



**HELP for
HEROES**
Support For Our Wounded

ANNUAL REPORT 2018



WE BELIEVE
IN A FAIR DEAL
FOR EVERYONE
AFFECTED BY
MILITARY SERVICE

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CHAIRMAN'S FOREWORD



Last year, we were able to help more wounded Veterans than ever before.

In 2018, Help for Heroes has been able to help more wounded Veterans than ever before.

It is a common assumption that because our Armed Forces are not currently engaged in a major visible conflict that the need for support is diminished, however this is not the case. Whilst it is true that the physical injuries sustained during military service are often apparent, for many the effects of serving on the front line only come to the surface in the months and years that follow.

An increasing number of serving personnel are being medically discharged due to issues with mental health.

According to the most recent data held by the Ministry of Defence, the number discharged because of mental or behavioural disorders has significantly increased in the last four years⁽¹⁾.

Many more, whose physical scars may be apparent at the point of discharge, suffer in silence with the impact on their mental health until they can bear their hidden wounds no more.

Making a promise

Every year we learn of Veterans who end their lives because of their inability to cope with the transition into civilian life. We wish to see an end to this reality, and to be there for every wounded,

injured and sick Veteran who needs us, both now and as they grow older. In many cases, the consequences of injury or illness as a result of service are also felt keenly by the family and friends of an individual – we make a solemn promise to be there for them too.

“It is a common assumption that because our Armed Forces are not currently engaged in a major visible conflict that the need for support is diminished.”

Last year, Help for Heroes turned ten years old. When the Charity was born in 2007 from the vision and passion of its founders Bryn and Emma Parry, conflict in Afghanistan was high on the news agenda. This may no longer be the case, yet the need for the services that we provide is no less vital. Research we have previously conducted alongside King's College London indicates that more than 66,000 men and women will need some kind of support as a result of their service between 1991 and 2014.

“OUR OBJECTIVE IS TO HELP EVERY WOUNDED, INJURED AND SICK VETERAN WHO NEEDS OUR HELP TO LEAD A USEFUL, FULFILLED AND PRODUCTIVE LIFE.”

A significant number of those coming to Help for Heroes for recovery support right now are relatively young men and women. The biggest challenge in their lives is not knowing what their future holds. Many have survived complex trauma, however, there is little evidence to help us understand how their bodies and minds will be in the next 10, 20 or even 50 years' time.

The challenges ahead

This means that there are big challenges ahead. At Help for Heroes we believe that it is important to address these challenges head on. By funding research programmes, we aim to have a better understanding of the long-term challenges that our wounded, injured and sick face.

One such programme is the ADVANCE study, a ground-breaking research programme which aims to investigate the long-term medical and psychosocial outcomes of battlefield casualties from Iraq and Afghanistan.

We have also been advising national and devolved governments and parliaments on the needs of Veterans. In April 2018, we hosted the Secretary of State for Defence, Gavin Williamson, so that he could see first-hand the support that we offer and raise issues affecting the lives of our Servicemen and women to the Government.

Building on our work to improve the care pathway for very seriously injured Veterans, we have called on the Government to ensure its Integrated Personal Commissioning for Veterans Project (IPC4V) is appropriately funded to ensure that those who need it are able to access the clinical and social support they need to improve their quality of life, such as neuro-physiotherapy which is not routinely provided by the NHS for any length of time.

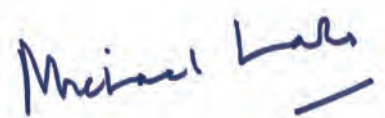
We were called by the Defence Select Committee to give evidence in their inquiry into Veterans' Mental Health, which agreed with our findings that the extent of mental health issues for Veterans is likely to be underestimated by the Government.

Working as one team

We rely on public donations to continue with all of this vital work and more. We rely too on the day to day help that our dedicated team of Volunteers and fundraisers provide. Together we are one team all working towards a common goal, which is to ensure that now and in the future our Veterans are able to access the best possible and most appropriate support for their needs. Our objective, quite simply, is to help every wounded, injured and sick Veteran who needs our

help to lead a useful, fulfilled and productive life.

I would like to take this opportunity to thank each and every one of our supporters for their commitment to our cause. There is still much work to be done, but together we are a force for good, working hard every day to give back to the heroes who have done so much for us.



Michael Lake CBE
Chairman, Help for Heroes

Source

(1) Figures taken from Ministry of Defence, Annual Medical Discharges in the UK Regular Armed Forces, published July 2018. Between 2013/14 and 2017/18 there was a significant increase in the proportion of medical discharges with a cause of Mental and Behavioural Disorders in the Naval Service and Army.

CHIEF EXECUTIVE'S MESSAGE



We know that family members are often an important part of a successful recovery journey.

The Help for Heroes Big Battlefield Bike Ride 2018 started in the Armistice Clearing in Compiègne, a poignant reminder of the First World War Centenary year. During the ride with our wounded Veterans, we paid tribute to those men and women who lost lives and loved ones during the four years of conflict.

Many of us today have thankfully not witnessed first-hand the devastation of a war on that scale, but nevertheless we know many brave Servicemen and women are injured whilst serving their country. Government figures show that in 2017/18 alone, 2,451 individuals were medically discharged from the Armed Forces⁽¹⁾. This means that every day seven people leave the career they love and the close friends they made whilst serving.

We know that the vast majority of Veterans, whether medically discharged or not, transition into civilian life seamlessly. But for some, it will take time to rebuild their lives following life-changing injury or illness. Help for Heroes is here to support them – to give them that much needed leg up – and I am immensely proud of the team that provides that support network.

This year has not been without its challenges. Demand for our services is higher than ever and for the second year in a row we have had to dip into our reserves, reducing them by £5.3 million (before depreciation).

However the money that we have raised has been used to make a real difference to the lives of those we support. This year, we spent £25.6 million enabling our wounded, injured and sick Veterans to lead active, independent and fulfilling lives so that they can achieve their full potential.

The power of sport

In October 2018, the fourth Invictus Games took place in Sydney, Australia. Help for Heroes was proud to train, select and prepare the 72-strong UK Invictus Games team. Over 60% of the team was brand new to the Games and it was an honour to witness the impact the Invictus journey had on their ongoing recovery.

We look forward to working with the Ministry of Defence and The Royal British Legion on the 2020 games in The Hague.

Given the increasingly international appeal of the Games and with a record number of nations taking part, this was the smallest team we have ever delivered. A record number, 1,189 in all, expressed their interest in representing Team UK. This year we focused on supporting candidates that were not selected, helping them to engage with our broader service options so that they could seek to achieve their personal goals.

“Help for Heroes aims to support all those who have been affected by their service, and this support extends to every member of the British Armed Forces who has become wounded, injured or sick.”

For many Veterans, the goal is to embark on a new career path. In the period October 2017 to June 2018, 74 of those we helped started up their own business as a direct result of taking part in our Business Experience programme.

It's important to recognise that recovery has a different meaning for each individual. This year, creativity and the arts demonstrated their roles in recovery and in August the Mall Galleries in London hosted Creative Force, an exhibition of paintings, drawings, sculptures and photographs produced by our Veterans.

Help for Heroes aims to support all those who have been affected by their service, and this support extends to every member of the British Armed Forces who has become wounded, injured or sick. Between 2016 and 2018, we funded a total of £2.5 million towards the design and construction of a Rehabilitation and Recovery Centre at HQ Hereford Garrison. This is a joint project with the Garrison's Clocktower Foundation Charity, with a total cost of £5.5 million. The Centre opened in August 2018, and also provides

11,396

22,285

are part of the
Help for Heroes
Fellowship*

individual
beneficiaries
supported*

* as at 30 September 2018

support to families whose lives are often disrupted by the nature of their loved ones' military service.

We also strengthened our UK reach and presence, opening a new Community Recovery office in Pontypridd, Wales and delivering more events and activities in the region than ever before to a total of nearly 1,000 participants. In August, we supported a team of wounded and injured Veterans and serving personnel taking part in the Mey Games, Scotland's first ever Adaptive Highland Games.

Supporting families

We know that family members are often a driving force in a successful recovery journey, but that many feel their own physical and mental wellbeing can be directly affected as a result of their partner's service career. Take Lisa (pages 12 & 13), who joined our Band of Sisters Fellowship to help her to cope with her own crippling anxiety brought on as a result of her husband's injuries. For Lisa and many others, our Fellowships are a vital source of support. Our Band of Sisters and Band of Brothers Fellowships are increasing in number all the time – in the past year alone membership across both has increased by 17%, with a total now of 11,396 members.

We know that many of those we support today would not have survived their injuries in the past, and we have the wonderful advances in medicine to thank for this. We also know that there are a few Veterans who have such complex injuries

that they require a whole new pathway of care. We have been working closely with the Government this year to ensure these individuals are afforded the very best quality of life as they grow older.

Lobbying for change

It is a common fact that an estimated one in four people experience difficulties with their mental wellbeing at some point in their life. Mental health issues for those who have served can be complex. Help for Heroes has recognised this, and given the increase in medical discharge numbers due to psychological issues, we lobbied the Defence Select Committee to explore military mental health, particularly with a view to highlighting where improvements could be made. We identified many areas where we believe the Government should take action to ensure Veterans receive the appropriate care, as and when they need it.

We have also become involved in GP education programmes across the country, reaching out to NHS networks and participating in outreach activities in order to influence and inform care providers. The Veterans' Injury Clinic at Salisbury Hospital is one example of collaborative working that can help change lives, involving our Veterans Clinical Liaison team and Reconstructive Consultant Surgeons.

Our heartfelt thanks goes to the Great British public for their ongoing trust and support. We could not have helped 22,285 deserving men and women to date

without this generosity. I would also like to take this opportunity to thank our staff for their tireless effort during what has been a challenging year.

As we look to the future, we know that the number of wounded, injured and sick Veterans and their families seeking support is growing. It is also becoming increasingly difficult to raise the money needed to provide necessary long-term support. To meet these challenges, we are working hard to strengthen our fundraising efforts.

Everything that we do is to help Veterans and Service Personnel reach their full potential, regain their purpose in life and to have a positive impact on society once more.

Our promise is to do absolutely everything we can to release the power of those expert minds, skilled bodies and courageous hearts.



Mel Waters OBE
Chief Executive

Source

(1) Figures taken from Ministry of Defence, Annual Medical Discharges in the UK Regular Armed Forces, published July 2018. Total number of personnel medically discharged from the British Armed Forces March 2017 to March 2018: 2,451.

OUR HIGHLIGHTS



Expanding our reach

Our Community Recovery team in Wales went from strength to strength in 2018 with the opening of a new centre in Treforest, Pontypridd. The team in Treforest coordinate support across Wales in liaison with our two other hubs in Newport and Bridgend.

There are plans to add new locations in north and west Wales as we continue to make our services more accessible in the region. During the first nine months of the year, Help for Heroes in Wales delivered 65 events, which were attended by nearly 1,000 participants. Events included wheelchair tennis, cricket, coffee mornings and family fun days.

Opening of The DNRC Stanford Hall

We are proud to support future generations at the Defence and National Rehabilitation Centre (DNRC), which moved from Headley Court in Surrey to its new home at Stanford Hall in Leicestershire in 2018.

Stanford Hall became fully functional at the beginning of 2019, and has been purpose built to provide state of the art clinical rehabilitation for the treatment of those wounded or injured in service.

The Stanford Hall Estate is over four times larger than Headley Court, and has been built at a cost of over £300 million by Black



Stork, a charity set up by the late Duke of Westminster. All the facilities at Headley Court have been recreated at Stanford Hall.

