



**The journey.**

Supporting  
veterans  
regain their  
independence



**WALKING WITH THE WOUNDED**  
Supporting Our Wounded Into Work

A group of wounded Afghanistan veterans at Buckingham Palace, being met by Prince Harry after completing a 1,000-mile UK trek



Pictured left: The Walk Of Britain team of six wounded veterans were joined by friends and family on 1st November 2015 to walk their final mile down the Mall to Buckingham Palace where they were greeted by WWTW's Expedition Patron, Prince Harry.

## During 2015 we supported 600 men and women

05	Chairman's Report
07	Chief Executive's Report
11	Looking ahead to 2016
13	Our Programmes
14	Head Start
16	Project Nova
18	Home Straight
20	First Steps
22	Step Into Health
24	WWTW Pathway Model
25	Key Events of 2015
27	Trustees' Report



"I am so grateful to Walking With  
The Wounded for their support."  
Nathan Smith

**Our fifth year has  
been another frenetic  
and exciting one,  
where we have seen  
the charity, and our  
impact, grow**

# Chairman's Report



**"If it wasn't for WWTW and such rapid access to a therapist I wouldn't be in the better place that I am now in."**

David Williams



**"The charity has been a great supporter of all veterans getting into work within the NHS. Walking With The Wounded have been passionate about helping people, regardless of rank ... build a life again."**

Palmer Winstanley



**2**015 sees the end of our fifth year at Walking With The Wounded (WWTW) and as with every previous year it has been another frenetic, exciting year where we have seen the charity growing and the impact of the work we are doing providing more and more support to the men and women who have served in the Armed Forces on our behalf.

It is often cited that there are 'too many military charities' and we are often asked, 'Why are you different?' To the first I would say that the many organisations which exist provide a wide breadth of service and care for the veterans in the United Kingdom, and long may they continue to do so. We continue to ensure our services are compatible with theirs, and we work closely with all the major charities, as collaboration lies at the core of our ethos. To the second comment, our answer is very clear. WWTW focuses on the most vulnerable veterans, those who are the hardest to reach, those who have found the transition from the military into the civilian world challenging, and now find themselves on a downward spiral that few help them break. To us these people are as deserving as any other veteran and the impact of supporting them to the rest of the country is the most meaningful, both from a financial and empathetic perspective. Addressing persistent social issues through early intervention and support not only has a significant effect on the individual and their family, but it forestalls a further downward spiral impacting all society. Assisting a veteran who has been homeless

get a job, providing a support network to someone who through a lack of structure in their life has found themselves in police custody or funding mental healthcare to an individual to stabilise them while awaiting treatment from the NHS has a tangible and meaningful effect on us all. It is money well spent.

During the course of 2015 WWTW supported 600 men and women. We can only do this with the help and support of those who so generously donate to the charity, whether individuals, companies or institutions. To every single one of you, however large or small the donation, can I and the Board of Trustees thank you on behalf of those you have supported. Every penny counts, every penny makes a difference.

As we look into 2016 the outlook is as exciting, and we continue to grow. I have every confidence the number of ex-servicemen and women we will be able support will increase strongly, and we will be able to do that with your continued backing.

Thank you.

**Simon Daghli**

Co-Founder and Chairman of the Board of Trustees



**“Following the Regimental motto “Fight to the Finish” is what keeps me going. I refuse to give up and am very grateful to Walking With The Wounded for the support they have given me.”**  
John Borge

**Independence is the key outcome we want to achieve. We want those we support to stand on their own feet, receiving no support from charity or the State, providing for themselves and their families**

# Chief Executive's Report



**“What Walking With The Wounded have done for me is overwhelming. Thanks to the charity, there is no looking back and I can't quite believe how lucky I am to experience the things I do through my job.”**

George Anthony



**T**he aim of Walking With The Wounded is to support the most vulnerable veterans regain their independence through employment. A very simple statement, but one which takes a huge amount of resource and commitment by our dedicated team and our partners to achieve, and something we would not begin to be able to do without the continued support from those generous enough to recognise the importance of the work we do.

But what does this simple statement actually mean? Who are the ‘most vulnerable’ and what do we mean by ‘independence’? 90% of those who leave the Armed Forces transit with no complications (*King's College KCMHR 2009*), finding a new career and somewhere to live. These are skilled, disciplined men and women, a great asset to our society. But there is a minority who find the transition difficult. Without the security of the institution of the Armed Forces, they struggle to adjust to the ‘big, wide world’ and they can often find themselves in socially challenging situations, with significant pressure on their family unit, often losing employment, with increasing financial pressure. Many self medicate with alcohol, many suffer silently from mental health problems, many find themselves in police custody, many find themselves homeless. And yet not long before these individuals were members of a close knit team, they were skilled, disciplined and proud of who they were and what they did. These are the people who WWTW works with, providing them support to return back into main stream society. Independence is the key outcome we want to achieve. We want those we support to stand on their own feet, receiving no support from charity or the State,

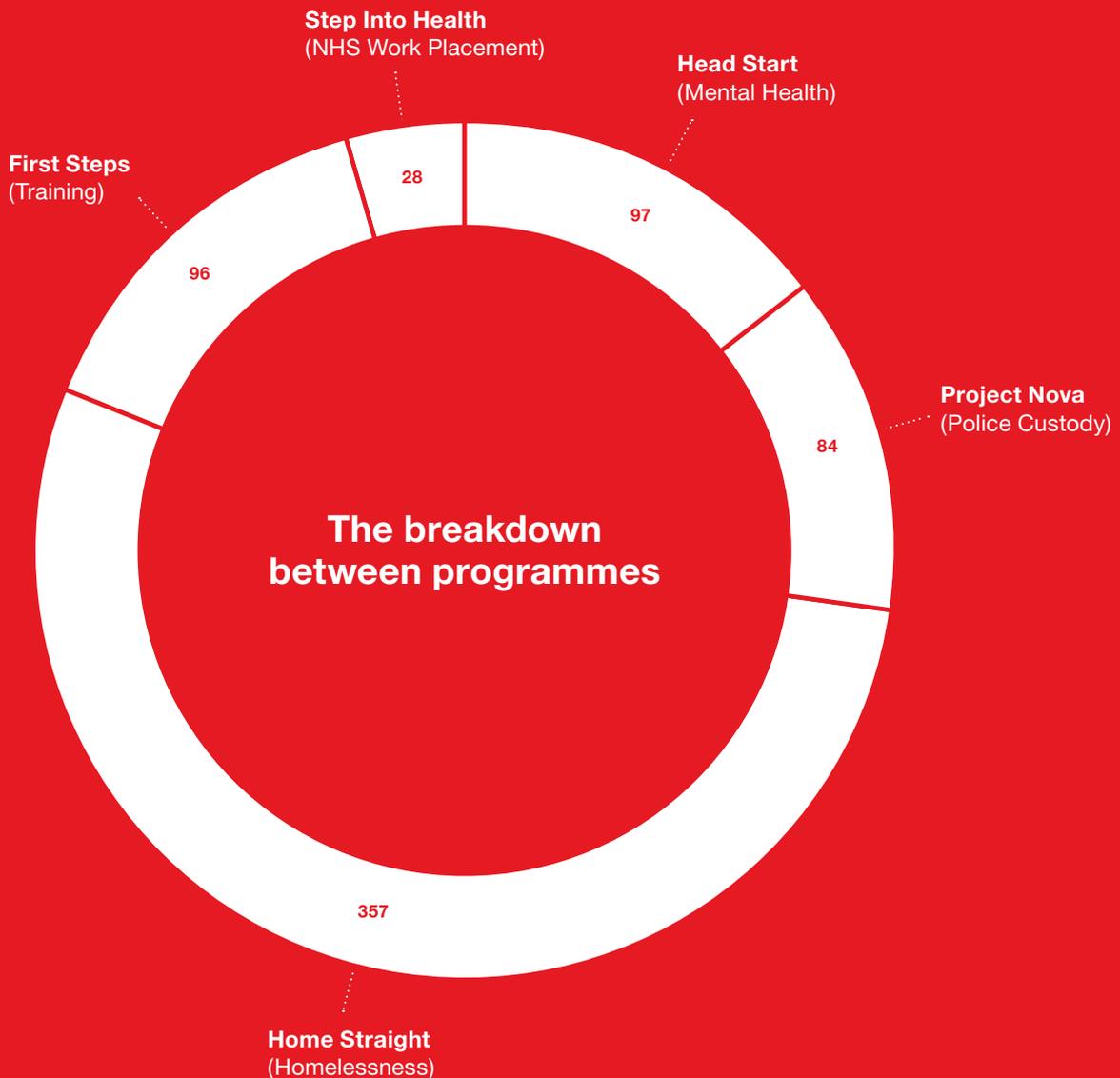
providing for themselves and their families. This gives them security and pride. We believe the core pillar to achieve this is a job, giving each individual an income which provides that security they deserve. In everything we do as a charity, employment is always at the forefront, and not only that, but it must be the right, sustainable employment.

