during the 1970s before leaving the Army to pursue a career in the financial sector. Today he is the managing director of Artemis Investment Management, who were the lead sponsor of the 2011 North Pole expedition.

Professor Neil Greenberg BM, BSc, MMedSc, FHEA, MFMLM, DOccMed, MEWI, MFFLM, MD, FRCPsych (Trustee)

Neil is an academic psychiatrist based at King's College London UK and is a consultant occupational and forensic psychiatrist. Neil served in the Armed Forces for more than 23 years and has deployed to a number of hostile environments including Afghanistan and Iraq. He is also the President of the UK Psychological Trauma Society and the Royal College of Psychiatrists' Presidential Lead for Military and Veterans Health.

James Hibbert (Trustee)

James set up bespoke tailoring business Dress2Kill 15 years ago having previously worked for Austin Reed. James launched 'The Q Club' and The Great Retail Revival Foundation.

Flora McLean (Trustee)

Flora is a Partner in the structured and asset finance team at Freshfield Bruckhaus Deringer LLP in London. Flora's husband served in the British Army.

Emma Peters (Trustee)

Emma served in the Army as a lawyer between 1992 and 2009 including service in Northern Ireland and the Balkans. She is now a Circuit Judge (appointed 2016). She began her judicial career as a part time legal chairman of the tribunal dealing with War Pensions and Armed Forces Compensation Scheme appeals. In 2010 she was appointed as an Assistant Judge Advocate General and then in 2012 as a Recorder of the Crown Court.

William Medicott (Trustee)

William Medicott is a qualified ACA. He was formerly the finance director ITV plc's Broadcasting and Online business. He is a Director of the ITV Pension Scheme and several other charities.

Guy Disney (Trustee)

Guy served with the Light Dragoons and was wounded in Afghanistan in 2009 after being hit by a rocket propelled grenade resulting in having his right leg amputated below the knee. Guy was one of the team who skied to the North Pole 2011, the charity's first endeavour to show the remarkable determination and courage of our servicemen and women. Thereafter Guy started working for the charity to assist in the operational side of the South Pole expedition in 2013. Guy now works for The Royal Foundation.

Darryl Eales (Trustee)

Darryl is owner of a number of businesses currently including Debrett's, Oxford United Football Club and a specialist engineering group, Alycidon Capital together with serving as a non executive on several Boards which support entrepreneurialism, education and community development. He has a variety of wider business interests' especially promoting education, entrepreneurship and a more business friendly environment. He also enjoys reading, especially history, travel; wine collecting, marathon running and cycling and watching most sports, especially being actively involved in football through his ownership of Oxford United.

Harriet Parker (Trustee)

Harriet was instrumental in setting up the charity with her husband Ed in 2010 and has been a trustee from the charities inception. Harriet has been fully involved in the day to day work of the charity.

Since 31 December 2016 the following changes to the board have taken place:

Harriet Parker – resigned on 7 April 2017

Duncan Anderson Brown – Appointed as Company Secretary 14 March 2017

The Board meets once a quarter with the senior management team to oversee the operations of the charity and to formulate and instigate the strategy and policy. The Board has two sub-committees, one focusing on the operational side of the charity and the management of the programmes, while another oversees the remuneration of staff. One trustee has specific responsibility to advise the Board on financial matters, while another has the specific responsibility to oversee internal governance and process. The trustees have approved the funding requirement for all internally managed programmes. The annually approved budget details the funding requirement of each programme and this is reviewed quarterly at Board meetings. The trustees also approve funding to educational and training providers to support the aims of the charity. The funding is carefully evaluated by a sub-committee of trustees before receiving approval by the Board.

When selecting organisations to receive funding, the trustees are particularly interested in building capacity which will ensure the funding leads to long term solutions and establishing multi-year support to provide financial certainty for the beneficiaries. The charity ensures the funds go directly to those who need to benefit and are not provided for funding of the administrative costs. Further detail of the disbursements committed during the year can be found in Note 6.

On an annual basis all members of the Board are provided training through the charity's accountants and legal advisers.

The salary of the Chief Executive is set by the Board, with the Remuneration Committee recommending to the Board an appropriate level. The sub-committee ensures levels of remuneration are similar to other charities operating in the same area and with revenues that are comparable to Walking With The Wounded. The Chief Executive is responsible for the remuneration of the executive management, and this is ratified annually by the Board of Trustees. The total remuneration for the executive management team can be seen in Note 7.

An executive management Board consists of the Chief Executive, Director of Operations, Director of Fundraising, Financial Controller, and Head of Client Employment. Together this group manages the charity's affairs on a day to day basis,

and ensures reporting to the Board and statutory bodies meets the necessary standards required.