Help for Heroes will continue to work alongside the new DNRC to make sure everyone affected by their service in the Armed Forces can either return to their military unit or take the next step into their new life as a military Veteran.

Cotton Traders £1m milestone

Cotton Traders are Help for Heroes' longest standing partner, setting out to raise £1 million when they first started supporting the charity in 2011. In 2018 they surpassed this milestone, having raised £1,099,836 by the end of September.

Almost £450,000 has been raised so far through the design and sale of their co-branded Help for Heroes clothing range. Shoppers can also add a £1 donation at checkout for online orders, which has raised a further £70,000 since 2016. In-store collection tins at till points and fundraising initiatives put on by staff have raised another £315,000.

Head office staff hold numerous staff fundraising events throughout the year, from concerts to three peak challenges. They also host their annual golf day and dinner, which in 2018 alone raised over £30,000, and in total has raised £130,000 since it began.



The Help for Heroes swimming pool complex at the DNRC



Most of this crucial fundraising helps support the Help for Heroes Recovery Centre in Catterick. The centre plays a vital role in helping to inspire, enable and support wounded, injured and sick Service Personnel, Veterans and their families from the North West, North East and Scotland.

Debenhams partnership

Since 2014, Debenhams has raised over £2 million through an innovative partnership. Debenhams continues to contribute to its ever-growing fundraising total in many different ways; a key example is their instore fundraising, which involves a national collection weekend supported by the Help for Heroes Volunteers' network. Debenhams also has a bespoke menswear range, sold in selective stores and online, with a percentage of profits being donated to us. Almost £400,000 of income from the partnership is fundraised by staff who take part in the Big Battlefield Bike Ride each year.

In 2018, Debenhams grew its support even further. Stores across the UK offered a safe space to host regional get-togethers for our Help for Heroes Band of Sisters, which is a network offering fellowship, support and a listening ear to the loved ones of wounded, injured and sick Servicemen and women and Veterans. The aim was to engage existing and potential members and make them aware of the support available to them.

Supporting recovery at Hereford Garrison

In order to support wounded Veterans with their physical recovery, we work with other units within the British Armed Forces to provide joined-up solutions.

We have funded £2.5 million towards the creation of a rehabilitation and recovery



centre at HQ Hereford Garrison. The centre, which opened in August 2018, provides physical rehabilitation to Veterans as well as much-needed support for their families, who often feel the impact that military service has had on their loved one.

This project was joint funded by the Garrison's Clocktower Foundation Charity, and cost a total of £5.5 million.

Collecting across the capital

In June 2018, Help for Heroes held its first ever 'Flag Day' with Transport for London (TfL). Across 25 underground stations and four Network Rail overland stations, 242 collectors were out in force asking the Great British public to support our wounded Veterans and their families. Volunteers, Help for Heroes ambassadors, staff, corporate partners and trustees raised more than £30,000 – including donations taken as part of the trial of our new contactless devices.

Patron Ross Kemp lent his support on the day, visiting some of the stations to thank Volunteers, engage with TfL staff and encourage donations from members of the public. Other highlights included entertainment by classical singer Carly Paoli and the Heroes Brass Band and support from the Chelsea Pensioners.

Unleashing our Creative Force

In August 2018 we launched our Creative Force exhibition, a showcase of artwork created by Veterans, Service Personnel and their families. The event, which ran for two weeks at London's Mall Galleries, was designed to highlight the important role that creativity plays in recovery. All of the pieces on display – which included paintings, photographs, poems and wood carvings, offered a unique and deeply personal insight into the ongoing recovery journeys undertaken by our

beneficiaries and their families. We also hosted a virtual exhibition on our website so that the artwork could be displayed to a wider audience, as well as displaying the work in a series of mini exhibitions at our recovery centres.

Bake for Heroes

Every year we encourage the nation to don their aprons, dig out their mixing bowls and raise money to empower Veterans and their families by taking part in the nation's biggest bake sale.

In 2018, we updated the Bake for Heroes campaign to include tongue in cheek images and videos to make our supporters smile and inspire them to support our wounded, injured and sick and their loved ones.

The event took place during Armed Forces Week in June and saw supporters up and down the country host bake sales with colleagues, classmates and friends.

Our theme of togetherness and pride, along with the light-hearted images and videos, resulted in us doubling our event registrations year on year and drove an income of £70,000.



KEY FIGURES

OUR INCOME
£26.1M

35

30

25

20

15

10

5



OUR EXPENDITURE

£36.8M



This year we spent £25.6 million delivering support to our beneficiaries. We also spent £3.7 million on long term capital projects to allow us to continue delivering for years to come.

Our Volunteers, fundraisers and partners have been fantastic in helping us to raise vital funds. However like many other charities, we have found it harder to raise money over the past 12 months, meaning that our income has fallen from £30.8 million to £26.1 million.

The reduction in income, increasing demand on our services and the need to invest in generating income means that for the second year in a row we have had to dip into our reserves, reducing them by £9.5 million (£5.3 million before depreciation).

Whilst it has been a challenging year, the money we have raised has enabled us to help an increasing number of those seeking our support. To date, we have helped 22,285 Service Personnel, Veterans and their families to lead secure, healthy and purposeful lives.

This year we have focused on improving our fundraising efforts, and this approach will continue as we look to protect the long-term future of our work in support of Veterans and their loved ones.

OUR PROMISE

We exist to give our nation's heroes one less battle to fight. To enable them to live secure and healthy lives with purpose. We make this promise because it's what they and their families deserve.

Our Vision and Mission

Our Vision:

To ensure a fair deal for all wounded, injured and sick, whether a Veteran or still serving in the Armed Forces, and their families.

Our Mission:

To inspire, enable and support all wounded, injured and sick, whether a Veteran or still serving in the Armed Forces, and their families to lead active, independent and fulfilling lives, both now and when they need us as they grow older.

The sections Our Vision and Mission through to Statement of Trustees' Responsibilities represent our Strategic and Directors' Report.

Delivering on Our Promise

There is an ongoing need to support our wounded, injured and sick Service Personnel, Veterans and their loved ones, many of whom are struggling to cope with complicated mental and physical health conditions.

Research by King's College London and Help for Heroes found that the total number of men and women likely to need some kind of support as a result of their service between 1991 and 2014 will be greater than 66,090⁽¹⁾. This is based on the fact that many mental or physical problems do not emerge until years after the individual has left service. When combined with partners and children of those who served, this unique research concluded that in total over 120,000 men, women and children were directly or indirectly affected by military service during this period.

Furthermore, data from the Ministry of Defence shows that in 2017/18 alone, 2,451 individuals were medically discharged from Service, equivalent to seven per day, every day⁽²⁾. These brave people will need support after they have been discharged; in some cases, it will take time to rebuild their lives following life-changing injury or illness. We are here to support them.

It is our aim to continue to deliver long-term support for retraining, careers, mental wellbeing, direct financial grants and physical and sporting development.

We have fixed assets of £44.2 million. These are predominantly the purpose-built Help for Heroes Recovery Centres, which are one of the main ways in which we deliver support.

The Trustees have designated £6.5 million for future capital works, repair and maintenance needs.

This year, Trustees have continued to draw on reserves in order to meet the growing needs of those who seek support, at a time when income has fallen. Our reserves help us to continue to deliver on our promise to support wounded Veterans.

Against the financial backdrop of falling income, Trustees continue to assess how much of our reserves should be spent and how much should be retained.

£33.5 million has been designated to helping the growing number seeking support from us – this being all of our designated funds with the exception of the Capital Fund and fixed assets.

We hold less than 12 months' future Charity running costs in General Reserves. When it comes to providing our Recovery Centres and recovery services, two years' running costs (£29 million) are held. This is to give a guarantee to those we support that they will still receive our help if fundraising becomes more difficult.

A Recovery Projects reserve of £4.5 million is held for major projects which can not be funded from a single year's income.

We want all those we support to be reassured that we are focussed on their immediate and their long-term needs.

Designating money in this way has already proved vital to maintaining support.

We respect the generosity of the British public and British businesses, who have provided 97% of our funding this year.

Every pound has a purpose.

Turn to page 35:
Read about our Reserves Policy in more detail.

Sources

- (1) Kings College London 'Counting the Cost' study with Help for Heroes, published January 2016.
- (2) Figures taken from Ministry of Defence, Annual Medical Discharges in the UK Regular Armed Forces, published July 2018. Total number of personnel medically discharged from the British Armed Forces March 2017 to March 2018: 2,451.

Public Benefit Statement

Help for Heroes (the Charity) works to provide practical, direct support for wounded, injured and sick Service Personnel and Veterans. The Trustees have considered the Charity Commission's general guidance on public benefit and have taken it into account when reviewing the Charity's aims and objectives and in planning its future activities. The Trustees are satisfied that the aims of the Charity are carried out wholly in pursuit of its charitable aims for the public benefit.

Our Charitable Objects

Our charitable objects remain unchanged and are:

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

* The Commander of Her Majesty's Armed Forces and his officers, or, where relevant, of any allied military body with whom Her Majesty's Armed Forces are working during combined operations.

Bringing Our Promise to Life

Lisa is one of many who we made a promise to support in 2017/18. Here she shares how Help for Heroes has guided her, and her family, through tough times.

Lisa's Story

When a loved one is suffering and you're doing all you can to support them, it can be difficult to acknowledge the impact on your own wellbeing. When Lisa's husband Gary suffered life-changing injuries during a training accident, the toll that it took on her own mental health was profound. Lisa developed crippling anxiety, yet she felt that she had nowhere to turn for help.

Lisa had heard of Help for Heroes, but assumed that it only looked after Veterans injured abroad. Believing that there was no other help available to her, for a long time Lisa struggled on her own – trying to juggle raising a young family with her husband's debilitating panic attacks and mood swings that were a result of Post-Traumatic Stress Disorder (PTSD).

Lisa and Gary's troubles had begun in 2006 when Gary, an Army Captain with the Royal Logistics Corps, was injured when his vehicle veered off course during a high intensity training exercise. The car flipped over, ripping apart Gary's left arm, severing an artery and leaving bones protruding through his skin.

Lisa remembers the moment she got the call to tell her that Gary had been in an accident.

"There wasn't much detail and my initial thought was 'how stupid, what has he gone and done now? But when I saw him I barely recognised him. My big, strong Gary looked no bigger than a child. He seemed so small, so helpless. I looked at him and I cried. I didn't know what else to do, I knew things had changed forever."

Bearing the brunt

It was when Gary was discharged from the Army in 2009, his physical injuries limiting his ability to work, that his PTSD worsened. He began directing his anger at Lisa.

"I took all the blame. Blame for his feelings, for what was happening to him now. I wanted so desperately to help him but just didn't know how."

Lisa's anxiety became increasingly severe, but she was too focused on looking after Gary and her young family to recognise her worsening symptoms. Eventually, feeling worthless, guilty and desperately lonely, she knew that she was close to breaking point.

"I was the lowest I had ever been and struggled to control my anxiety. I really

felt I had nowhere to turn. And I wouldn't have known who to ask for help even if I had tried."

When Lisa finally approached Help for Heroes, she was surprised to discover that she, as well as her husband, was eligible for support. Even though Gary was against her getting in touch at first she pushed on, knowing that she desperately needed help. "I needed someone to help me care for Gary while I was trying to keep everything together."

“My big, strong Gary looked no bigger than a child. He seemed so small, so helpless. I looked at him and I cried. I didn't know what else to do, I knew things had changed forever.”

Turning a corner

Lisa joined the Help for Heroes Band of Sisters fellowship in 2011 and credits it for helping to get her through tough times.