In order to achieve our aim, the charity runs a number of separate, but integrated programmes, working with a broad number of partners, both charities and statutory organisations, in order to achieve a holistic approach to what we do.

These programmes are discussed in more detail in this report but in brief they focus on those who have been homeless (Home Straight), those in police custody (Project Nova), those with a mental injury (Head Start), and providing access to skills and training (First Steps). We also run a work experience programme within the NHS (Step Into Health).

During 2015 we have seen a significant expansion in all these programmes, allowing us to achieve a broader reach across the country and access more veterans who need our support. We have increased the number of Employment Advisors in Home Straight from six to ten and we now provide support in Aldershot, Colchester and Manchester on top of our existing hubs (Glasgow, Newcastle, Catterick, London and Bristol). We are now in a position to manage a caseload of over 400 veterans per year, providing them hope for a secure future, something that seemed very far away not long before. Project Nova has broadened from the pilot in the East of England, and now we have teams based in the Northeast and Northwest, areas where there is a far higher density of veterans, which is being

**We have seen a significant expansion in all our programmes, allowing us to achieve a broader reach across the country**



WWTW individually helped over 600 veterans in 2015. Some veterans required support from more than one of the specialist WWTW programmes.



**“Walking With The Wounded have been amazing connecting me to the world of work again. They have helped link me in to a few different career options and have made me feel there is a positive future ahead, an important part of the recovery process.”**

Robert Brown

**Pie chart left: 2015 saw the charity support 600 veterans, an increase from 467 in 2014 at a cost of £1,820,417 compared to £865,769 in 2014.**

reflected by an increasing number being identified in police custody, requiring us to further expand the resources within Nova. We await the findings of the Anglia Ruskin University academic research around the pilot but early results suggest successful impact of the work we are doing. Head Start launched in the middle of the year and provided mental healthcare for over 100 veterans, exceeding our first year target. WWTW is part of the services charities roundtable for mental health alongside Help for Heroes, Combat Stress, Big White Wall and the NHS. Our aim is to collaborate with one another to ensure veterans receive the most comprehensive and effective mental healthcare, while avoiding duplication and replication of services. WWTW Trustee, Professor Neil Greenburg, from King’s College London, also sits within the roundtable providing his expertise, as does the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry. Finally, First Steps, continues to provide individuals with support on a huge variety of training and skill-based courses, from HGV licences, to dog-handling, to plumbing qualifications. With these enhanced skills we are seeing our beneficiaries gain employment in their career of choice.

2015 saw the charity support 600 veterans, an increase from 467 in 2014 at a cost of £1,820,417 compared to £865,769 in 2014.

Since 2012 WWTW has been one of the partner organisations with the Recovery Career Services (RCS), delivering expertise advice and support to wounded, injured and sick leaving the Armed Forces and working in partnership with the Career Transition Partnership (CTP). On 1st October the Ministry of Defence renewed the CTP contract to Right Management. As part of the new contract, the RCS was integrated into the CTP, ensuring a high level of support for future wounded service leavers, and removing the cost from the charities who established the RCS. Disappointingly the government contract did not cover the costs of the RCS Relationship Team, which was funded by WWTW and Help

for Heroes. The Relationship Team manages the key relationship between the RCS and UK based corporates. The Board of Trustees considered it vital that these relationships were migrated effectively into the new contract to ensure the money committed to the RCS over the past three years has longevity, and that the special relationships with UK based corporates willing to work with Wounded, Injured and Sick (WIS) should be maintained. WWTW has agreed to fund this transition until 1st May 2016 in order to support the new government contract.

During the course of 2015 WWTW staged another expedition in order to raise and maintain awareness of our wounded. The Walk Of Britain, presented by YESSS Electrical, saw a team of six wounded veterans, four from the UK and two from the US, walk 1,000 miles around Britain over 72 days. cost of Walk was £211,449, and with the remarkable support of our sponsors and the public who we met on the route, the charity raised a net amount of £209,067. Throughout the expedition the support received by the team from the public was truly remarkable, demonstrating the continued commitment so many people have to ensuring a better future for those who have served on our behalf. YESSS Electrical was the expedition’s lead sponsor, and we also had generous support from Virgin Money, ESRI, the NFL, The Bob Woodruff Foundation, Glenfiddich, XL Catlin, Jaguar Landrover, Arqiva and Helly Hansen. As always, all the costs of the expedition were covered by corporate sponsorship allowing all the funds raised to help support the men and women within our programmes.

**Edward Parker**  
CEO and Co-Founder



**"When I was injured I was very frustrated and quite angry, I had no confidence and thought I'd never work again. Since then, with the support I have received, I have regained about 70% of the freedom I lost when I was injured."**  
Anam Ahmed



**"Walking With The Wounded has changed my life – I am now married with a young son and everything in my life is positive. The charity has given me more opportunities than anyone else in life."**  
Glen Cameron

# Looking ahead to 2016



**“WWTW, Project Nova and Step into Health have all given me a lot of support and direction. The harsh reality is that without this support I would probably have ended up in Jail.”**

Sean Cook

**T**he trustees remain committed to broadening the impact of WWTW’s activities and ensuring more individuals benefit under the charities objectives. In 2016 WWTW will continue to broaden the coverage of our delivery programmes. Our aim remains to provide all our services alongside each other in every region of the UK in order to provide the veterans we support as broad a range of services as possible, both from within WWTW and with our partners. New Employment Advisors will be placed in Birmingham, Manchester, North Wales and Glasgow, while we hope to launch Project Nova in Yorkshire and Humberside. Head Start will continue to broaden its coverage, and we hope we will see a successful outcome to the pilot projects we are running with the NHS in Greater Manchester and Colchester. We continue to believe that embedding Employment Advisors within NHS Veteran Mental Healthcare teams provides the best possible outcome for an individual who is being treated for mental health

problems. We also aim to start providing remote therapy for veterans receiving private psychotherapy in order to reach as many veterans as possible.

In order to sustain the continued growth of our programmes, the Board of Trustees has committed to increasing the size of the fundraising team, and to focus on institutional sources of funding, as well as further developing our strategy around major donors. During 2015 the charity received some funding from the NHS in respect of Head Start and Project Nova, and it is anticipated this will be repeated. The Board of Trustees is clear that the charity does not aspire to become a Government contractor, but will continue to bid for statutory funding as a means of growing its delivery programmes.

Walking With The Wounded will also be joining the COBSEO Case Management System in mid-2016 which will allow the charity to access funding for First Steps from other military charities who are using CMS. This will allow us to significantly broaden access to training and education for our beneficiaries.

# Our aim remains to provide all our services alongside each other in every region of the UK



**"I have been welcomed and embraced by my department and I don't have to hide who I am or what I've been through and genuinely enjoy coming to work and making a difference. I have a purpose again and am valued for what I do and in turn this help's me fight my demons and aid my road to recovery. I cannot thank and praise Walking With The Wounded's Step Into Health programme enough!"**

Naomi Adie



**"Whilst the funding Walking With The Wounded has provided me with for my training is amazing, their support is more than financial. They support me in all ways they can to fulfil my dream."**

Stewart Hill

# Our programmes

Walking With The Wounded's programmes each address a barrier to reintegrating back into society. Head Start supports those with mental health difficulties, Project Nova works with veterans in police custody, Home straight with homeless veterans and First Steps provides access to the necessary training and qualifications required for their chosen civilian career. These programmes are complimented by sector specific projects such as Step Into Health which provides a pathway for veterans into the NHS.

These programmes work in harmony to support vulnerable, wounded, injured and sick veterans in their pathway to sustainable employment and independence.