Simon Daghish, Edward Parker and Fergus Williams, Director of Operations, are Directors of WWTW Trading Limited.

Public benefit

The Trustees confirm that in planning their activities for the year as set out on pages 7 to 25 they have had due regard to the Charity Commission's guidance on public benefit and there is clear benefit reflected in the programmes run by the Charity.

Statement of Trustees Responsibilities

The trustees (who are also directors of Walking With The Wounded for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of information to auditors

In so far as the trustees are aware:

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

Appointment of Auditors

Saffery Champness LLP have expressed their willingness to continue in office.

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The Trustees' Report was approved by the Board and signed on their behalf.



Simon Daghish

Co-Founder and Chairman of the Board of Trustees
7th June 2017

Independent Auditors' Report

Independent auditors' report to the members for the year ended 31 December 2016.

We have audited the financial statements of Walking With The Wounded for the year ended 31 December 2016 on pages 34 to 44. 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) including Financial Reporting Standard 102.

This report is made solely to the company's members and the trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members and trustees those matters we are required to state to them in an auditors' 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 company, the company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the 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 auditors under the Charities Act 2011 and the Companies Act 2006 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Chairman's Report, Chief Executive's Report, Summary of activities on pages 11 to 25 and Trustees Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charity has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity 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.
- the trustees were not entitled to take advantage of the small companies exemption in preparing the Trustees' Annual Report.



Cara Turtington
Senior Statutory Auditor

For and on behalf of:

Saffery Champness LLP
Chartered Accountants
71 Queen Victoria Street
London EC4V 4BE

Statutory Auditors
14th August 2017

Saffery Champness is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities
(Incorporating the income and expenditure account)
For the year ended 31 December 2016

	Notes	Unrestricted funds £	Restricted funds £	Total funds 31 December 2016 £	Total funds 31 December 2015 £
Income from:					
Donations and legacies	2	1,806,775	386,500	2,193,275	1,683,331
Charitable activities	3	183,516	11,250	194,766	128,434
Fundraising and trading	4	218,409	-	218,409	312,963
Investment income		1,937	-	1,937	2,632
Total income		2,210,637	397,750	2,608,387	2,127,360
Expenditure on:					
Raising funds		717,143	-	717,143	374,552
Expeditions in support of wounded veterans		163,725	-	163,725	336,401
Retraining and education in support of wounded veterans		1,890,926	319,307	2,210,233	1,820,417
Total expenditure	5	2,771,794	319,307	3,091,101	2,531,370
Net income/(expenditure)		(561,157)	78,443	(482,714)	(404,010)
Transfers between funds	15	-	-	-	-
Net movement in funds		(561,157)	78,443	(482,714)	(404,010)
Total funds brought forward		639,775	36,918	676,693	1,080,703
Total funds carried forward	15	78,618	115,361	193,979	676,693

The Statement of Financial Activities contains all recognised gains and losses for the year.

All activities are continuing.

The notes on pages 37 to 44 form part of these financial statements.

Balance Sheets

For the year ended 31 December 2016

	Notes	31 December 2016		31 December 2015	
		Group £	Charity £	Group £	Charity £
Fixed assets:					
Tangible fixed assets	10	11,291	11,291	12,474	12,474
Investments	11	-	1	-	1
		11,291	11,292	12,474	12,475
Current assets:					
Stocks	12	9,810	-	16,554	-
Debtors	13	150,159	169,302	265,312	258,668
Cash at bank and in hand		355,248	338,586	782,202	744,841
		515,217	507,888	1,064,068	1,003,509
Creditors less than one year	14	(332,529)	(325,202)	(399,849)	(337,357)
Net current assets		182,688	182,686	664,219	666,152
Net assets		193,979	193,978	676,693	678,627
Represented by:					
Restricted funds	15	115,361	115,361	36,918	36,918
Unrestricted funds		78,618	78,617	639,775	641,709
	16	193,979	193,978	676,693	678,627

The notes on pages 37 to 44 form part of these financial statements.

As permitted by s408 Companies Act 2006, the charity has not presented its own Statement of Financial Activities and related notes. The charity's net movement in funds for the year was a deficit of £484,649 (2015 a deficit of – £402,076).

No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. As most of the income from the subsidiary company is transferred to the charity the view taken is that there is no significant difference between the Group and Company figures. The subsidiary is accounted for separately for management control purposes.