"Being part of a group of people who just get it and can understand what you are going through is amazing. The Help for Heroes Hidden Wounds service has been incredible too."

"My husband was injured 11 years ago, but the effects are still evident in our lives now. The emotional and physical scars may never truly heal, but thanks to Help for Heroes we are looking positively towards the future. Our two daughters are our pride and joy. We are very open with them about what has happened, and we always talk about how we are feeling. I think it's the fact that Gary and I communicate so well, and that we are open with our daughters, that has kept us together through everything that has happened."

"It is us who mainly deal with it and see it. It is so hard seeing a loved one in pain or struggling with their mental health. I know that there will be ups and downs for the rest of our lives."

"To get support from Help for Heroes is invaluable; without the Charity's support I don't know where my family or I would be. It has meant that our relationship has stayed together. I know that I have support whenever I need it."

“Without the charity’s support I don’t know where my family or I would be. It has meant that our relationship has stayed together. I know that I have support whenever I need it.”



OUR IMPACT

Recovery is about finding ways to live a secure, healthy and purposeful life, despite the challenges of an ongoing illness or disability. Our Recovery Services are designed to provide Veterans with the tools and support needed to successfully move into life as a civilian, enabling them to regain their place in the community and take part in mainstream activities and opportunities.

Recovery Delivery

98%

of people participating in The Business Experience reported an improvement in at least one of four of the following areas:

- focus for the future
- increased levels of wellbeing
- increased confidence
- increased network of peers.

Our aims for 2017/18 are below, followed by examples of how we delivered on these during the year:

- Develop a future service delivery model in line with the Charity's strategy
- Improve our beneficiary experience by making our services easier to access
- Embed the core operating model, leading to outcomes reporting across all our recovery services
- Extend further our delivery of services in the community
- Develop services to enhance the quality of life of the most seriously injured and brain-injured Veterans and their families
- Recruit, train, select and prepare the UK Invictus Games team for Sydney 2018, working in partnership with others to support the UK delegation.

treatment and care options via statutory and other providers. It has encouraged early intervention to reduce the likelihood of additional health complications and informed and educated, enabling individuals to make good decisions about treatment and care.

Working with GPs and NHS networks, we have been able to help inform care providers and engage with existing and potential new Help for Heroes beneficiaries. The Veterans' Injury Clinic at Salisbury Hospital, which involves our Veterans Clinical Liaison team and Reconstructive Consultant Surgeons, continues to change lives through the use of innovative surgery

Help for Heroes previously highlighted the need for specialist support for the

very seriously injured and brain injured and the families of those who require 24-hour care. In 2017/18, we received £0.4 million from the Government LIBOR fine fund to create a better system to help those with the most serious wounds. Many Veterans remain dependent on friends and family members for round-the-clock care because state funding does not cover those with the most severe conditions. We are using our expert knowledge to show the Government a better way to help our wounded and are sharing this knowledge with the Surgeon General's office to encourage the Ministry of Defence to do more to help.

Understanding recovery

For many people, recovery is about staying in control of their life despite experiencing mental or physical health challenges. As Lis Skeet, Services Director at Help for Heroes explains:

"The guiding principle is hope - the belief that it is possible for someone to regain a meaningful life and look beyond mere survival and existence. Recovery emphasises that, while people may not have full control over their symptoms, they can have control over their lives."

Recovery model and access to support

A significant number of young men and women have survived what would in the past have been fatal injuries. Many have suffered multiple limb loss, acute brain injuries and sight or hearing loss, which means that they will require specialist support for the remainder of their lives, with needs sometimes falling outside of statutory provision.

We invested to grow the capability and geographical accessibility of our Veterans' Clinical Liaison Service. This has helped beneficiaries identify the best possible



Lis Skeet
Services Director



Managing well

Welfare support underpins recovery progress for many individuals, helping beneficiaries at our recovery centres and in the community to break down barriers to regaining control over their lives through the support and guidance of welfare professionals.

Many beneficiaries have multiple, complex challenges that are significantly amplified by family dynamics, and support needs to encompass the family unit. This year our Family Keyworker supported 102 families in difficulty, working collaboratively with other services including school pastoral support, health visitors, social work professionals and army welfare support teams.

The key support areas arising, including situations affecting both adults and children were; isolation, relationship support, parenting support, managing children in a difficult home environment, integration into the local community and carer support needs.

We saw continued demand for psychological support, particularly through our Hidden Wounds service. This service offers low intensity cognitive behavioural therapy and guided self-help to ex-service personnel, their families and the families of those still serving who are living with anxiety, depression, stress, anger or who wish to change their

drinking habits. A significant proportion of those seeking help had more complex needs and were given support to engage with alternative services.

Purposeful activity and skills development

The Help for Heroes Career Recovery Team helped beneficiaries to identify a future outside of the Armed Forces, offering access to a range of courses. These included our Pathfinder and Business Experience courses, which help Veterans to understand lifestyle and employment options.

This year we extended the delivery of our services in the community, running a Pathfinder Experience in Wales, and a Business Experience programme for those considering self-employment in the North West of England and in Scotland. A pilot Help for Heroes Band of Sisters Pathfinder programme, specifically designed for partners and spouses, was also delivered at our Tedworth House Recovery Centre.

To ensure a focus on the achievement of the individual's preferred vocational goals and outcomes, we introduced methods to measure overall wellbeing (health, happiness and sense of purpose), confidence and focus on the future, as well as knowledge, skills and the individual's experience of the service.

Building Fellowship

Our Fellowship groups offer wounded, injured and sick Service Personnel and their loved ones an opportunity to meet with peers, as well as access a range of support. This ensures we build on the foundations of a strong community and recognise the importance of family. As a result:

There are now 11,396 individuals who are part of the Help for Heroes Band of Brothers and Band of Sisters Fellowship (as at September 2018)

There has been a 17% increase in Fellowship membership since 2016/17.

The combined results from Pathfinder showed a consistent improvement across all areas. As a result of the Business Experience, between October 2017 and September 2018 a total of 74 of our Veterans started up their own business, with a further three working on plans to do the same.

We made good use of the natural environment to promote recovery, delivering courses in land management, woodwork and horticulture. We partnered with Sparsholt College to exhibit at the RHS Chelsea Flower Show, where The Force for Good garden was awarded a Gold Medal and the accolade of Best Discovery Exhibit.

The Invictus Games Choir went from strength to strength with almost 50 members. Performances were delivered at venues including Canterbury Cathedral, Debenhams on Oxford Street and at the Creative Force exhibition in London. In addition, the choir were

99%

of people participating in The Pathfinder Experience reported an improvement in at least one of the following areas:

- focus for the future
- increased levels of wellbeing
- increased confidence
- increased network of peers.

delighted to perform the single 'Liberty', produced in collaboration with classical singer Carly Paoli.

Creativity and the arts have played an increasingly important role in recovery and in August the Mall Galleries in London hosted Creative Force, an exhibition of works produced by Veterans and their families, including paintings, drawings, sculptures and photographs.

A survey of a group of our beneficiaries, who participated in health and physical wellbeing activities over a one month period, found that:

- 70% were exercising more
- 74% had more confidence in themselves
- 32% reported sleeping better
- 78% felt less isolated
- 84% felt more relaxed.

Beneficiary point of contact

We are working with our beneficiaries, staff and other stakeholders to make our services easier to access and create an improved experience wherever they engage with us, regardless of their geographical location.

Evaluation and assurance

Significant progress was made with our evaluation capability, with meaningful, relevant and valid outcome measures embedded across all recovery services to truly assess impact and the effectiveness of our holistic core operating model. This will lead to better understanding of strengths, how we can use resources for optimum impact and the continuous improvement of service design.

A programme of self-audits is used to ensure standards are maintained, to identify areas for further improvement and keep us informed of emerging beneficiary needs. This is complemented by the other more formal internal and external audit tools that are used to report directly to Trustees.

Community reach

Our Community Recovery Team in Wales went from strength to strength. We have established three support 'hubs' – in Newport, Bridgend and Treforest, with more locations in North and West Wales due to be added. In each of these regions, we work with statutory and corporate partners to deliver a range of purposeful activities within leisure centres.

During the first nine months of the year alone, Help for Heroes in Wales delivered 65 events which were attended by nearly 1,000 participants, including Fellowship activities and 51 hours of sport (swimming, wheelchair tennis, cycling, walking and cricket).

Life changing adaptive sport

For the fourth year, the Help for Heroes contribution towards a successful 2018 Invictus Games UK team was pivotal. Our expertise and experience in adaptive sport, with its strong evidence base supporting psychological benefits (including building self-esteem and positive self-image in addition to physical fitness), was vital. Our end-to-end wraparound programme recruited, trained and prepared 72 participants for the Games in Sydney. We also focused more than ever on supporting those candidates not selected. There were 451 Invictus Games applicants (2017: 294). We helped them to capitalise on the experience and engage with broader service options to take their life goals forward in a variety of ways.

Positively, 45% of all applicants were novices to the Invictus Games programme, having never been to a Games nor registered their interest in the previous year. Some were newly-injured, and this was their first opportunity to explore adaptive sport, others had not previously explored sport as part of their recovery. 80% of applicants were Veterans and we continued to see an encouraging increase in female applicants, rising from 17.8% in 2017 to 22% in 2018.

In August 2018, a team of wounded and injured Veterans and serving personnel,

supported by Help for Heroes, created history by taking part in Scotland's first ever adaptive Highland Games. Several of our beneficiaries competed against other para-athletes from as far away as America and Australia in events including hammer throwing and tug of war. It was the first time that disabled competitors had been included in a traditional Highland Games in Scotland and was such a success that the Help for Heroes team were invited to compete in future adaptive Highland Games events in the USA.



Our aims for 2018/19:

- Reach more people in their communities and make our support easier to access
- Grow the number of individuals seeking help for the first time by 10% on 2017/18 to a total of 4,400 new individuals
- Maintain our impact, achieving a 64% improvement in Independence StarTM scores for those most in need (based on 2017/18 scores) and an average of 19% improvement in Independence StarTM scores overall
- Introduce co-production principles in some areas so that our beneficiaries are involved in developing and in some instances, delivering services
- Increase the depth of our Psychological Wellbeing service to address the needs of a greater proportion of those seeking help
- Evaluate service quality and impact, using quantitative and qualitative information to understand what works and implement changes for continuous improvement.



Alex's Story

“Playing sport has such a positive effect. You're not thinking about your disability.”

Alex Krol's world was turned upside down when he was paralysed from the chest down in a road traffic accident.

Aged just 22 and his career in the Royal Marines at a sudden end, he was left daunted by the prospect of life in a wheelchair. But sport was to help him find a strength from within, powering his recovery and helping Alex to achieve new goals.

“When you become disabled, you're so focused on the things you can't do and the things you miss out on. Playing sport has such a positive effect. You're not thinking about your disability because you're working towards a goal.”

With support from our Help for Heroes Recovery Centre in Catterick, Alex rediscovered a love of tennis, learning to pursue his passion as a wheelchair player. In 2016 he secured a gold medal for the UK team at the Invictus Games.

“I'd been playing sport for so many years but not playing passionately enough. When the Invictus Games came along, it really fired me up to go out there and win.”



Gill's Story

“The course gave me my positivity back and a brand new career direction.”

Living with depression following a medical discharge from the RAF, Gill Parker found that a love of gardening helped to restore her sense of wellbeing.

Taking part in a gardening course at Tedworth House Recovery Centre, Gill gained a City & Guilds qualification in Practical Horticulture, and with it a reason to leave the house.

“With a re-built knee, I can't stand for long periods of time. However, with the aid of adapted tools, I no longer struggle while gardening. The course gave me my positivity back and a brand new career direction.”