- 14 Head Start
- 16 Project Nova
- 18 Home Straight
- 20 First Steps
- 22 Step Into Health

# Head Start

## Programme Aim

Head Start offers an alternative to local statutory services to provide ex-service personnel with mild to moderate mental health difficulties a course of therapy from private accredited psychotherapists.



## Partners



## Programme Outline

Healthcare professionals are able to refer to Head Start. Accepted referrals are allocated a therapist within 10 working days and within 10 miles of the ex-service personnel's home (up to 20 miles for rural areas).

Throughout the course of therapy contact between Head Start, the therapist and beneficiary is maintained to track the client's engagement and progress. 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. The NHS is central to ex service personnel getting support with their mental health. Therefore on completion of therapy, the therapist provides the beneficiaries GP with a report of the treatment provided to aid future care plans.

## 2015 Programme Summary

Head Start has completed its first year of operating since its launch in January 2015. We initially focused on providing a limited service by way of piloting the programme. As we have developed the process and governance, we now aim to roll out our coverage across the whole of the UK by the end of 2018.

We operate in the Improving Access to Psychological Therapies (IAPT) stepped care model, providing Step 3 care for up to 12 sessions of psychotherapy.

The WWTW holistic provision is key to veterans' recovery and continued wellbeing, but it's emerging that cure is not always achievable and meaningful improvement is a more realistic goal.

High levels of governance are crucial and we apply a high degree of scrutiny to our due diligence and all our processes. At the core of the programme is to ensure we are integrated with the NHS veteran mental health services and we have strong relationships with the veteran mental health teams established post the Murrison Report (2011). Head Start has also worked closely with Healthwatch England to

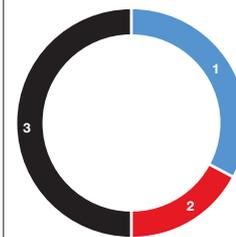
train GP's in veteran mental health issues.

The most notable achievements have been securing two NHS England veterans pilot bids to deliver the charities integrated programmes in Manchester (Military Veterans Service) and Essex (Veteran's First). These pilot services run for 6 months and are to look at overcoming barriers to accessing mental health services for veterans and out patient treatment of veterans with moderate to severe PTSD. The NHS will be the lead partner; if these prove successful then they will potentially provide a model to be replicated across the country, something Head Start intends to be firmly positioned to play a key role and in so doing securing future funding.

In summary a busy and successful first year in which Head Start has delivered an effective, quality and ethical service complimenting current provision in support of veterans. We have been transparent in our business to reveal a true willingness to work with the established providers.

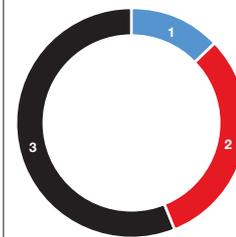
## Outcomes

### Sessions completed



- 1 Under 12 sessions (33%)
- 2 12 sessions (17%)
- 3 Over 12 sessions (50%)

### Client status



- 1 Number of clients completed (13%)
- 2 Number of disengaged clients (31%)
- 3 Number of clients in therapy (56%)

# David's story



David joined the Royal Marines in 2012 but sustained several injuries whilst undertaking Royal Marines Commando training, including a broken foot and nerve damage to his left shoulder. It was the ongoing issues with his shoulder that resulted in a medical discharge in July 2015.

Being in the Marines was all David ever wanted to do, so during the rehabilitation process David had to think again about his future, which was difficult for him.

In September 2015 David was referred to Walking With The Wounded's Head Start programme after he felt that things were 'going out of control'. He completed a number of sessions of psychotherapy which he feels has given him the skills to help support his mental health and he knows that support is there if he needs it. David has now started the 'Access to Health Professions' course at Walsall College and he has been offered a place at four Universities to do a BSc Hons in Physiotherapy.

**“If it wasn't for WWTW and such rapid access to a therapist I wouldn't be in the better place that I am now in.”**



# Project Nova

## Programme Aim

Project Nova provides tailored support to veterans caught up in a cycle of anti-social and criminal activity, and to make early interventions to prevent further deterioration of personal circumstance and continued offending.



## Partners



## Programme Outline

Project Nova was established in June 2014 and is the only programme of its kind currently in existence. There is a need to curb the increasing number of ex forces personnel entering the Criminal Justice System and to reduce the numbers ending up in prison.

In collaboration with local police forces, the programme identifies veterans within custody, and provides an in-depth, holistic range of early intervention services with an aim of avoiding a further deterioration in the individual's circumstances resulting in possible loss of employment, relationship breakdown and a possible custodial sentence.

We do this by changing offender behaviour and addressing the underlying issues that lead to reoffending.

Project Nova is successful because of the partnership with Police, NHS, other military charities, civilian support organisations and the veteran.

## 2015 Programme Summary

The programme began with a pilot in the East of England which ended July 2015 and the first half of the year saw a real emphasis to complete academic evaluations for the Anglia Ruskin University Evaluation.

Over the course of 2015 the programme was rolled out to 2 further areas – North East of England (July 2015) which now includes both Durham and Cleveland, and North West of England (October 2015), where they are based out of the WWTW Manchester office. Teams of 3 are in place in each of the 2 new regions and a new Coordinator was employed in the East of England.

During 2015 we saw 201 new referrals, of which 84 were actively engaged. Of those being assisted we secured 23 new jobs and put 47 through work experience, training or volunteering. We were also able to provide 287 other services such as confidence building, registering a beneficiary with a GP as well as pre-employment activities such as CV writing. We have also managed 176 referrals into specialist assistance such as

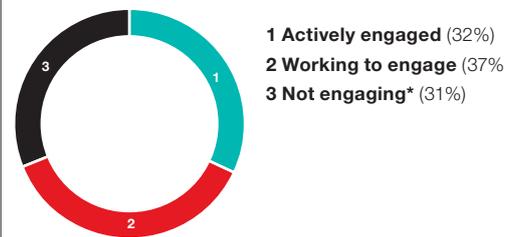
drug and alcohol addiction, mental healthcare and housing assistance. At the year end, the programme was working to engage a further 100 individuals.

As well as providing interim support for the Head Start NHS pilot in Manchester, Project Nova has successfully built upon their partnerships within the programme and good working relationships have been established in all areas.

We have continued to refer clients to WWTW Programmes most especially to Head Start, First Steps and Step into Health.

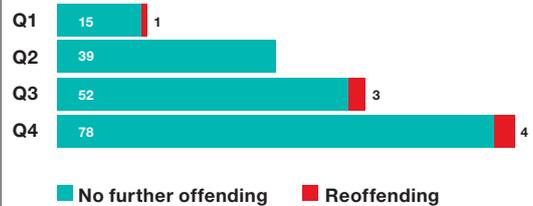
## Outcomes

Illustration of Referral Engagement – to end 2015



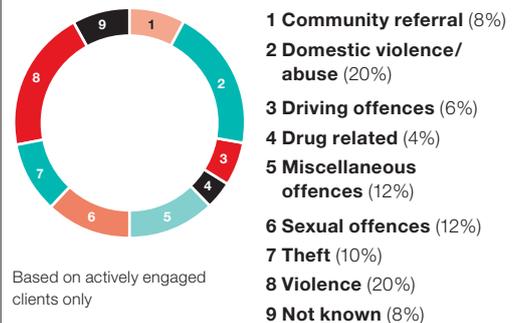
\*Not engaged – this includes clients who did not qualify for assistance, those who refused assistance, those who could not receive assistance (imprisoned), lost contact etc.

Illustration of Reoffending rates by Quarter – 2015



Based on actively engaged clients only

Illustration of Offence Categories



Based on actively engaged clients only

# Sean's story



Sean served as a Gunner in 26 Regiment Royal Artillery for 6 years, leaving the Army in January 2014.



Shortly after being discharged, Sean was taken into custody for common assault. The custody sergeant suggested Sean allow Project Nova to get in touch with Project Nova National Manager, Colin Back. Sean now says that he has no idea what he would have done had it not been for the support of the national lead, Colin Back.

Following several discussions and meetings with Colin regarding his work aspirations, Sean became interested in WWTW's Step Into Health programme and a career within the NHS.

He completed a two week Step Into Health course at the Norfolk & Norwich Hospital and was offered a work placement in a physiotherapy department in February 2015.