The financial statements were approved by the Board of Trustees on 7th June 2017 and signed on their behalf by:



Simon DGLISH
Chairman of the Board of Trustees

Company registration number: 0861298

Statement of cash flows

For the year ended 31 December 2016

	2016 £	2015 £
Cash flows from operating activities		
Net cash used by operating activities	(420,192)	(378,356)
Cash flows from investing activities:		
Interest received	1,937	2,632
Purchase of tangible fixed assets	(8,699)	(9,253)
Net cash used in investing activities	(6,762)	(6,621)
Change in cash and cash equivalents in the reporting period	(426,954)	(384,977)
Cash and cash equivalents brought forward	782,202	1,167,179
Cash and cash equivalents carried forward	355,248	782,202

Reconciliation of net income/(expenditure) to the net cash flows from, operating activities

	2016 £	2015 £
Net income (expenditure) for the reporting period as per Statement of Financial Activities.	(482,714)	(404,010)
Depreciation charges	9,882	9,565
Interest received	(1,937)	(2,632)
(Increase)/decrease in stocks	6,744	(11,315)
(Increase)/decrease in debtors	115,154	(155,199)
Increase/(decrease) in creditors	(67,321)	185,235
Net cash used in operating activities	(420,192)	(378,356)

The only cash and cash equivalents in the period were cash at bank and in hand.

Notes to the financial statements For the year ended 31 December 2016

1. Accounting policies

Company Information

Walking With The Wounded is incorporated in England and Wales as a registered charity and a limited company. The registered office is Stody Hall Barns, Stody, Melton Constable, NR24 2ED.

Walking With The Wounded has a wholly owned subsidiary company; Walking With The Wounded Trading Limited.

1.1 Basis of accounting

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (effective 1 January 2015).

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements reflect the income and expenditure of the charity for the year ended 31 December 2016. The results of the Trading subsidiary has been consolidated on a line by line basis for the 12 month period ending on 31 December 2016, the period for which its own accounts are prepared as detailed in note 11.

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

1.3 Fund accounting

1.3.1 Unrestricted Funds

These funds can be used for any of the charity's purposes.

1.3.2 Restricted Funds

These funds have been given to the charity for a particular purpose to be used in accordance with the wishes of the donor.

1.4 Incoming resources

Income from investments, Gift Aid and deeds of covenant is included gross, and is accounted for when it is receivable or the charity's right to it becomes legally enforceable. Provision has been made for Income Tax reclaimable at the period end.

Legacy income is included in the accounts when the amount due can be quantified with reasonable certainty and the timing of the receipt is known.

Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor.

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

1.5 Resources Expended

Indirect costs are allocated to the expenditure headings in the SOFA on the basis of the time spent by employees in each area of work.

Cost of Raising Funds consists of expenditure relating to appeals, communications requesting funds, applying for grants and other general publicity as part of fundraising together with associated support activities and cost of sales.

Administration and Support of charitable activities consists of those incurred in support of expenditure on the objects of the charity. These include the provision of the premises, personnel, information technology and audit fees.

1.6 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.6.1 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.6.2 Creditors and provisions for liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The group recognises a provision for annual leave accrued by employees as a result of services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

1.6.3 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date. The Charity does not acquire options, derivatives or other complex financial instruments.

1.7 Irrecoverable VAT

The charity and its subsidiary have registered for VAT but cannot recover the total VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

1.8 Tangible fixed assets

Fixed assets are capitalised where they cost over £1,000 and have an ongoing use to the charity. Depreciation is charged on a 3 year straight line basis.

1.9 Stocks

Stocks are stated at the lower of cost and net realisable value, where cost comprises purchase price and any additional costs of bringing the goods to a saleable condition.

1.10 Pension Costs

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are written off against incoming resources in the year they are payable.

The assets of the scheme are held separately from the Trust in independently administered funds.

1.11 Finance and operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred. The charity has no finance leases.

Other Information**Registered office**

Stody Hall Barns Stody
Melton Constable
Norfolk
NR24 2ED

Bankers

Clydesdale Bank
35 Regent Street
Piccadilly Circus
London
SW1Y 4ND

Solicitors

Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Barclays Bank
17 Market Place
Fakenham
Norfolk
NR21 9BE

Independent Auditors

Saffery Champness LLP
71 Queen Victoria Street
London
EC4V 4BE

2. Donations and Legacies

	Unrestricted	Restricted	Total 2016	Total 2015
Donations individuals	789,376	-	789,377	361,850
Donations corporates	147,156	-	147,156	530,596
Donations trusts	145,855	386,500	532,355	101,831
Legacies	-	-	-	6,677
Community fundraisers	227,521	-	227,521	233,824
Third party events	496,867	-	496,867	448,553
	1,806,775	386,500	2,193,275	1,683,331