Gill was one of a team of six Veterans who helped to create our featured garden, 'The Force for Good', at the RHS Chelsea Flower Show in 2018. The garden told the story of each of the six Veterans and how they had been affected by their military service. The team were thrilled to win a Gold medal and Best Discovery Exhibit.

Grants

Our aims for 2017/18 are below, followed by examples of how we delivered on these during the year:

- Provide effective, timely and impactful grants balancing organisational support for Help for Heroes Recovery Centres, support for our charity partners and individual support for the wounded, injured and sick and their loved ones
- Further develop the grants strategy in line with the future charity strategy, utilising reserves where appropriate.

Providing grants

In the past financial year, we have awarded £1.3 million in grants toward 982 requests from our beneficiaries, to directly support all aspects of their and their families' wellbeing, welfare and financial needs. These were assessed against their ability to provide the most impact and the most satisfactory outcome for the individual. All requests for individual support are assessed by our Grants Team on a case-by-case basis, working with each individual to understand the wider needs behind these.

Developing our grants strategy

To ensure our funding has the highest impact and broadest reach to meet current and future needs, we have undertaken a thorough review of our grants strategy and ways of working with our partners. This year we have extended £1.1 million to over 45 organisations, who support our wounded' ongoing recovery beyond the Help for Heroes Recovery Centres through the delivery of complementary services.

Fares4Free – £20k

Established in June 2016, Fares4Free is a Scottish Charitable Incorporated Organisation (SCIO) which provides free taxi services to Veterans suffering from ill-health or hardship. There are over 500,000 Veterans in Scotland, many of whom are vulnerable and do not engage with services without someone to accompany them.

In collaboration with Poppy Scotland, in August 2017 we match funded to support



Case study: Winston's Wish

Help for Heroes has funded a programme since 2010 that supports children who have lost a parent who served. Winston's Wish ensures that grief does not destroy a child's future.

In February 2016 Jilly's husband, Chris, took his own life. Jilly got in touch with Winston's Wish for advice and guidance about how best to support her two young boys, Austen, nine and Cooper, five.

"Our key worker at Winston's Wish became our support, and the open discussion and safe environment has allowed us to cope with the trauma and grieving process. I am eternally grateful and would advise anyone in a similar situation to get in contact."

the service to 105 wounded, injured and sick Veterans needing to access appointments and essential services during our 2017/18 financial year.

HighGround Horticultural Therapy Service at DNRC, Stanford Hall – £97k

Following the successful delivery of a three-year pilot to test a Horticultural Therapy service at Headley Court, one-to-one and group therapeutic horticultural activities have been integrated into rehabilitation services at the new Defence and National Rehabilitation Centre (DNRC).

The HighGround project provides patients with the opportunity to test their new limbs, learn transferable gardening skills and enhance social interaction.

Next year

In the coming year, we will continue to provide grants, both directly to individuals and to specialist charity partners.

Our aims for 2018/19:

- Continue to provide effective, timely and impactful grants to our charity partners and individual support to achieve optimal outcomes for the wounded, injured and sick and their loved ones
- Improve evaluation tools across our grant partners so that we can understand need and impact more accurately across our work and the work of those we collaborate with.

Championing the Wounded

In addition to the practical delivery of recovery programmes and financial grants, charitable activity also includes championing the wounded.

Help for Heroes gives a voice to thousands of men and women whose needs may not have been recognised by wider society.

Our ability to speak up for the wounded, injured or sick and their loved ones is vital at a time when many of them feel the world has moved on, and their needs may be forgotten.

Our aims for 2017/18 are below, followed by examples of how we delivered on these during the year:

- Deliver and report on the Empowering Heroes trial and study in partnership with King's College London
- Tell the stories of up to 150 wounded Veterans and family members whose ongoing recovery can in turn inspire others to seek help
- Continue to develop relationships with MPs / MSPs with an interest in the needs of our beneficiaries to ensure they are adequately represented at parliamentary level.

Delivering on those aims

In 2018, 165 Veterans and their loved ones were supported by our Communications Team in telling their stories of recovery in print, broadcast or online (2017: 249). Wounded Veterans also came forward to help us illustrate the fact that seven men and women are medically discharged from the British Armed Forces every day, according to Ministry of Defence statistics.

In January 2018, a campaign led by Veteran Norman Bareham and his daughter Louise about how anxiety and depression had affected their family led to 123 Veterans and family members coming forward for mental health support in the space of eight days. Over the same period, almost 400,000 people viewed their video story and there were more than 6,000 visits to our Hidden Wounds web page. Almost 100 politicians shared Norman and Louise's story online. Some made press announcements in support of the campaign.

In 2017, we established a formal Public Affairs capability to represent the needs



From left to right: Services Director Lis Skeet, Secretary of State for Defence, Gavin Williamson, CEO Mel Waters and Performance Director Peter Smith at our Help for Heroes Recovery Centre in Wiltshire.

of our wounded, injured and sick to the government, politicians and other decision makers. In 2018, we have built on this and created a Policy Unit to make representations on issues including Combat Compensation, best use of Libor fine funding from banks which had broken financial regulations, critical care programmes for the very seriously injured and mental health.

We called for and secured a Defence Select Committee inquiry in to the state of Veterans' mental health provision and welcomed the Secretary of State for Defence, Gavin Williamson, to our Tedworth House Recovery Centre in Wiltshire to hear about their challenges. During the visit, Mr Williamson credited Tedworth House as "an excellent example of the Defence Recovery Capability initiative in action".

Working in partnership

We have worked with King's College London to bring insight from psychological wellbeing studies in the USA to the UK. This work, titled Empowering Heroes, will give the loved ones of those living with mental wellbeing issues tools and techniques to seek help. During the year, recovery staff have been trained on these techniques and a trial commenced in 2018 to see if community reinforcement techniques first employed in the USA

can be adapted to help wounded British Veterans and their families.

This trial is the first of its kind outside California and was accompanied by a communications campaign which aimed to reach-out to 120 men and women living with a Veteran struggling with psychological issues. The trial is grant-funded by Help for Heroes, and the conclusions of the parallel King's College London study will be shared with partners in 2019/20.

Our aims for 2018/19:

Our aims are largely unchanged and are to:

- Deliver and report on the Empowering Heroes trial and study in partnership with King's College London
- Tell the stories of up to 120 wounded Veterans and family members whose ongoing recovery can in turn inspire others to seek help
- Continue to develop relationships with MPs, MSPs and Assembly Members in Wales with an interest in the needs of our beneficiaries to ensure they are adequately represented at parliamentary and assembly level.



“After everything we’ve been through, he’s more like my best friend than my dad”

Louise and Norman’s Story

Norman lived with Post Traumatic Stress Disorder for years, but his daughter Louise didn’t know how to help him. Norman became withdrawn from the family and was tired and agitated all the time. Things came to a head when he tried to take his own life. It was Louise who discovered him just in time and rang the ambulance.

Knowing that her father couldn’t carry on the way he was, Louise got in touch with the Help for Heroes Hidden Wounds service. She told him: *“I knew I had to fight for you because I was terrified of what you were going to do to yourself”*.

Getting support to work through his anxieties has brought Norman and his family back together, and Louise calls him her true hero. *“After everything we’ve been through, he’s more like my best friend than my dad”*.

Rob's Story

Being medically discharged from the military came as a blow to Rob Shenton. Although he knew that he was suffering from depression and Post-Traumatic Stress Disorder (PTSD), he was still not prepared for how he would feel when his service came to an end.

"Initially when you get told you're being medically retired it's a big shock. I wasn't expecting it. It was really upsetting."

Used to climbing mountains – as a keen runner he had previously completed the Everest marathon – Rob knew that he had a climb ahead to overcome his mental health issues. However he was worried that opening up might hinder his ability to forge a new career. "I wanted to have a second career and own up to having a mental illness, but I thought it might be a negative thing."

With support from Help for Heroes' Hidden Wound service, Rob began to talk about his struggles, take better care of himself and realise that by sharing his experiences, he could help others to come to terms with their own. Not only has this had a positive impact on his own health, Rob has also realised that being transparent about his mental health has opened, rather than closed doors for him at work. Since securing a job in the civilian world, he has used his own experiences and his positive time with Hidden Wounds to benefit his workplace.

"I've been able to join a mental health executive committee at work, I'm part of a buddy network for people suffering from mental health issues which is based on

military trauma and risk management training. This has created a network that's allowed more openness and positivity. I'm also setting up a military Veterans' support group which is about promoting the Armed Forces covenant and the power and positivity that Veterans can bring into the workplace."

“I wanted to have a second career and own up to having a mental illness, but I thought it might be a negative thing.”

With the support from Hidden Wounds, Rob has also been able to turn his attention to arguably his toughest challenge yet; the North Pole Marathon.

"I spoke to Help for Heroes and they were really positive about this challenge. They helped get me to the North Pole. Suffering from a mental illness means I don't have much confidence in my own ability so one of the key things is to surround myself with positive people and the Help for Heroes team is that positive influence."

Having successfully completed the North Pole Marathon in April 2018, when it comes to the future, Rob is optimistic.

"I hope I'll carry on being a positive force in the workplace for Veterans and those with mental health issues. It's important that people know that just because you have a mental illness, it doesn't mean you should be written off."





Rob Shenton,
Veteran





EVERY DAY SEVEN PEOPLE ARE MEDICALLY
DISCHARGED FROM THE ARMED FORCES
AND THEIR LIVES WILL CHANGE FOREVER.

OUR SUPPORTERS

It is because of our wonderful supporters that we are able to continue to be there for wounded, injured and sick Veterans and their families who need our help. Our fundraisers, partners and Volunteers go above and beyond in their efforts to support those facing injury or illness, and we cannot thank them enough.

Fundraising

We are immensely grateful for the support offered to us by our fundraisers, partners and Volunteers, without whom we could not continue to raise the funds needed to support all those affected by their military service.

Our amazing supporters really go the extra mile. Whether they're taking on fundraising challenges or donating their time or money, each and every one of them is a part of the force for good that enables us to be there for Veterans and their families.

In October 2017, we commemorated our 10th anniversary by launching our first brand campaign, The Force for Good. The empowering message behind this was used to demonstrate the positive impact of our work that is only achieved thanks to our supporters.

We continued to use this message throughout the year in all of our activities, leading us to our major fundraising campaign centred around Armed Forces Day in the summer.

Around this key date, we united all of our fundraising efforts to ask our supporters and partners to:

- GIVE their time to volunteer at our first ever TFL collection and to help us grow our income at our annual Asda and Tesco collections
- BAKE FOR HEROES, to show their support, raise funds and share our message with their communities
- DONATE to support wounded Veterans and their families.

As a result of our Armed Forces Day activity we saw double the number of supporters sign up to Bake for Heroes versus the previous year.

We will continue to develop on the positive outcomes of these fundraising campaigns, which are key to helping us slow the decline in our income.

Our aims for 2017/18 are below, followed by examples of how we delivered on these during the year:

- Drive relevance of Help for Heroes and ensure beneficiaries and supporters are engaged with our brand
- Build strength in community fundraising
- Develop and embed our approach to supporter care that will make us the number one choice for supporters



- Improve our Volunteer journey, recruitment and retention
- Continue to grow income from partnerships.

Ensuring engagement

Our approach to messaging has been around demonstrating the continued need for support and the difference Help for Heroes can make. Despite not being in active conflict, seven people are still being medically discharged from the British Armed Forces each day and face a lifetime of challenges.

The public has been second to none in demonstrating its support for our wounded, injured and sick Service Personnel and their families over the last ten years but there's still such a big job to do. In 2018 we worked hard to ensure the public knew that despite not being in active conflict there is still a need for support.