Sean then made the decision to work towards becoming a Physiotherapist and in September 2015 he successfully secured a place on a one year Access To Higher Education Course: Science for Health Practitioners at City College, Norwich, where he is currently studying Chemistry, Biology and General Science. After this Sean hopes to be accepted into University so he can continue his training.

In March 2015 Sean agreed to act as a mentor and met another veteran who had been referred to Project Nova.

**“WWTW, Project Nova and Step Into Health have all given me a lot of support and direction. The harsh reality is that without this support I would probably have ended up in jail.”**



# Home Straight

## Programme Aim

Home Straight is an employment programme that aims to provide veterans who are homeless and in temporary accommodation with support and guidance in order to move back into sustainable employment and regain their independence.



## Partners



## Programme Outline

Home Straight supports unemployed veterans who are homeless and in temporary accommodation, or at risk of homelessness. We partner with housing associations, local charities and the RFEA to place Employment Advisors into existing homeless residences, so that they can work as part of the support team to specifically address residents' employment needs.

Residents may also have mental health difficulties or physical injuries, or issues with substance misuse, so each Employment Advisor has a small case load of around 30 individuals, deliberately kept low so that they are able to provide one-to-one support to these vulnerable people with complex needs.

Employment Advisors work with beneficiaries to build confidence, organise work placements, source funding for any required training and ultimately assist in gaining sustainable employment. Our Employment Advisors are currently located in homeless residences in Bristol, Gloucester, Scotland (covering Glasgow, Edinburgh & Dundee), Newcastle, Catterick, Aldershot, Manchester and London.

## 2015 Programme Summary

2015 was a busy year in Home Straight with 233 beneficiaries entering the programme. 357 beneficiaries were supported in 2015, of which 98 found employment and 34 retained their employment from 2014.

For many beneficiaries, the journey with an Employment Advisor starts early on; perhaps in supporting the veteran to write their first CV, understanding how to search for civilian jobs or even building confidence so that they can maintain eye contact with a potential employer. On top of the number of beneficiaries now in paid employment, 78 veterans undertook casual, volunteer work or a work placement in 2015.

We piloted our first work experience programme with Starbucks in Newcastle, where 50% of those veterans on the work placement went on to secure employment. We are now

using this model to look to roll out with other companies in other locations.

We are proud of our retention rates, which show that over 80% of our beneficiaries that secure employment, retained that employment for at least three months. They also show that beneficiaries who retained their employment for six months (75%) are almost 100% likely to retain that employment for a further six months.

We also negotiated partnerships and secured funding for work with the NHS veteran mental health teams. Gayle Good has joined Veterans' First (Provided by North Essex Partnership University NHS Foundation Trust) in Colchester and Nelly Begum has joined Military Veterans' Service (Provided by Pennine Care NHS Foundation Trust) in Bury. This is an interesting expansion to the employment programme to support beneficiaries who, although they may not be homeless, have vulnerabilities which contribute to high levels of unemployment. In 2016 we will see the results of having this dedicated employment support working alongside the NHS veterans mental health teams.

In Scotland, we now have a caseload that demands two Employment Advisors and our second will begin in early 2016.

Most importantly, we have helped some extremely vulnerable veterans with multiple and complex needs back into employment, many of which are happy to share their story with the public and now feature on our website.

## Outcomes

Overview of activity across Home Straight Programme: 2015



Of the 357 clients involved in the programme:

- 1 Secured a job in 2014 and were receiving in-work support in 2015 (31)
- 2 Secured a job in 2015 (96)
- 3 Took part in another significant positive activity towards employment e.g. volunteering or training (69)
- 4 Received pre-work support e.g. CV writing, interview skills, job searching (119)
- 5 Disengaged the programme (42)

# David's story



David served over 12 years in 1 Rifles, and was deployed on many operations including Iraq, Bosnia, Afghanistan and Northern Ireland.



Following his discharge from the Army, David was diagnosed with depression which was linked to his operational deployments and levels of exposure to frontline combat.

Following a relocation to Northern Ireland, David found himself homeless. He soon became very depressed and at Christmas 2014, David attempted to take his own life.

David became a Home Straight client in April 2015. Our Employment Advisor, Tony, helped David contact Ambrey Risk, a national maritime security company and secured an interview with them on 29th May. Ambrey Risk was very impressed by David and offered him the job.

Given the relatively short period of time for this transition, David couldn't believe what was happening. He attributes all of this progress to the WWTW Home Straight programme and his Employment Advisor, Tony. In June this year, David signed an employment contract with Ambrey Risk, and found himself waiting to fly out on his first deployment with his new employer.

**“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!”**



# First Steps

## Programme Aim

We support wounded and vulnerable veterans to identify their new career path and gain the qualifications and tools necessary for them to make a successful move into sustainable civilian employment.



## Partners



## Programme Outline

The First Steps Programme 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. Every application is processed by a qualified assessor and Vocational Assessments are available to all applicants where necessary.

Upon completion of training, the First Steps team provide a minimum of 12 months further Information, Advice and Guidance to beneficiaries to support their pathway to sustainable employment. We work in partnership with other WWTW programmes and First Steps partners, drawing on the local knowledge and experience for employment expertise to assist clients on into sustainable employment.

First Steps is open to all eligible service leavers and veterans disadvantaged long term by mental or physical injury as a result of either conflict or training, where future employability is affected. This includes providing support to homeless veterans and veterans in the Criminal Justice System through other WWTW programmes.

## 2015 Programme Summary

It has been a busy year for First Steps, we started the year with 46 applications open and in progress. During the year we have received a further 201 new applications. We have had 96 applications approved, 73 closed before completing the full application process<sup>1</sup> and a number who's applications are on hold. We end 2015 with 59 applications open and in progress, 69 approved applicants either on course or awaiting their course start date, 11 applicants in their job search and 40 in sustainable employment.

We have seen an increase of applications coming in through our own access programmes with 26 applications coming in from Home Straight and 2 from Project Nova. A number of referrals have been made from Head Start but they have been placed into

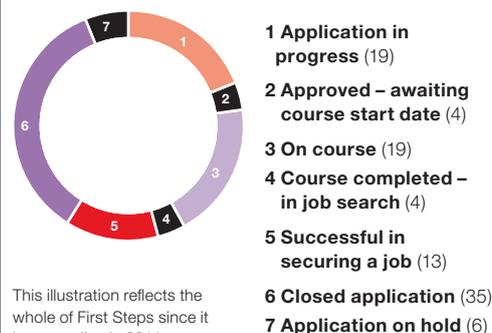
other programmes deemed necessary before First Steps will be relevant (eg Lifeworks). We expect to see these applications increase over the course of 2016 as the access programmes mature and this more vulnerable cohort start to reach work ready status.

We are immensely proud that many successful employment outcomes for Veterans have already been achieved. New trades and careers include: Grounds keeping, Tree surgery, Art & Jewellery design, Broadband Engineering, Paramedic / Ambulance Technicians, Photography, Gas & Electrical Engineers, Therapy, Occupational Health, Training & Education in: Cookery, Driving Instruction, Fitness Instruction, Teaching, Occupations in Building Construction, Vehicle Maintenance, LGV/HGV Driving, Mountain Leadership.

<sup>1</sup> Applications are closed for a number of reasons such as: not qualifying, applicant receives funding from another source, the applicant gets a job whilst in the process.

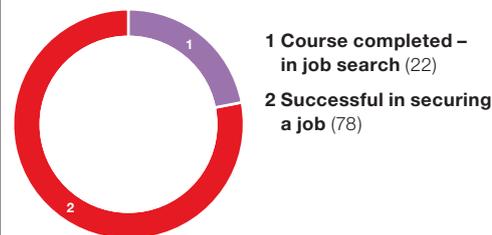
## Outcomes

Illustration of Application status – End 2015



This illustration reflects the whole of First Steps since it began online in 2014.

Illustration of clients who have completed their course and are available for work – End 2015



This illustration reflects the whole of First Steps since it began online in 2014.

# Tom's story



Tom spent four years in the Parachute Regiment and in 2009 and 2010 he completed two operation tours in Afghanistan. On his first tour, Tom saw a traumatic incident which ultimately resulted in a diagnosis of PTSD in 2010. Following his discharge in 2012, Tom found himself 'sofa surfing' at friends' houses.