3. Charitable activities

	Unrestricted	Restricted	Total 2016	Total 2015
Statutory funding	183,516	11,250	194,766	128,434

4. Other trading activities

	Unrestricted	Restricted	Total 2016	Total 2015
Fundraising events	59,474	-	59,474	98,150
Sponsorship and other trading income	47,498	-	47,498	109,063
Sales and publicity	101,058	-	101,058	56,009
Other income	10,379	-	10,379	49,741
	218,409	-	218,409	312,963

5. Resources expended

	Project Expenditure (Note 6)	Grants Made	Direct Costs		Support Costs		Total 2016	Total 2015
	£	£	Staff	Other	Staff	Other	£	£
Fundraising events	15,357	-	296,926	368,182	11,023	25,655	717,143	374,550
Expeditions in support of wounded veterans	52,151	-	56,556	-	16,535	38,483	163,725	336,401
Retraining and education in support of wounded veterans	1,188,811	230,282	516,054	-	82,672	192,414	2,210,233	1,820,417
	1,256,319	230,282	869,536	368,182	110,230	256,552	3,091,101	2,531,369

5a. Support costs

	2016 £	2015 £
Support costs:		
PR and advertising	13,871	15,360
Travel and subsistence	22,521	18,628
Office Costs	53,871	119,007
IT and Communication	41,965	35,814
Other staff costs	16,005	10,126
Legal and Professional	98,655	72,829
Finance costs	2,399	3,329
Governance	7,265	23,996
	256,552	299,089

6. Charitable expenditure

Jointly managed projects:	Direct Costs	Staff Costs	Total
First Steps	170,869	70,782	241,651
Project Nova	456,814	189,236	646,050
Home Straight	403,135	166,999	570,134
Head Start	122,449	50,725	173,174
Step into Health	6,574	2,723	9,297
Manchester	28,970	12,001	40,971
Contributions to other charitable projects:			
Poppy Factory	40,090	-	40,090
Royal British Legion Industries	70,000	-	70,000
Recovery Careers Service	-	-	-
Mission motorsports	63,250	-	63,250
Other projects	56,942	23,588	80,530
Expeditions:			
Walk of Britain	52,151	56,556	108,707
	1,471,244	572,610	2,043,854

7. Staff costs

	2016 £	2015 £
Staff costs:		
Wages and salaries	854,022	546,439
National Insurance	86,042	59,389
Pension	39,702	35,970
	979,766	641,798

	2016 Number	2015 Number
The average number of employees during the period was:	23	14

	2016 Number	2015 Number
The number of employees whose emoluments exceeded £60,000		
£60,000 - £70,000	2	2
£90,000 - £100,000	1	1

Key Management Personnel comprise the Chief Executive, and the Executive Management team, as explained on page 31. Total remuneration of these people in the year was £315,336 (2015; £303,892).

8. Trustee payments and expenses

The total aggregate direct donations made by the Trustees' in the year was £2,500 (2015-£755). This amount does not include amounts any donations made via online giving platforms.

The following trustees incurred expenses which were reimbursed by the charity and its subsidiary during the year: Neil Greenberg – £273.55 (2015: £nil) and Harriet Parker – £83.20 (2015: £19.75).

Edward Parker is remunerated in respect of his services as CEO. Mrs Harriet Parker is married to Edward Parker, the CEO; she takes no part in the discussions regarding his remuneration.

	2016 £	2015 £
9. Net (outgoing)/incoming resources		
Net incoming resources are stated after charging:		
Auditors remunerations – for audit	7,600	7,600
Auditors remunerations – for other services	12,700	18,543
Dep'n of tangible fixed assets	9,882	9,565

10. Fixed assets

Group and Charity	Office Equipment & Fixtures £
Cost:	
At 1 January 2016	27,143
Additions in the year	8,699
Eliminated on disposal	-
At 31 December 2016	35,842
Depreciation:	
At 1 January 2016	14,669
Charge for the year	9,882
Eliminated on disposal	-
At 31 December 2016	24,551
Net book value:	
At 31 December 2016	11,291
At 31 December 2015	12,474

All fixed assets are used for charitable purposes.

11. Investments

The Charity's investments represent 100% of the issued share capital of Walking With The Wounded Trading Limited. A summary of the subsidiary undertakings results is as follows:

	2016 £	2015 £
Income	249,969	254,712
Expenditure	(246,008)	(253,448)
Net surplus donated to the charity	3,961	1,263

At the balance sheet date the subsidiary's share capital and reserves totalled £1.