Strength in the community

We have developed our approach to regional fundraising and to our fundraising events by restructuring our Regional Fundraising Team, so that we have more presence in the communities where we have the highest levels of support and the greatest opportunity to grow. This team works closely with our recovery services in the regions, helping our supporters to understand the need for their support and its impact locally.

To support this, we have reshaped the range of fundraising events we offer so

that they are accessible and appropriate. In 2018 we invested in Bake for Heroes and focused on this as our key mass participation event. We also diversified the range of challenge events we offer, adding new running events such as Race to the King, in which participants complete a 52 mile route along the South Downs. Our drive to attract new supporters and give our existing ones new and exciting ways to do their bit will continue into next year.

Supporter care

We recognise that each supporter has their own reason for supporting the Charity and should have their own relationship with us. To make sure this can happen we have improved the ways in which we communicate with our supporters, which in 2018 included the creation of a new single main telephone number. We have also ensured that we are fully compliant with the General Data Protection Regulation (GDPR) that came into effect in May 2018.

We have improved our online registration and donation processes, making them quicker and easier, and started to create a range of communications which links to each supporter's interests and behaviours.

All of this has been underpinned by the creation of a new Supporter Care Team, who now provide a single point of contact for any member of the public getting in touch with the Charity, whether that be by phone, email, post or social media.



Improving the Volunteer experience

We are making changes to the Volunteer experience, so that we can deliver more support to the incredible people who donate their time to us. We are developing a new approach to attracting, retaining and developing our Volunteers, so that they feel inspired and enabled to help us deliver our purpose. We've also committed to bringing greater consistency to how, why and when we communicate with our Volunteers and the ways in which we support them.

Our aims through all of this work are to:

- Increase fundraising and brand awareness
- Reignite the 'family feel' and improve cohesion across the Help for Heroes team
- Become the 'charity of choice' for new Volunteers
- Reduce risk and improve compliance.

Growing income from partnerships

Our Partnerships Team builds long standing relationships with corporate, commercial, philanthropy and trust & foundation partners. These relationships are essential in helping us to achieve sustainable and secure income.

The Corporate Partnerships Team works closely with our amazing commercial supporters, who help generate income through cause related marketing



products, sponsorships and fundraising initiatives that engage their staff and customers. To address a challenging climate in which fundraising through partnerships is in high demand, we recruited an experienced New Business Development Team to secure high value relationships with organisations who believe in our vision to deliver a fair deal for our beneficiaries.

2018 also saw significant investment within our Philanthropy Partnerships Team. In March, we recruited a Senior Philanthropy Manager to develop our vision to implement a new major donor strategy, which continues focussing on our longstanding high value supporters. Within philanthropy partnerships we also seek support from our longstanding trust & foundation partners. Their support has been vital to us from the outset and we continue to build strong and lasting relationships demonstrating the impact their support has had.

We are grateful for the generous support of all our partnerships. Their dedication not only helps to raise vital funds to support our work, they also help to raise awareness for our cause.

Our aims for 2018/19:

- Ensure growth in secure and repeatable income by focussing on developing income streams that are either guaranteed or can grow
- Deliver a fundraising experience that is compelling, engaging and consistent
- Engage and inspire the nation to support us, via marketing campaigns that focus on the need for our services
- Keep the supporter at the heart, by designing our fundraising events with them in mind and by tailoring our communications to their interests
- Be insight-led and data-driven in the way we target our activities, to ensure we grow in a sustainable way.

Help for Heroes Merchandise



67,580

T-shirts and hoodies sold

£85,491

Donations generated through the shop website

983,625

Website visits

Help for Heroes merchandise provides a visible way for people to show their support for the cause, and helps us to raise funds commercially and encourage donations to the Charity. The Help for Heroes 10th Birthday collection, launched to mark our tenth anniversary in October 2017, continued to be a popular range across our sales channels during 2018.

Our aims for 2017/18 are below, followed by examples of how we delivered on these throughout the year:

- Raise funds primarily through merchandise, and also associated donations and gift to the Charity, continuing to make our business model as efficient and profitable as possible
- Increase brand awareness to motivate people to act and contribute to the cause
- Develop the ways supporters can visibly demonstrate being a proud Help for Heroes supporter through reviewing our range and accessibility. We will continue to embrace online retail marketing opportunities, including Amazon UK.

Our business model

We have continued to raise funds through product sales and donations via the shop website, refining our business model to be as efficient and profitable as possible. Latterly we have moved to drive sales through increased full price activity

– moving away from a discount strategy. We have renegotiated our third party supplier fulfilment contract, storage of stock and fulfilment of online orders, for the benefit of both the Charity and Trading company.

Meeting supporter needs

Developing the storytelling approach to our marketing is helping us to increase brand awareness and motivate people to support our cause. More of our amazing beneficiaries have modelled clothing in our photoshoots and allowed us to tell their inspiring stories online, in emails and in our catalogues. We're also hugely grateful to patrons closely associated with Help for Heroes, such as Ross Kemp, for the powerful support they've given to our marketing efforts.

Partnering alongside the Charity's Creative Force project, which is described in more detail on page 7, we have started developing products, such as Christmas cards and home textiles, using original artwork created by people involved with the Charity, including our beneficiaries.

We have continued to develop the ways in which supporters can visibly demonstrate their pride in Help for Heroes, by reviewing our range of merchandise and its accessibility. In addition to our online shop, our merchandise has been available to buy at various fundraising events such as those around Armed Forces Day and during

collections that have taken place on High Streets around the country. Both print design and detailing on our clothing range have been developed through the year.

Reaching new supporters

During the first quarter of 2018 we launched some of our range of merchandise on Amazon UK. This has helped us to generate additional sales as well as widen our reach. This move worked well alongside our existing marketplace channel, Debenhams.com.

Our aims for 2018/19:

- Evolve our sales channels, the ranges we offer and how we market our merchandise to new and existing audiences
- Achieve closer integration with the Charity, for example by telling emotive and inspirational beneficiary stories to help bring our merchandise alive and give compelling reasons to support
- Collaborate further with our beneficiary and supporter audiences and help nurture their skills to create unique, relevant and commercial merchandise.

To view the latest collection of Help for Heroes merchandise visit shop.helpforheroes.org.uk

OUR RESPONSIBILITY

Those we support deserve to feel:

Secure (safe in their home, comfortable in their relationships and able to face the world)

Healthy (as physically and mentally fit as their injuries and illnesses allow)

Purposeful (able to lead a productive and fulfilling life and contribute to society).

Help for Heroes is here to make that happen. No one should be left behind.

Our Structure, Governance and Management

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

Governance Structure

We currently have a board of 14 Trustees, all of whom are members of the Charity. The board meets at least four times a year and all sessions are minuted.

The Trustees, who are also directors under company law, who served during the year ending 30 September 2018 and up to the date of this report were as follows:

Alex Scott-Barrett ACA

Chairman (resigned as Chairman and Trustee on 11 November 2017)

Charles Michael Lake CBE

Chairman (appointed as Chairman and Trustee on 11 November 2017)

Lieutenant General Sir Philip Trousdell KBE CB
Vice Chairman

His Honour Judge Jeff Blackett
(resigned 23 May 2018)

Roderick Dunn MB DS DMCC FRCS

Lieutenant General Sir Robert Fry KCB CBE
(resigned 8 June 2018)

Stephen Harman
(resigned 1 August 2018)

Professor Veronica Hope Hailey, BA, MSc, Ph.D., MCIPD

Major Peter Norton GC MSc MCGI CEng FIEEx
(resigned 8 June 2018)

Tony Schofield

Robert Watsham

Thomas Wright

Liz Rylatt
(appointed 1 November 2018)

Stuart Bell CBE
(appointed 1 November 2018)

Major General (retired) David Hook CBE Royal Marines
(appointed 31 January 2019)

Charles Donald
(appointed 31 January 2019)

Oliver Gregson
(appointed 31 January 2019)

Manroop Khela
(appointed 31 January 2019)

Philip Yates
(appointed 31 January 2019)

Biographies can be found at helpforheroes.org.uk/about/our-governance-and-trustees/

General The Lord Dannatt GCB CBE MC DL is the Charity's Honorary President.

All Trustees are unremunerated.

Following an external governance review, the Board considered its committee structure in April 2018 and agreed that it would reduce the number of committees but increase the frequency of full board meetings. The Trustee Committees that met during the year were:

- Nominations
- Audit and Risk (from April 2018)
- Finance, Risk and Audit (to April 2018)
- Operations (to April 2018)
- Recovery and Grants (to April 2018)
- Income (to April 2018)

The Nominations Committee, amongst other things, is responsible for recruiting new Trustees and making board appointments; this included the appointment of the new Chairman. One of its aims is to ensure a broad mix of skills and backgrounds and, as a minimum, would include representation from the Services and the professions.

Several Trustees have retired in the year as their period of tenure has come to an end. New Trustees have been appointed. The Board has agreed to allow the new committee structure and the new Trustees time to establish themselves before conducting a review against the new Governance Code for charities. New Trustees are going through a period of induction and training, managed by the Head of Governance as part of the wider programme of Trustee briefings.

Management structure

The day-to-day management of the Group is conducted by the Executive Team under authority delegated to it by the Board of Trustees and meets monthly. The Executive Team consists of the Chief Executive and Directors:

Chief Executive Officer
Melanie Waters OBE

Chief Financial Officer
Clive Emerson FCA

Marketing and Fundraising Director
Beth Miles

People Director
Susan Turnbull

Communications Director
Robin Punt

Chief Information Officer
Tim Bird

Strategy, Innovation & Partnerships Director
Kevin Rennie

Performance Director
Peter Smith

Services Director
Lis Skeet

Operations Director
James Needham

Group structure
and subsidiaries

Help for Heroes Recovery

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

Help for Heroes Trading Limited

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

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

Help for Heroes Development
Company Limited

Help for Heroes Development Company Limited is registered in England and Wales as a private limited company, number 07464349. The principal activity of the company in the year under review was that of the construction of Recovery Centres. During the year, construction has continued at a new Help for Heroes Recovery Centre.

BmyHero Limited

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

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

Legal and
Administrative Details

Charity Status

Help for Heroes is a public benefit entity, registered in England and Wales as a charity, number 1120920 and as a company limited by guarantee, number 6363256. Help for Heroes is also registered as a charity in Scotland, number SC044984. The Charity has no maximum permitted membership and membership is open to any individual interested in promoting the objects of the Charity. There are currently 14 members, all of whom are Trustees. Each member guarantees to contribute up to one pound sterling (£1) to the Charity’s debts, liabilities and costs in the event of the Charity being wound up and for one year after ceasing to be a Member. Help for Heroes is governed by its Memorandum and Articles of Association. The Annual Report is filed with the Charities Commission, Companies House and the Office of the Scottish Charity Regulator.