With WWTW support, Tom began training courses in June 2015 and completed them in October 2015. He secured work just one week after completing his Telehandler course and worked for a month before taking another two weeks off to complete his Dumper, Roller and Excavator course.

He has now found full time work via a range of agencies that specialise in the construction industry. Tom is looking to secure permanent employment with one employer but is using the opportunity to work with agencies to build on his experience which ultimately contributes towards his employability.

**“I have received life changing help and the course has made me feel worthwhile”**



# Step into Health

## Programme Aim

The National Health Service in conjunction with The Royal Foundation and Walking With The Wounded, has designed Step into Health, the first access pathway from the military into the numerous career opportunities available in the NHS.



## Partners



## Programme Outline

The NHS is the largest employer in Europe with, in excess of 300 different career opportunities available, approximately half of which are non clinical. The Step into Health Programme has been created because the NHS recognises the inherent skills of our armed service personnel which are so well suited to this extraordinary institution.

Step into Health is open to all Service Leavers and Veterans. The programme provides bespoke work experience packages of up to 4 weeks for veterans to explore the extensive career opportunities available.

Applicants attend information days to explore the opportunities available, whether they are interested in catering, maintenance, administration, finance, communications, management, or a role in one of the clinical services, to name but a few, and apply for a work placement. Upon positive completion of the placement, applicants can apply for appropriate roles within the areas experienced and will receive a guaranteed interview.

In 2014 Step into Health ran its first pilot with the Norfolk & Norwich University Hospitals NHS Foundation Trust. 78% of those veterans who completed a work placement during the pilot went on to either secure employment within the NHS or one of its partners, or move into further education leading to a career in healthcare.

The Norfolk and Norwich continue to be the NHS National Lead for the programme and at the end of 2015 it was expanded to include London, Sheffield, Northumbria and Hampshire. Our ultimate aim is for the programme to be available nationally.

## 2015 Programme Summary

Step into Health, started the year still in the pilot with only one area, Norfolk & Suffolk. The four additional areas were in place by Q4. There were 137 delegates booked to attend one of the 9 information days held through 2015, with 66 of those (48%) requesting work placements. 59% of Work Placement applicants are not wounded, 20% WIS and 21% are in progress

and still to be confirmed. There are a further 24 Information Days booked and in place for 2016.

The roll out for Step into Health in 2015, was supported with funding by Health Education England and has been very successful with every Trust holding well attended Information days during Q4. A Step into Health delegate who attended one of the first Information days during the pilot is now managing the programme as Regional Lead within the Hampshire trust. The new Step into Health website with full online booking facility is under construction with a view to going live during Q1 of 2016.

Step into Health firmly sits inside the Sector Based Work Academy (SBWA) requirements as it is less than 6 weeks, includes work placement and a guaranteed interview at the end of the programme. We currently have approved SBWA status in Norfolk & Suffolk and Manchester. The expansion of the DWP relationships and SBWA status will be a focus of 2016.

## Outcomes

Illustration of Work placement requests – End 2015

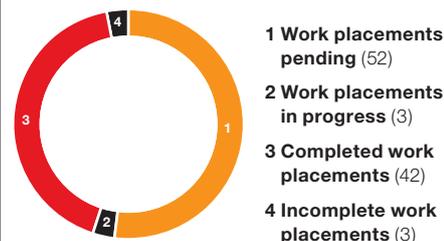


Illustration of beneficiaries who have completed their work placements and are available for work – End 2015



# Palmer's story

**“The charity has been a great supporter of all veterans getting into work within the NHS. Walking With The Wounded have been passionate about helping people, regardless of rank ... build a life again.”**



Palmer commissioned from the Royal Military Academy Sandhurst in 2006 and joined The Rifles on completion of his Officer training. During his time in the Army Palmer did a number of tours including Kosovo in 2008 and two tours of Afghanistan in 2009 and 2012.

Palmer was discharged from the Army in November 2014. Whilst in service, Palmer was diagnosed with PTSD as a consequence of specific incidents that had taken place in Afghanistan.

In May 2014, as part of his resettlement entitlement, Palmer signed up to the Step Into Health programme and since doing so has secured an amazing job at the Norfolk & Norwich University Hospital as a Assistant Director in the Diagnostic and Clinical Support Services Department.

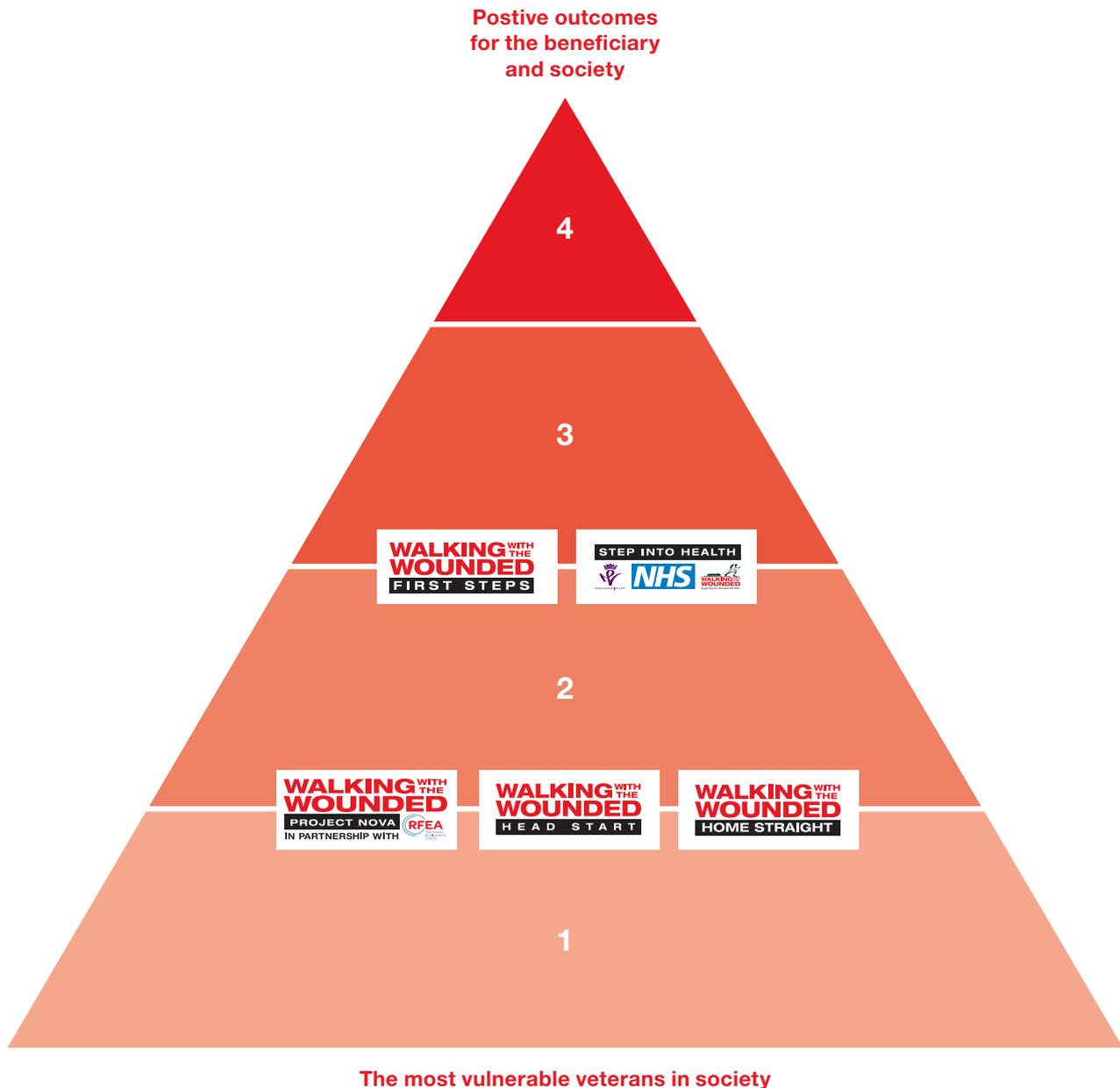
Palmer described the Step Into Health programme as being an “excellent experience seeing what the NHS has to offer, both professionally and personally. It gives you a pathway and someone to guide you in finding an area of work you’ll enjoy. As military, we are excellent at knowing what we don’t want to do, but have little knowledge of knowing what we do want to do! The programme guides and facilitates work placements to suit you, and helps find an area you’ll continue to enjoy working in.”