12. Stock

	Group 31 December 2016	Charity 31 December 2016	Group 31 December 2015	Charity 31 December 2015
Stock of finished goods	9,810	-	16,554	-

13. Debtors

	Group 31 December 2016	Charity 31 December 2016	Group 31 December 2015	Charity 31 December 2015
Trade debtors	70,508	65,858	183,801	169,437
Amounts due from group entities	-	23,793	0	85,222
Prepayments	79,651	79,651	77,812	195
Other debtors	-	-	3,699	3,814
	150,159	169,302	265,312	258,668

14. Creditors

	Group 31 December 2016	Charity 31 December 2016	Group 31 December 2015	Charity 31 December 2015
Trade creditors	189,992	183,569	219,193	196,017
Deferred income	55,550	55,550	68,850	87,801
Accruals	32,917	32,917	7,939	6,739
Other Creditors	20,000	20,000	57,801	1,200
Social security and other taxes	34,070	33,167	46,066	45,600
	332,529	325,202	399,849	337,357

15. Analysis of restricted and unrestricted funds

	Opening balance 1 January 2016	Incoming	Outgoing	Transfers	Close balance 31 December 2016
Restricted funds:					
Head Start	21,714	25,000	(27,958)	-	18,757
Home Straight	-	30,000	0,00	-	30,000
First Steps	15,204	100,250	(48,849)	-	66,604
Project Nova	-	242,500	(242,500)	-	-
	36,918	397,750	(319,307)	-	115,361
Unrestricted funds:					
General	639,775	2,210,637	(2,771,794)	-	78,618
	639,775	2,210,637	(2,771,794)	-	78,618
Total funds	676,693	2,608,387	(3,091,101)	-	193,979

The charitable activities have been supported by the following donors:

First Steps

Adactus Housing Group (BIG fund)
Blagrave Trust
Childwick Trust
Lt Dougie Dalzell MC Memorial Trust
(DDMT)
Sir James Knott Trust
Sobell Foundation
Wates Family Enterprise Trust
MacRobert Trust
Scottish Veterans Fund/Earl Haig
CMS Funding

Head Start

ABF The Soldier's Charity
Worshipful Company of Leathersellers
Drapers Charitable Trust

Home Straight

ABF The Soldiers' Charity

Project Nova

Armed Forces Covenant Fund
Lloyd's Patriotic Fund
Suffolk Community Foundation

16. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Group			
Fixed assets	11,291	-	11,291
Stock	9,810	-	9,810
Debtors	150,159	-	150,159
Cash	239,887	115,361	355,248
Creditors	(332,529)	-	(332,529)
	78,618	115,361	193,979
Charity			
Fixed assets	11,292	-	11,292
Stock	-	-	-
Debtors	169,302	-	169,302
Cash	223,225	115,361	338,586
Creditors	(325,202)	-	(325,202)
	78,617	115,361	193,978

17. Related parties

During the year Walking With The Wounded was charged £117,920 by its wholly owned subsidiary Walking With The Wounded Limited, in respect of management fees for running events from which the charity benefitted. The subsidiary also made a gift aid donation to the charity of £3,961. At the year end the subsidiary owed the charity £33,531 due within one year and £57,324 was owed in respect of a loan from the charity. The loan incurs interest at 4% above base and is repayable upon demand.

Walking With The Wounded paid £2,231.50 to the Union Jack Club for accommodation. Dick Turpin, a trustee of the charity is a member of the governing council of the Union Jack Club.

18. Company status

The company does not have a share capital and is limited by the guarantees of all its members. At 31 December 2016 the total of such guarantees was £11. (2015: £9)

19. Taxation

The Company has not made any provision for corporation tax payable on the basis that all of its income and gains are applied for wholly charitable purposes.

20. Prior year SOFA

	Unrestricted funds	Restricted funds	Total funds 31 December 2015
	£	£	£
Income from:			
Donations and legacies	1,628,331	55,000	1,683,331
Charitable activities	128,434	-	128,434
Fundraising and trading	312,963	-	312,963
Investment income	2,632	-	2,632
Total income	2,072,360	55,000	2,127,360
Expenditure on:			
Raising funds	374,552	-	374,552
Expeditions in support of wounded veterans	336,401	-	336,401
Retraining and education in support of wounded veterans	1,654,971	165,446	1,820,417
Total expenditure	2,365,924	165,446	2,531,370
	(293,564)	(110,446)	(404,010)
Net income/(expenditure)			
Transfers between funds	(65,364)	65,364	-
Net movement in funds	(358,928)	(45,082)	(404,010)
	998,703	82,000	1,080,703
Total funds brought forward			
Total funds carried forward	639,775	36,918	676,693

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