Registered Office

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

Company Secretary

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

Auditor

Crowe U.K. LLP,
St Bride’s House, 10 Salisbury Square,
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Bankers

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Coutts & Co,
440 Strand,
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C. Hoare & Co,
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Handelsbanken,
3 Thomas More Square,
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Investment Fund Managers

Ruffer LLP,
80 Victoria Street,
London SW1E 5JL

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

Solicitors

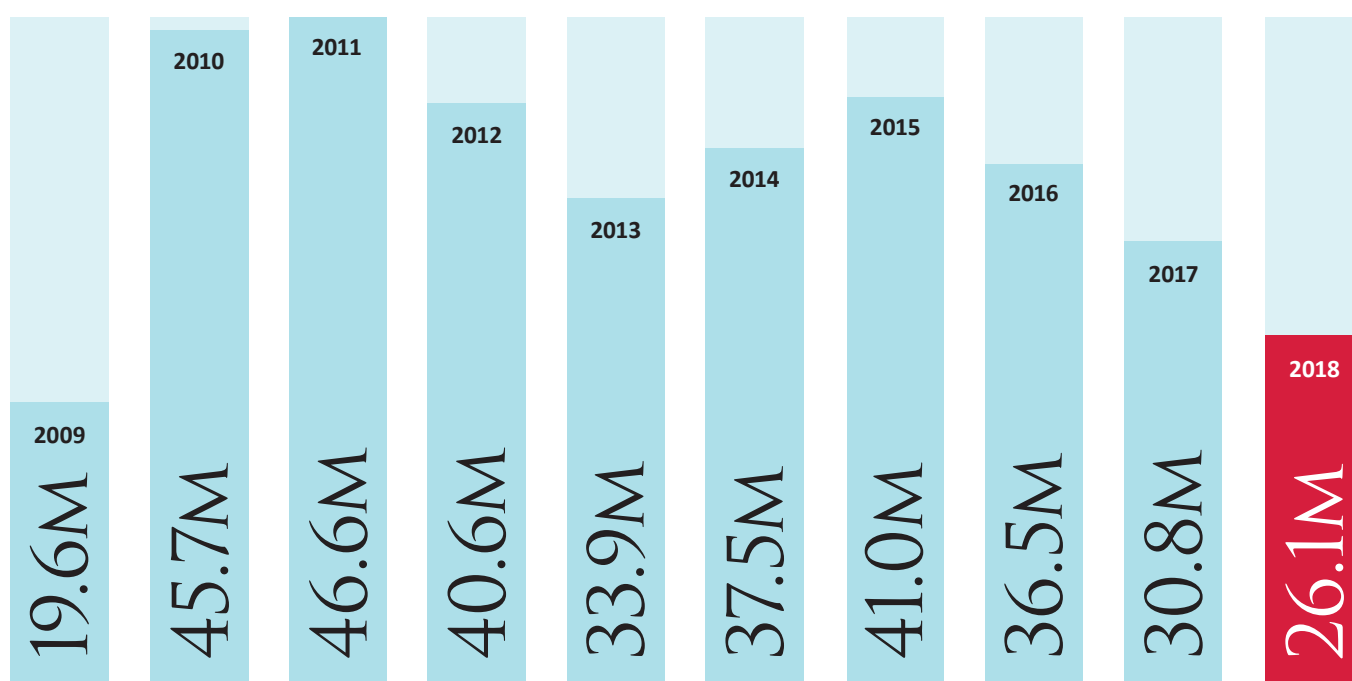
Wilsons Solicitors LLP,
Alexandra House, St John’s Street,
Salisbury, Wiltshire SP1 2SB

Financial Review

Income showed a decrease of £4.7 million to £26.1 million (2017: £30.8 million).

£26.1M
↓ **£4.7M**

Year ended 30 September



During the year under review, the Group generated total income of £26.1 million (2017: £30.8 million), a decrease of £4.7 million. Total expenditure was £36.8 million (2017: £39.7 million) and net gains on investments were £1.3 million (2017: £1.1 million). The resultant net movement in funds is £9.5 million (2017: £7.7 million).

This is the second year that the pressure on fundraising and the demand on services has resulted in a net reduction in funds. Reserves are sufficient to accommodate this, however the board and management continue to put considerable focus on fundraising and cost.

Income

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

Income fell by £4.7 million to £26.1 million. The largest driver of the reduction was the one-off £3 million grant received in the previous year from The Clocktower Foundation as a contribution to the new Help for Heroes Rehabilitation and Recovery Centre at HQ Hereford Garrison. Our legacy income continued to be a significant source of income at £10.7 million (2017: £9.5 million): having the support of those who consider us in their wills gives us the confidence that we can plan for the future. Some of our significant sources of income decreased

in the year: in particular income generated within the community and our corporate partnerships.

We continue to work to engage with those that may wish to support us, whether it be by donating, participating or volunteering. We are working hard to strengthen our fundraising efforts and develop on the positive outcomes that have been achieved as a result of this year's fundraising campaigns, which are key to helping us slow the decline in our income.

As outlined in our aims for 2018/19 (on page 28), we continue to focus on ensuring growth in secure and repeatable income by developing income streams that are either guaranteed or can grow, whilst also delivering a fundraising experience that is compelling, engaging and consistent.

Charitable activities

Expenditure on raising funds

Total costs of raising funds for the year were £11.2 million (2017: £11.6 million). The constituent parts of this were £4.9 million (2017: £5.6 million) for raising donations and legacies, £2.6 million (2017: £2.9 million) of trading costs, £0.4 million (2017: £0.5 million) of investment management costs and £3.3 million (2017: 2.6 million) of support costs.

As noted above, it has continued to be difficult to raise funds: ongoing investment is essential to generate the funds necessary to deliver our services. The Our Supporters section on page 26 shows some of the ways that we have encouraged donations. We are supporting more wounded men and women with complex needs. To do this, we must recruit and retain qualified individuals who can design, deliver, support and fund the recovery services we provide.

The trading business generates profits from the sale of goods and from commercial partnerships. The Cost of Trading Activities are the costs of the goods sold and the cost of running the trading business.

Cost of charitable activities

These are reflected within the cost of charitable activities as £1.9 million (2017: £5.0 million) of grants, £21.9 million (2017: £21.6 million) of recovery delivery and £1.8 million (2017: £1.6 million) of championing the wounded. Note 8 on page 50 of the accounts provides further detail of the cost of charitable activities.

Although at £1.9 million, spend on grants remains substantial, spend fell in the year as focus was increased on individual grants and in house delivery. In addition, the obligations under existing grant agreements were reviewed in the year with our grants partners and it was agreed, in line with our partners' needs that £0.9 million of grant creditors could be written back. We continue to work closely with grant partners to identify opportunities for collaboration.

Against the continuing trend of declining income, and whilst spend on grants has reduced, the focus on in-house recovery

delivery has continued. The Recovery Delivery section on page 15 gives more information of how this money has been spent.

As explained on page 20, our mission to champion the wounded is a central pillar of Help for Heroes' delivery. We speak up for the wounded, injured or sick and their loved ones where they might not otherwise be heard. The cost of delivering this isn't as high as grants or recovery delivery but can have an impact on many.

The Group's support functions, as detailed in note 4 on page 47, remain a vital resource to both generating funds and to delivering against our charitable objectives. The cost of support has increased alongside our investment in those areas.

We are supporting more wounded men and women with complex needs. To do this, we must recruit and retain qualified individuals who can design, deliver, support and fund the recovery services we provide.

Capital expenditure

The consolidated statement of cash flow on page 44 shows purchases of tangible and intangible fixed assets of £3.7 million (2017: £2.1 million). The largest element of this is the completion of the new Help for Heroes Rehabilitation and Recovery Centre at HQ Hereford Garrison.

This is a joint project with the Garrison's Clocktower Foundation Charity.

Net gains on investments

In 2018, the net gains on our investments were £1.3 million, an increase of £0.2 million in comparison with the previous year. This gain is in line with expectations when considered against market performance.

Net reduction in funds

The excess of costs over income has resulted in a net reduction in reserves for two years. Plans are being implemented to bring income back into line with expenditure, but it is anticipated that the deficit will not be fully reversed within a year. As well as a focus on increasing income, a significant business change initiative was undertaken in the year to review costs and improve efficiency.

The approach taken was to review team structures in line with current priorities and to benchmark them against other organisations. The result was a series of initiatives, some of which changed areas of spend and some which resulted in a number of positions being made redundant. Job losses are made with a heavy heart but were considered necessary. Trustees and the Executive are grateful for the professional approach that the Help for Heroes Team has taken throughout.

£1.9M

GRANTS
MADE

£21.9M

RECOVERY
DELIVERY

£1.8M

CHAMPIONING
THE WOUNDED



Reserves Policy

Reserves are held to make sure we can deliver on our promises to the wounded and their loved ones. It would be wrong to promise long-term support if we were not sure we could deliver on it.

At 30 September 2018 total funds were £97.9 million.

Restricted funds

To be used in line with donors' instructions of the funds (eg a specific centre or area of Recovery).

At 30 September 2018 the restricted fund was £0.6 million. It is intended to spend this within 12 months.

Designated funds

Help for Heroes Recovery Centres

Two years' running costs, plus anticipated legal and one-off costs to accommodate a transfer to other providers should we no longer have the income to run them.

At 30 September 2018 the Recovery Centres designated fund was £19.0 million. This reserve is expected to be held for more than three years.

Recovery services

Two years' running costs, to accommodate a transfer to other providers should we no longer have the income to run them.

At 30 September 2018 the Recovery services designated fund was £10.0 million. This reserve is expected to be held for more than three years.

Capital fund

Funds needed to meet future major repair and maintenance projects (expected to be incurred within the next 10 years), plus one to two years' forward capital spend.

At 30 September 2018 the designated Capital fund was £6.5 million. Most of this reserve is expected to be held for more than three years.

Recovery projects

Funding for major projects whose expenditure cannot be met from a single year's income alone and is not covered by any other fund.

At 30 September 2018 the designated Recovery projects fund was £4.5 million. It is anticipated that this reserve will be spent within the next three years.

Fixed assets

The value invested in our Help for Heroes Recovery Centres and other fixed assets which are not easily realisable assets and are held to deliver to our beneficiaries.

At 30 September 2018 the designated Fixed asset fund was £44.2 million. This reserve will be held until the fixed assets are fully depreciated.

General funds

Funds to cover between six and 12 months of anticipated fixed (non-recovery) running costs. This is expected to be between £7.1 million and £14.2 million. The general fund at 30 September 2018 was £13.1 million which is within that range.

Turn to page 11:

Understand how our reserves enable us to deliver on Our Promise

Investment Policy

The amount held in investments and the type of investments is reviewed by trustees in line with the reserves policy and anticipated expenditure. Given the net reduction in funds over the past two years, some longer-term investments have been sold in order to hold sufficient levels of cash to meet future obligations.

Our ethical investment policy requires that investments held must be sensitive to the cause of the Charity that provides care and support for wounded British military personnel. Investments should not be held in any company or country whose intentions are contrary to those of such a charity.

A conservative approach is taken with regard to risk and capital preservation by investing in real return funds with Veritas Investment Management LLP and Ruffer LLP. The performance of those funds is reviewed quarterly against a three-year benchmark of the Retail Price Index + 1%.

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

Risk Management

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

Significant areas of risk currently include:

1. Fundraising

The priority for the Trustees and the leadership team is to drive sustainable and secured income, via a three-year-plan, to address the decline in income as detailed in the Financial Review section on page 33. We are focusing on converting our high brand awareness to income, enhancing our supporter journey and growing our Volunteer base.

2. Safeguarding

Maintaining the highest standards for our beneficiaries, staff and volunteers is of paramount importance. During the last year we have conducted an internal audit of all aspects of our safeguarding including recruitment, policies and procedures. We have introduced further guidance for overseas activities and additional external training has been provided for specialist roles.

3. Data Protection/Information security

The security and protection of information is fundamental to the effective and efficient working of Help for Heroes and the maintenance of confidentiality. The focus has been on preparing all areas of the charity for the launch of GDPR on 25 May 2018 with extensive work being undertaken to ensure that we meet the regulatory requirements. We also continually review our cyber security to ensure that we protect data from emerging threats.

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

Complaint Handling

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

Where appropriate, and led by their guidelines, we pass information of complaints or other incidents to the Charity Commission and/or the ICO.