Palmer’s PTSD can mean that his sleep pattern is often disturbed with recurring nightmares of two specific incidents whilst on operational tours of Afghanistan involving IED’s (Improvised Explosive Devices). The nightmares always end in the same manner and relate to some of the men who lost their lives whilst serving with him. “I have lost some of the best soldiers I ever had the privilege of serving with.”

These issues can make Palmer’s personal life difficult and he feels it can be hard to share or understand emotions.

On Walking With The Wounded Palmer commented “The charity has been a great supporter of all veterans getting into work within the NHS. There is a huge opportunity, one that most do not realise exists and Walking With The Wounded have been passionate about helping people, regardless of rank, but more importantly those who left and have fallen on hard times build a life again. They play a vital role where there is no hand open to some veterans who only respond to likeminded people, which Walking With The Wounded provide.”

# WWTW Pathway Model



# Key events

## 2015

01 **January**

WWTW Mental Health Programme Head Start launches

02 **February**

The Snowhole Expedition

03 **March**

WWTW Home Straight programme extends to Aldershot with the placement of Alex Todino at Mike Jackson House

04 **April**



The Marathon des Sable

05 **May**



The Cumbrian Challenge

06 **June**



Ride of the Lions Waterloo 200

07 **July**

Coxless Crew complete Leg 1 of their journey

08 **August**

Sandringham Shoot

09 **September**



Pride of Britain Awards

—  
Project Nova expanded into North West and North East

10 **October**



BBC DIY SOS / Launch of Canada Street

—  
WWTW secure NHS funding for three pilot projects to support vulnerable veterans with mental health treatment and employment support

11 **November**



The Walk of Britain expedition comes to an end. The team of six wounded veterans were joined by friends and family to walk their final mile down The Mall to Buckingham Palace where they were greeted by Prince Harry

—  
WWTW Home Straight programme extends to Manchester with the placement of Gary Lamb at the new WWTW supported accommodation training residence

12 **December**



Walking Home For Christmas

—  
WWTW Home Straight programme extends to Colchester with the placement of Gayle Good in Veterans' First

—  
WWTW Home Straight programme increases the number of mentors in Scotland to better support the three SVR residences there



**"My words cannot express the depth of gratitude I have for everyone at WWTW, they truly have helped to turn my life around. I wouldn't be where I am today without them, thank you so much!"**

Tim Jones

**During the course of 2015 WWTW supported 600 ex-servicemen and women regain their independence. We can only do this with the help and support of those who so generously donate to the charity, whether individuals, companies or institutions.**

**As we look into 2016 the outlook is as exciting, and we continue to grow. We are confident the number of ex-servicemen and women we will be able support will increase.**

# Trustees' report

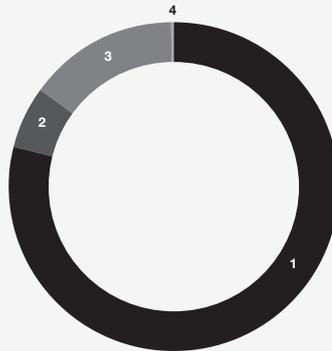
## Charitable Objectives

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. 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.

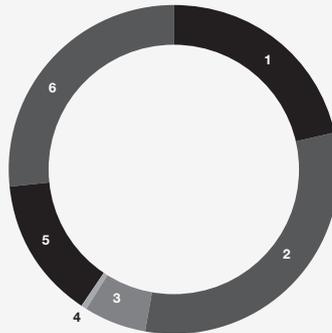
## Financial Review

The trustees are pleased to report that during the period to 31st December 2015 the revenue and costs were within expectations. As in 2014, 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. This was implemented within the Board's current Reserves Policy (see p28). It should be noted that the previous period (1st October 2013 – 31st December 2014) represented a 15 month trading period compared to the 2015 trading period which ran for 12 months to 31st December. As a result



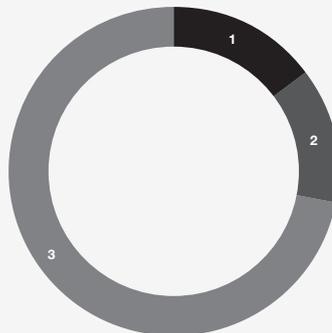
## Revenue

- 1 Donations & Fundraising** £1,683,331
- 2 Statutory** £128,434
- 3 Trading** £312,963
- 4 Investment** £2,632



## Donations & Fundraising income breakdown

- 1 Individuals** £361,850
- 2 Corporates** £530,596
- 3 Trusts & Foundations** £101,831
- 4 Legacies** £6,677
- 5 Community Fundraising** £233,824
- 6 3rd Party Events** £448,553



## Expenditure breakdown

- 1 Raising Funds** £374,551
- 2 Expeditions** £336,401
- 3 Programme Delivery** £1,820,417



## Breakdown by Programme

- 1 First Steps** £300,815
- 2 Project Nova** £255,564
- 3 Home Straight** £296,601
- 4 Head Start** £86,982
- 5 Step Into Health** £1,685
- 6 Manchester** £29,253
- 7 Other Distributions** £421,496
- 8 Walk of Britain** £250,797

the comparative data is against a longer period. During 2015, WWTW raised £2,127,360. While this was marginally lower than 2014 (at 15 months) it fell within budget and the charity continues to maintain funds of £676,693.

The income for the charity, after all expenses, results in a net deficit of £404,010 (£217,673 deficit to 31st December 2014). 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. 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 2016 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 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 review the appropriate level of Reserves on a regular basis.

At 31st December, the charity had unrestricted reserves of £639,774, of which £627,301 were considered to be free reserves, compared to a target of £438,000. The surplus over the charity's required reserves will be distributed in the course of 2016 in line with WWTW's stated objectives.

### 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 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.

Flora Mclean and James Hibbert both joined the Board of Trustees during the course of the year. Both 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 the Board plans to recruit one further trustee with 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 Richard Eyre stepped down from his position as a trustee. The charity and the Board are very grateful to Richard's commitment over the last few years.

As at 31st December 2015, 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 manhailed 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.

#### **Christopher Birrell (Trustee)**

Christopher trained as an accountant at Price Waterhouse before becoming the Group Finance Director of SBJ Group Limited.

#### **Harry Parker (Trustee)**

Harry was wounded in Afghanistan in 2009 while serving with the Rifles, losing both legs. Following a period of rehabilitation he attended University College London to complete a Masters Degree and has since attended the Royal Drawing School. He has since published his first novel, 'Anatomy of a Soldier'.

#### **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.

#### **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 is fully involved in the day to day work of the charity.

#### **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.

Since 31 December 2015 the following changes to the Board have taken place:

Christopher Birrell – resigned on 6 January 2016

Emma Peters – appointed on 16 June 2016

William Medicott – appointed on 16 June 2016

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, Head of Finance and Head of Client Employment. The Head of Finance receives support from FD Solutions to assist in the daily financial management of the charity's financial affairs, and to ensure reporting to the Board and statutory bodies meets the necessary standards required.

Simon DGLISH, 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 reparation 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 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 DGLISH**

Co-Founder and Chairman of the Board of Trustees  
28<sup>th</sup> July 2016

### Independent Auditors' Report

Independent auditors' report to the members  
For the year ended 31 December 2015

We have audited the financial statements of Walking With The Wounded for the year ended 31 December 2015 on pages 32 to 42. 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 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 2015 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.

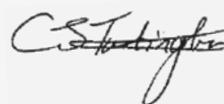
### Opinion on other requirement of the Companies Act 2006

In our opinion 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.