During the last year we have referred eight serious incidents to the Charity Commission. In all cases, after providing the outcomes of our internal reviews, no further actions were required. We also continue to provide them with details of cases investigated by our Income Protection (fraud) team.

Fundraising Disclosures

Help for Heroes is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. Whilst we fundraise in many different ways, we do not undertake door to door collections or run lotteries and all of our registered volunteers are given guidance on the expected standards. None of our staff, volunteers, professional fundraisers or commercial participators are put under pressure to raise funds on the Charity's behalf. We do not employ or engage individuals to collect directly from the public in return for payment or a commission.

In 2017/18 we worked with three professional fundraising organisations. One organised a fundraising gala event on Help for Heroes behalf, another arranges challenge events, to which Help for Heroes is a Charity partner and the third is an independent consultant who provides networking services with a view to facilitating fundraising. We have formal

Statement of Trustees' Responsibilities

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

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

The Help for Heroes group also engages with a number of corporate organisations, many of whom do not fundraise for us but make a payment for use of our logo (for example Cotton Traders as explained on page 6). We are ensuring that all of our contracts are regularly reviewed and are being updated to include all regulatory requirements.

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

During the period to 30 September 2018 we received 22 complaints relating to fundraising none of which were from our engagement with professional fundraisers. Of these complaints, seven related to a company with whom we have a commercial participant agreement. We investigate all complaints and are satisfied that none of these complaints relate to a breach in fundraising guidelines.

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities SORP 2015, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable group'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.

Approval

The Trustees' Report, incorporating the Strategic and Directors' Report, was approved by the Board of Trustees on 31 January 2019 and signed on its behalf by:



Michael Lake CBE
Chairman, Help for Heroes

Date: 31 January 2019

Independent Auditor's Report to the Members and Trustees of Help for Heroes

Opinion

We have audited the financial statements of Help for Heroes for the year ended 30 September 2018 which comprise the Consolidated and Charity Statements of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated and Charity Statements of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the charitable company's affairs as at 30 September 2018 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical

responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you, where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the

work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

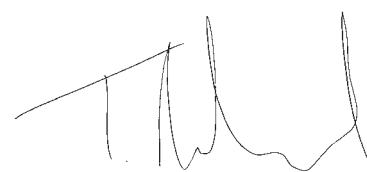
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood
Senior Statutory Auditor

Date: 31 January 2019

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

Financial
Statements
2018

At a glance:

OUR TOTAL INCOME

£26.1M

OUR TOTAL
EXPENDITURE

£36.8M

Consolidated Statement of Financial Activities

For the year ended 30 September 2018
(incorporating an income and expenditure account)

	Notes	2018 General Funds £'000	2018 Designated Funds £'000	2018 Restricted Funds £'000	2018 Total Funds £'000	2017 Total Funds £'000
Income from						
Donations and legacies	2	19,110	-	1,901	21,011	25,240
Charitable activities		172	-	663	835	616
Other trading activities		3,495	-	-	3,495	4,122
Investments		747	-	-	747	830
Total		23,524	-	2,564	26,088	30,808
Expenditure on						
Raising funds	3	11,146	78	-	11,224	11,609
Charitable activities	8	16,775	4,054	4,761	25,590	28,091
Total		27,921	4,132	4,761	36,814	39,700
Net income/(expenditure) before gains and losses on investments		(4,397)	(4,132)	(2,197)	(10,726)	(8,892)
Net gains/(losses) on investments		1,274	-	-	1,274	1,144
Net income/(expenditure)	5	(3,123)	(4,132)	(2,197)	(9,452)	(7,748)
Transfers between funds	16	7,691	(7,691)	-	-	-
Net movement in funds		4,568	(11,823)	(2,197)	(9,452)	(7,748)
Reconciliation of funds						
Total funds brought forward	16	8,491	96,020	2,822	107,333	115,081
Total funds carried forward	16	13,059	84,197	625	97,881	107,333

Charity Statement of Financial Activities

For the year ended 30 September 2018
(incorporating an income and expenditure account)

	2018 General Funds £'000	2018 Designated Funds £'000	2018 Restricted Funds £'000	2018 Total Funds £'000	2017 Total Funds £'000
Income from					
Donations and legacies	20,163	-	1,901	22,064	26,529
Charitable activities	172	-	663	835	616
Investments	746	-	-	746	829
Total	21,081	-	2,564	23,645	27,974
Expenditure on					
Raising funds	8,566	78	-	8,644	8,722
Charitable activities	16,773	4,151	4,761	25,685	28,200
Total	25,339	4,229	4,761	34,329	36,922
Net income/(expenditure) before gains and losses on investments	(4,258)	(4,229)	(2,197)	(10,684)	(8,948)
Net gains/(losses) on investments	1,274	-	-	1,274	1,144
Net income/(expenditure)	(2,984)	(4,229)	(2,197)	(9,410)	(7,804)
Transfers between funds	7,569	(7,569)	-	-	-
Net movement in funds	4,585	(11,798)	(2,197)	(9,410)	(7,804)
Reconciliation of funds					
Total funds brought forward	8,473	96,830	2,822	108,125	115,929
Total funds carried forward	13,058	85,032	625	98,715	108,125

Consolidated and Charity Balance Sheets

Company Number 6363256

As at 30 September 2018

	Notes	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Fixed assets					
Intangible assets	9	48	48	52	52
Tangible assets	10	44,149	44,984	44,568	45,378
Investments	11	30,196	30,196	43,724	43,724
		74,393	75,228	88,344	89,154
Current assets					
Stock		590	-	598	-
Debtors	13	8,575	9,154	5,502	6,932
Cash at bank and in hand	14	20,673	20,127	20,730	19,277
Current liabilities					
Creditors: amounts falling due within one year	15	(5,608)	(5,052)	(6,814)	(6,211)
Net current assets		24,230	24,229	20,016	19,998
Total assets less current liabilities		98,623	99,457	108,360	109,152
Creditors: amounts falling due after more than one year	15	(742)	(742)	(1,027)	(1,027)
Net assets		97,881	98,715	107,333	108,125
Funds					
Restricted funds	16	625	625	2,822	2,822
Unrestricted funds					
Designated funds	16	84,197	85,032	96,020	96,830
General fund	16	13,059	13,058	8,491	8,473
Total funds		97,881	98,715	107,333	108,125

The financial statements on pages 41 to 66 were approved and authorised for issue by the Trustees on 31 January 2019 and signed on their behalf by:



Michael Lake CBE, Chairman
Date: 31 January 2019

Consolidated and Charity Statements of Cash Flow

For the year ended 30 September 2018

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Cash flows from operating activities:				
Net cash provided by operating activities	(11,500)	(10,470)	(945)	(1,782)
Cash flows from investing activities				
Dividends and interest from investments	152	151	189	188
Proceeds from the sale of property, plant and equipment	8	8	5	-
Purchase of tangible and intangible assets	(3,717)	(3,839)	(2,086)	(2,149)
Proceeds from sale of investments	15,000	15,000	-	-
Net cash provided by / (used in) investing activities	11,443	11,320	(1,892)	(1,961)
Change in cash and cash equivalents in the reporting period	(57)	850	(2,837)	(3,743)
Cash and cash equivalents at the beginning of the reporting period	20,730	19,277	23,567	23,020
Cash and cash equivalents at the end of the reporting period	20,673	20,127	20,730	19,277
Reconciliation of net income/(expenditure) to net cash flow from operating activities				
Net income for the reporting period (as per the statement of financial activities)	(9,452)	(9,410)	(7,748)	(7,804)
Adjustments for:				
Depreciation charges	4,138	4,235	5,055	5,162
(Gains)/losses on investments	(1,274)	(1,274)	(1,148)	(1,148)
Dividends and interest from investments	(747)	(746)	(830)	(829)
Management charges deducted from investments	397	397	425	425
Profit on the sale of fixed assets	(6)	(6)	(5)	-
(Increase)/decrease in stock	8	-	191	-
(Increase)/decrease in debtors	(3,073)	(2,222)	2,992	2,368
Increase/(decrease) in creditors	(1,491)	(1,444)	123	44
Net cash provided by operating activities	(11,500)	(10,470)	(945)	(1,782)

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

Accounting convention

The Group accounts have been prepared on a going concern basis and under the historical cost convention as modified by the revaluation of investments. They comply with the Statement of Recommended Practice 'Accounting and Reporting by Charities' effective 1 January 2015 ("the SORP"), together with the reporting requirements of the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) - effective 1 January 2015, the Companies Act 2006, and the Charities and Trustee Investment (Scotland) Act 2005. The Charity has adapted the Companies Act formats to reflect the SORP and special nature of the Charity's activities.

After reviewing the Group's forecasts and projections, the Trustees consider that the Group is well placed to manage the business risks it faces.

The Trustees therefore have a reasonable expectation that the Group has sufficient resources to continue in operational existence for the foreseeable future and believe that there are no material uncertainties that call into doubt the ability of the Group to continue as a going concern. The Group therefore continues to adopt the going concern basis in preparing its consolidated financial statements.

Critical accounting estimates and judgements

In the application of the Group's accounting policies, which are described in this note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period. Significant areas of estimate and judgement include the remaining useful life of assets, valuation of gifts in kind and valuation of legacies. Related accounting policies for these items are noted below. The principle

accounting policies adopted, judgements and key sources of estimation uncertainty are noted below.

Basis of consolidation

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

Fund accounting

General funds are funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charities. Designated funds represent funds that have been earmarked by the Trustees for specific purposes and are therefore held separately from general unrestricted funds. Details of designated funds are provided in the funds note 16.

Restricted funds represent donations which are restricted by the donor to a specific purpose.

Income

Income from donations, grants and other sources is recognised on an accruals basis and included in the statement of financial activity (SoFA) when the Group is entitled to the income, when receipt is probable, and when it can be measured reliably.

Legacy income is recognised when notified, providing the amount can be reliably measured and that ultimate receipt is probable.

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

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

In 2017/18 significant elements of donated services included services for use by beneficiaries such as training and well-being courses and classes in addition to professional services such as legal advice provided to the Charity.

Assets given for use by the Group are recognised as incoming resources and within the relevant fixed asset category of the balance sheet when received. Donated services and facilities recognised in the financial statements include those usually provided by an individual or entity as part of their trade or profession for a fee. In contrast, the contribution of volunteers is excluded from the SOFA as the value of their contribution to the Charity cannot be reasonably quantified in financial terms. Where donated services or facilities are recognised, an equivalent amount is included as expenditure under the appropriate heading in the SOFA.

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

Expenditure

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

Support costs are allocated on the basis of staff time and include finance, human resources, IT, marketing, administration, and governance costs. Whilst the methodology for the allocation has not changed, the percentages allocated are updated annually to reflect changes in operations and staffing. This does not impact the comparative allocations.

Governance costs include costs associated with the governance arrangements of the charity including external audit and costs of complying with constitutional and statutory requirements, such as professional fees and Trustees' liability insurance.

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

Expenditure on raising funds

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

Expenditure on charitable activities

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

Grants Made are commitments made to third parties in the furtherance of the charitable objectives of the Charity.

Single or multi-year grants are accounted for when approved by the Charity and committed to the recipient, less any awards cancelled or refunded.

Recovery delivery costs are the costs incurred in delivering services directly to beneficiaries. This includes the running costs of the Recovery Centres and related activities.

Championing the wounded costs are those costs incurred in raising awareness and representing the needs of the wounded, injured and sick.