### 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 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;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements and the Trustees' Annual Report in accordance with the small companies' regime and 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

### Chartered Accountants Statutory Auditors

71 Queen Victoria Street  
London  
EC4V 4BE

**Consolidated statement of financial activities**  
**(incorporating the income and expenditure account)**  
**For the year ended 31 December 2015**

	Notes	Unrestricted funds £	Restricted funds £	Total funds 31 December 2015 £	Total funds 15 months 31 December 2014 £
<b>Income from:</b>					
Donations and legacies	2	1,628,331	55,000	1,683,331	2,171,392
Charitable activities	3	128,434	-	128,434	-
Fundraising and trading	4	312,963	-	312,963	453,945
Investment income		2,632	-	2,632	3,911
<b>Total income</b>		<b>2,072,360</b>	<b>55,000</b>	<b>2,127,360</b>	<b>2,629,248</b>
<b>Expenditure on:</b>					
Raising funds		374,552	-	374,552	619,043
Expeditions in support of wounded veterans		336,401	-	336,401	1,362,109
Retraining and education in support of wounded veterans		1,654,971	165,446	1,820,417	865,769
<b>Total expenditure</b>	5	<b>2,365,924</b>	<b>165,446</b>	<b>2,531,370</b>	<b>2,846,921</b>
<b>Net income/(expenditure)</b>		<b>(293,564)</b>	<b>(110,446)</b>	<b>(404,010)</b>	<b>(217,673)</b>
Transfers between funds	15	(65,364)	65,364	-	-
<b>Net movement in funds</b>		<b>(358,928)</b>	<b>(45,082)</b>	<b>(404,010)</b>	<b>(217,673)</b>
Total funds brought forward		998,703	82,000	1,080,703	1,298,376
<b>Total funds carried forward</b>	15	<b>639,775</b>	<b>36,918</b>	<b>676,693</b>	<b>1,080,703</b>

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

All activities are continuing.

The notes on pages 35 to 42 form part of these financial statements.

## Consolidated and charity balance sheets

### For the year ended 31 December 2015

	Notes	31 December 2015		31 December 2014	
		Group £	Charity £	Group £	Charity £
<b>Fixed assets:</b>					
Tangible fixed assets	10	12,474	12,474	12,786	12,786
Investments	11	-	1	-	1
		<b>12,474</b>	<b>12,475</b>	12,786	12,787
<b>Current assets:</b>					
Stocks	12	16,554	-	5,239	-
Debtors	13	265,312	258,668	110,113	122,026
Cash at bank and in hand		782,202	744,841	1,167,179	1,157,332
		<b>1,064,068</b>	<b>1,003,509</b>	1,282,531	1,279,358
Creditors: amounts falling due within one year	14	(399,849)	(337,357)	(214,614)	(211,442)
<b>Net current assets</b>		<b>664,219</b>	<b>666,152</b>	1,067,917	1,067,916
<b>Net assets</b>	15	<b>676,693</b>	<b>678,627</b>	1,080,703	1,080,703
<b>Represented by:</b>					
Unrestricted funds	16	639,775	641,709	998,703	998,703
Restricted funds	16	36,918	36,918	82,000	82,000
		<b>676,693</b>	<b>678,627</b>	1,080,703	1,080,703

The notes on pages 35 to 42 form part of these financial statements.

The financial statements were approved by the Board of Trustees on 28<sup>th</sup> July 2016 and signed on their behalf by:



**Simon Daghish**

Chairman of the Board of Trustees

Company registration number: 08612989

## Statement of cash flows

### For the year ended 31 December 2015

	2015 £	2014 £
<b>Cash flows from operating activities:</b>		
Net cash used by operating activities (see below)	(378,356)	(183,314)
<b>Cash flows from investing activities:</b>		
Interest received	2,632	3,911
Purchase of tangible fixed assets	(9,253)	(17,890)
Cash acquired on incorporation	-	1,364,472
Net cash used in investing activities	(6,621)	1,350,493
Change in cash and cash equivalents in the reporting period	(384,977)	1,167,179
<b>Cash and cash equivalents brought forward</b>	<b>1,167,179</b>	<b>-</b>
<b>Cash and cash equivalents carried forward</b>	<b>782,202</b>	<b>1,167,179</b>

### Reconciliation of net income /(expenditure) to the net cash flow from operating activities

	2015 £	2014 £
<b>Net income/(expenditure) for the reporting period as per the Statement of Financial Activities</b>	<b>(404,010)</b>	<b>(217,673)</b>
Depreciation charges	9,565	5,104
Interest received	(2,632)	(3,911)
(Increase) in stocks	(11,315)	(5,239)
(Increase)/decrease in debtors	(155,199)	134,432
Increase/(decrease) in creditors	185,235	(96,027)
Net cash used in operating activities	(378,356)	(183,314)

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

## Notes to the financial statements For the year ended 31 December 2015

### 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.

This is the first year in which the financial statements have been prepared under FRS102. No transition adjustments have been necessary.

The financial statements reflect the income and expenditure of the charity for the year ended 31 December 2015. The results of the Trading subsidiary has been consolidated on a line by line basis for the 12 month period ending on 31 December 2015, the period for which its own accounts are prepared as detailed in note 11.

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 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 Trust's ability to continue as a going concern.

#### 1.2 Fund accounting

##### 1.2.1 Unrestricted Funds

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

##### 1.2.2 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.

#### 1.3 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.

#### 1.4 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.

#### 1.5 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.

##### 1.5.1 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.

##### 1.5.2 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.

##### 1.5.3 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 Association does not acquire options, derivatives or other complex financial instruments.

#### 1.6 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.

### 1.7 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.

### 1.8 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.

### 1.9 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.

### 1.10 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

### Solicitors

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

### Independent Auditors

Saffery Champness  
71 Queen Victoria Street  
London  
EC4V 4BE

### Bankers

Clydesdale Bank  
35 Regent Street  
Piccadilly Circus  
London  
SW1Y 4ND

Barclays Bank  
17 Market Place  
Fakenham  
Norfolk  
NR21 9BE

## 2. Donations and Legacies

	Unrestricted	Restricted	31 December 2015	15 Months 2014
Donations from individuals	361,850	-	361,850	230,503
Donations from corporates	475,596	55,000	530,596	561,906
Donations from trusts	101,831	-	101,831	407,575
Legacies	6,677	-	6,677	71,000
Community fundraising	233,824	-	233,824	786,068
Third party events	448,553	-	448,553	114,340
	1,628,331	55,000	1,683,331	2,171,392

## 3. Charitable activities

	Unrestricted	Restricted	31 December 2015	15 Months 2014
Statutory funding	128,434	-	128,434	-

## 4. Other trading activities

	Unrestricted	Restricted	31 December 2015	15 Months 2014
Sponsorship and other trading income	109,063	-	109,063	343,696
Fundraising events	98,150	-	98,150	21,163
Sales and publicity	56,009	-	56,009	88,898
Other income	49,741	-	49,741	188
	312,963	-	312,963	453,945

## 5. Resources expended

	Project Expenditure (Note 6) £	Grants Made £	Direct Costs		Support Costs		Total 31 December 2015 £	Total 15 months 2014 £
			Staff £	Other £	Staff £	Other (Note 5a) £		
Fundraising events	-	-	43,202	274,279	27,161	29,910	374,552	619,043
Expeditions in support of wounded veterans	211,449	-	39,348	-	40,741	44,863	336,401	1,362,109
Retraining and education in support of wounded veterans	937,106	167,650	287,640	-	203,705	224,315	1,820,417	865,769
	1,148,555	167,650	370,190	274,279	271,607	299,089	2,531,370	2,846,921

### 5a. Other support costs

	2015 £	2014 £
<b>Support costs:</b>		
PR and advertising	15,360	79,918
Travel and subsistence	18,628	29,998
Office Costs	119,007	81,458
IT and Communication	35,814	18,167
Other staff costs	10,126	45,534
Legal and Professional	72,829	65,867
Finance costs	3,329	-
Governance costs	23,996	-
	299,089	320,941

## 6. Charitable expenditure

<b>Jointly managed projects:</b>	Direct Costs	Staff Costs	Total
First Steps	228,905	71,910	300,815
Project Nova	183,654	71,910	255,564
Home Straight	224,691	71,910	296,601
Head Start	58,218	28,764	86,982
Step into Health	1,685	-	1,685
Manchester	14,871	14,382	29,253
<b>Contributions to other charitable projects:</b>			
Back to work	100,000	-	100,000
Life works	50,000	-	50,000
Recovery Careers Service	162,038	-	162,038
Mission motorsports	17,650	-	17,650
Other projects	63,044	28,764	91,808
<b>Expeditions:</b>			
Walk of Britain	211,449	39,348	250,797
	1,316,205	326,988	1,643,193

## 7. Staff costs

	2015 £	15 months 2014 £
<b>Staff costs:</b>		
Wages and salaries	546,439	413,894
National Insurance	59,389	41,447
Pension	35,970	-
	641,798	455,341

	2015 Number	2014 Number
The average number of employees during the period was	14	7

	2015 Number	2014 Number
The number of employees whose emoluments exceeded £60,000 pro rata were:		
£60,000 to £70,000	2	-
£70,001 to £80,000	1	1

Key Management Personnel comprise the Chief Executive, and the Executive Management team, as explained on page 29. Total remuneration of these people in the year was £303,892 (2014: £298,692)

## 8. Trustee payments and expenses

During the year Mrs Harriet Parker was reimbursed £19.75 in respect of travel expenses (for attending a mental health conference at Kings College as a representative of WWTW and Board of Trustees).

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 discussions regarding his remuneration.

## 9. Net (outgoing)/incoming resources

	2015 £	15 months 2014 £
Net incoming resources are stated after charging:		
Auditors' remuneration – for audit	7,600	7,600
– for other services	18,543	16,860
Depreciation of tangible fixed assets	9,565	5,104

## 10. Tangible fixed assets

<b>Group and Charity</b>	<b>Office Equipment and Computers £</b>
<b>Cost:</b>	
At 1 January 2015	17,890
Additions in the year	9,253
Eliminated on disposal	-
At 31 December 2015	27,143
<b>Depreciation:</b>	
At 1 January 2015	5,104
Eliminated on disposal	-
Charge for the year	9,565
At 31 December 2015	14,669
<b>Net book value:</b>	
At 31 December 2015	12,474
At 31 December 2014	12,786

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 for its full year end to 31 December is as follows:

	<b>2015 £</b>	<b>15 months 2014 £</b>
Income	254,711	343,696
Expenses	(253,448)	(340,674)
<b>Net surplus donated to charity</b>	<b>1,263</b>	<b>3,022</b>

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

## 12. Stock

	<b>Group 31 December 2015</b>	<b>Charity 31 December 2015</b>	<b>Group 31 December 2014</b>	<b>Charity 31 December 2014</b>
Goods for resale and promotional purposes	16,554	-	5,239	-

## 13. Debtors

	<b>Group 31 December 2015</b>	<b>Charity 31 December 2015</b>	<b>Group 31 December 2014</b>	<b>Charity 31 December 2014</b>
Trade debtors	183,801	169,437	9,599	330
Amount due to subsidiary	-	85,222	-	75,770
Prepayments	77,812	195	64,787	22,625
Other debtors	3,699	3,814	35,727	23,301
	<b>265,312</b>	<b>258,668</b>	<b>110,113</b>	<b>122,026</b>

## 14. Creditors

	Group 31 December 2015	Charity 31 December 2015	Group 31 December 2014	Charity 31 December 2014
Trade creditors	219,193	196,017	45,948	42,776
Grant commitments	68,850	87,801	143,062	143,062
Accruals	7,939	6,739	14,508	14,508
Other Creditors	57,801	1,200		
Other taxes and social security	46,066	45,600	11,096	11,096
	399,849	337,537	214,614	211,442

## 15. Analysis of restricted and unrestricted funds

	At 31 December 2014 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 December 2015 £
<b>Restricted:</b>					
Project Nova	62,000	-	(127,364)	65,364	-
First Steps	20,000	25,000	(29,796)	-	15,204
Head Start	-	30,000	(8,825)	-	21,715
	82,000	55,000	(165,446)	65,364	36,918
<b>Unrestricted funds:</b>					
General	998,703	2,072,360	(2,365,924)	(65,364)	639,775
	998,703	2,072,360	(2,365,924)	(65,364)	639,775
<b>Total funds</b>	1,080,703	2,127,360	(2,531,370)	-	676,693

Funding for Project Nova was provided by The Earle and Stuart Charitable Trust, The Lloyds Patriotic Fund and The Charles Hayward Foundation and has been fully spent in the year. Funding for Head Start was provided by the Drapers Charitable Trust and the Leathersellers' Company Charitable Trust and this project continues. Transfers between funds represent planned investment in projects before sufficient restricted income could be raised.

### Restricted funds

Donor	Amount	
Worshipful Company of Drapers	£15,000	Restricted to Head Start
Worshipful Company of Leathersellers	£15,000	Restricted to Head Start
Lt Dougie Dalzell Memorial Trust	£5,000	Restricted to First Steps
Blagrove Trust	£20,000	Restricted to First Steps
<b>Total</b>	£55,000	

### Restricted funds b/f from 2014

Donor	Amount	
Earle & Stuart Charitable Trust	£5,000	Restricted to Project Nova
Lloyd's Patriotic Fund	£30,000	Restricted to Project Nova
Charles Hayward Foundation	£27,000	Restricted to Project Nova
Blagrove Trust	£20,000	Restricted to First Steps
<b>Total</b>	£82,000	

In addition the charity benefits from donations and contributions from trusts and local authorities that are allocated to projects where the donors have particular interest, whilst not restricting the use of their funds. Included within unrestricted income are the following amounts:

Donor	Amount	
Margaret Giffen Charitable Trust	£5,000	In support of First Steps
Sobell Foundation	£10,000	In support of First Steps
Alice Ellen Copper Dean Charitable Foundation	£5,000	In support of First Steps
Norfolk County Council	£5,000	In support of Project Nova
Suffolk County Council	£1,000	In support of Project Nova
<b>Total</b>	<b>£26,000</b>	

## 16. Analysis of net assets between funds

	General funds	Restricted funds	Total 31 December 2015	Total 31 December 2014
	£	£	£	£
<b>Charity:</b>				
Fixed assets	12,475	-	12,475	12,787
Current assets	966,591	36,918	1,003,509	1,279,358
Creditors	(337,357)	-	(337,357)	(211,442)
	<b>641,709</b>	<b>36,918</b>	<b>678,627</b>	<b>1,080,703</b>
<b>Group:</b>				
Fixed assets	12,474	-	12,474	12,786
Current assets	1,027,150	36,918	1,064,068	1,282,531
Creditors	(399,849)	-	(399,849)	(214,614)
	<b>639,775</b>	<b>36,918</b>	<b>676,693</b>	<b>1,080,703</b>

## 17. Related parties

During the year Walking With The Wounded was charged £31,960 by its wholly owned subsidiary, Walking With The Wounded Trading Ltd, in respect of management fees for running events from which the charity directly benefited. The subsidiary also made a gift aid donation to the charity of £1,263. At the year end the subsidiary owed the charity £25,966 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 rate and is repayable on demand.

WWTW paid £1,022.50 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 its members. At 31 December 2015 the total of such guarantees was £9. (2014: £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 31 December 2014
	£	£	£
<b>Income from:</b>			
Donations and legacies	2,020,048	151,344	2,171,392
Charitable activities	-	-	-
Fundraising and trading	453,945	-	453,945
Investment income	3,911	-	3,911
<b>Total income</b>	<b>2,477,904</b>	<b>151,344</b>	<b>2,629,248</b>
<b>Expenditure on:</b>			
Raising funds	619,043	-	619,043
Expeditions in support of wounded veterans	1,316,365	45,744	1,362,109
Retraining and education in support of wounded veterans	811,588	54,181	865,769
<b>Total expenditure</b>	<b>2,746,996</b>	<b>99,925</b>	<b>2,846,921</b>
<b>Net income/(expenditure)</b>	<b>(269,092)</b>	<b>51,419</b>	<b>(217,673)</b>
Transfers from unincorporated charity	1,267,795	30,581	1,298,376
<b>Net movement in funds</b>	<b>998,703</b>	<b>82,000</b>	<b>1,080,703</b>



## Keep in touch

---

 WalkingWithTheWounded  
 @Supportthewalk  
 Walking With The Wounded  
 supportthewalk  
 [www.wwtw.org.uk](http://www.wwtw.org.uk)

## Contact us

---

### WWTW Head Office

Walking With The Wounded  
Stody Hall Barns  
Stody  
Melton Constable  
Norfolk NR24 2ED

Tel +44 (0) 01263 863 900

42 Canada Street  
Manchester  
M40 8AE

33 Ranelagh Gardens  
Royal Hospital Chelsea  
SW3 4SR