Stock

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

Tangible fixed assets

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

Leasehold property improvements	Structural works are depreciated until the expiry of the lease, or the first breakpoint not at the sole discretion of the Group, or the expiry of 20 years. Non-structural works connected to bringing the leasehold property into working use are depreciated over 10 or 15 years.
Office equipment (including IT)	5 years
Plant and machinery	5 years
Vehicles	4 years

Investments

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

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

Leases

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

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

Pension costs

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

Currency

The functional currency of the Group is sterling.

Financial instruments

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

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

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

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

02. Donations and Legacies

	2018 Unrestricted funds £'000	2018 Restricted funds £'000	2018 Total funds £'000	2017 Total funds £'000
Grants	-	451	451	3,000
Donations	5,347	880	6,227	7,252
Legacies	10,323	351	10,674	9,505
Challenges and events	2,077	219	2,296	3,278
Donated services and facilities	896	-	896	1,693
Gift Aid receivable	467	-	467	512
Total	19,110	1,901	21,011	25,240

03. Expenditure on Raising Funds

	2018 Group £'000	2017 Group £'000
Cost of donations and legacies	4,928	5,625
Cost of trading activities	2,578	2,888
Investment management costs	451	509
Support costs	3,267	2,587
Total	11,224	11,609

04. Allocated Support Costs

Support costs have been allocated to SOFA categories as shown below

Group	Raising funds £'000	Charitable Activities			2018 Total £'000	2017 Total £'000
		Grants £'000	Recovery delivery costs £'000	Championing the wounded £'000		
Administration, Legal and Management	1,493	5	1,197	634	3,329	2,695
Finance	289	17	346	15	667	555
Information Technology	827	12	852	29	1,720	1,491
Human Resources	526	63	880	-	1,469	1,164
Governance costs	132	-	132	109	373	213
Total	3,267	97	3,407	787	7,558	6,118

The basis of the allocation is staff time

05. Net Income for the Year

	2018 Group £'000	2017 Group £'000
This is stated after charging:		
Depreciation for the year	4,109	4,982
Amortisation for the year	29	73
Rentals payable under operating leases		
- Land and buildings	363	363
- Equipment	69	30
- Vehicles	106	106
Auditor's remuneration		
- Audit services	37	36
- Non-audit services	12	4

06. Employee Costs

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Wages and salaries	13,114	12,625	11,617	11,073
Social security	1,309	1,260	1,204	1,151
Pension	312	300	233	222
Total	14,735	14,185	13,054	12,446

The average number of employees (headcount) employed by the Group during the year was 399 (2017: 390).

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

	2018 Group	2018 Charity	2017 Group	2017 Charity
Remuneration of higher paid staff				
£60,001 - £70,000	12	12	12	11
£70,001 - £80,000	2	2	1	1
£80,001 - £90,000	2	2	2	2
£90,001 - £100,000	1	1	5	5
£100,001 - £110,000	3	3	1	1
£110,001 - £120,000	-	-	-	-
£120,001 - £130,000	1	1	-	-

Pension contributions of £41,491 (2017: £28,476) were made on their behalf. Taxable remuneration for the year includes benefits in kind.

During the year, the Charity made payments in respect of staff leaving the Charity totalling £432,605 (2017: £117,769), including redundancy payments. All amounts were accounted for in the year.

The key management personnel of Help for Heroes comprise the Trustees and the Executive Team. The total remuneration including benefits in kind, employers pension contributions, employers National Insurance contributions and termination payments paid to and on behalf of the Executive Team amounted to £1,181,984 (2017: £1,035,796).

Trustees received no employee benefits during the period and the prior period.

We believe those with the greatest need deserve the best support, delivered by a professional team. The cost of charitable activities is set out on page 34.

07. Governance Costs

	2018 Group £'000	2017 Group £'000
External audit	37	28
Internal audit	106	75
Recruitment	21	-
Company Secretarial function	34	78
Finance and accounts production	37	29
Trustees' liability insurance	3	3
Strategy	129	-
Other	6	-
Total	373	213

The Group reimbursed travel expenses of £2,892 (2017: £4,635) to 5 (2017: 7) Trustees for attendance at Trustee meetings. Of this £595 (2017: £258) remained outstanding at year end.

08. Expenditure on Charitable Activities

	2018 Group £'000	2017 Group £'000
Grants made		
Institutional grants		
Mission Motorsport	55	55
King's College London UKV-CRAFT project	-	330
ADVANCE Study	-	458
Stoll - H4H Outreach London	-	246
Veterans, NHS Wales	-	517
Pennine Care NHS Foundation Trust	-	431
Not Forgotten Association	100	100
Step Together Volunteering	300	80
Horseback UK	132	150
RFEA	133	48
Sporting Force	120	115
Grant commitments released*	(877)	-
Other institutional grants	241	801
Total institutional grants	204	3,331
Individual support	1,312	1,293
Total grants	1,516	4,624
Direct costs	308	262
Allocated Support costs	97	71
Total grant expenditure	1,921	4,957
Recovery delivery costs		
Recovery regional operations	9,093	8,446
National services	3,896	4,111
Other direct costs	1,519	1,384
Allocated support costs	3,407	2,838
Depreciation	3,994	4,801
Total Recovery Delivery costs	21,909	21,580
Championing the wounded		
Direct costs	973	932
Allocated Support costs	787	622
Total Championing the wounded costs	1,760	1,554
Total costs of charitable activities	25,590	28,091

* During the year we reviewed grant commitments against partner needs and the terms of these grants. As a result a number of grant liabilities were no longer considered due and were written back to the SoFA.

09. Intangible Fixed Assets

Computer software	Group £'000	Charity £'000
Cost or valuation		
At 1 October 2017	508	486
Additions during the year	25	26
Disposals during the year	-	-
At 30 September 2018	533	512
Amortisation		
At 1 October 2017	(456)	(434)
Charge for the Year	(29)	(30)
Disposals for the year	-	-
At 30 September 2018	(485)	(464)
Net book value at 30 September 2018	48	48
Net book value at 1 October 2017	52	52

10. Tangible Fixed Assets

Group	Assets in the course of construction £'000	Leasehold property improvements £'000	Office equipment £'000	Plant and machinery £'000	Vehicles £'000	Total £'000
Cost or valuation						
At 1 October 2017	2,069	59,399	5,512	393	202	67,575
Additions during the year	3,256	25	153	258	-	3,692
Disposals during the year	-	-	(37)	(9)	-	(46)
Transfers	(5,325)	5,325	-	-	-	-
At 30 September 2018	-	64,749	5,628	642	202	71,221
Depreciation						
At 1 October 2017	-	(17,465)	(5,037)	(327)	(178)	(23,007)
Charge for the year	-	(3,613)	(421)	(56)	(19)	(4,109)
Disposals for the year	-	-	37	7	-	44
At 30 September 2018	-	(21,078)	(5,421)	(376)	(197)	(27,072)
Net book value at 30 September 2018	-	43,671	207	266	5	44,149
Net book value at 1 October 2017	2,069	41,934	475	66	24	44,568

Charity	Assets in the course of construction £'000	Leasehold property improvements £'000	Office equipment £'000	Plant and machinery £'000	Vehicles £'000	Total £'000
Cost or valuation						
At 1 October 2017	2,142	60,384	5,705	393	186	68,810
Additions during the year	3,369	31	154	259	-	3,813
Disposals during the year	-	-	(37)	(9)	-	(46)
Transfers	(5,511)	5,511	-	-	-	-
At 30 September 2018	-	65,926	5,822	643	186	72,577
Depreciation						
At 1 October 2017	-	(17,730)	(5,213)	(327)	(162)	(23,432)
Charge for the year	-	(3,697)	(432)	(57)	(19)	(4,205)
Disposals for the year	-	-	37	7	-	44
At 30 September 2018	-	(21,427)	(5,608)	(377)	(181)	(27,593)
Net book value at 30 September 2018	-	44,499	214	266	5	44,984
Net book value at 1 October 2017	2,142	42,654	492	66	24	45,378

11. Investments: Group and Charity

	Consolidated Total £'000
Market value at 1 October 2017	43,724
Add: Dividends and interest received and reinvested	595
Less: Sales proceeds	(15,000)
Add: Net gain on revaluation	1,274
Investment charges deducted from gain	(397)
Market value at 30 September 2018	30,196
Historic cost as at 30 September 2018	26,845
Historic cost as at 30 September 2017	38,683
	Consolidated Total £'000
Market value at 30 September 2018	
Equities	14,465
Fixed interest	11,813
Forwards	72
Cash	3,846
Total	30,196

12. Investments in Subsidiaries

Name	Control	Charity interest	Other Group companies interest	Registered number	Activities
Help for Heroes Trading Ltd	Share Capital	100%	-	06380957	Retail and Corporate Licensing
Help for Heroes Recovery	Deemed	100%	-	07647921	Non-Trading
Help for Heroes Development Company Ltd	Share Capital	100%	-	07464349	Design and Build
BMV Hero Ltd	Share Capital	-	100%	07192143	Non-Trading

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

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

	2018 Help for Heroes Trading £'000	2018 BmyHero £'000	2018 Help for Heroes Recovery £'000	2018 DevCo £'000	2018 Total £'000	2017 Total £'000
Turnover	3,495	-	-	3,637	7,132	5,970
Direct costs	(1,410)	-	-	(3,514)	(4,924)	(3,280)
Employee costs	(551)	-	-	-	(551)	(519)
Overheads	(615)	-	-	(5)	(620)	(881)
Net income before donation to Charity	919	-	-	118	1,037	1,290
Donated to Charity	(934)	-	-	(119)	(1,053)	(1,289)

Balance sheets of the consolidated trading entities	2018 Help for Heroes Trading £'000	2018 BmyHero £'000	2018 Help for Heroes Recovery £'000	2018 DevCo £'000	2018 Total £'000	2017 Total £'000
Fixed assets	-	-	-	-	-	-
Stock	590	-	-	-	590	598
Debtors	605	-	-	16	621	835
Cash	326	-	-	221	547	1,453
Total assets	1,521	-	-	237	1,758	2,886
Liabilities	(710)	-	-	(119)	(829)	(1,572)
Donation due to Charity	(810)	-	-	(118)	(928)	(1,297)
Net assets	1	-	-	-	1	17
Reserves/funds	1	-	-	-	1	17

13. Debtors

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Trade debtors	436	88	445	106
Other debtors	407	205	454	362
Taxation recoverable	-	-	64	-
Amounts owed from Group undertakings	-	1,184	-	1,605
Prepayments and accrued income	7,732	7,677	4,539	4,859
Total	8,575	9,154	5,502	6,932

14. Cash, Cash Equivalents and Short-term Fixed Deposits

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Short-term fixed deposits	8,041	8,041	15,349	15,349
Cash	12,632	12,086	5,381	3,928
Total	20,673	20,127	20,730	19,277

15. Creditors

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Amounts falling due within one year				
Grants payable	1,164	1,164	2,851	2,851
Trade creditors	1,326	1,158	1,225	1,024
Other creditors	830	826	725	725
Other taxes and social security	465	380	345	338
Amounts owed to Group undertakings	-	-	-	116
Accruals	1,823	1,524	1,668	1,157
Total	5,608	5,052	6,814	6,211

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Amounts falling due after more than one year				
Grants payable	742	742	1,027	1,027
Total	742	742	1,027	1,027

16. Funds

(A) Analysis of movement in funds

Group	At 1 Oct 2017 £'000	Incoming resources* £'000	Operating expenditure £'000	Capital expenditure £'000	Transfers £'000	At 30 Sept 2018 £'000
Restricted						
Catterick Recovery Centre	851	204	(852)	-	-	203
Colchester Recovery Centre	65	423	(441)	-	-	47
Tedworth House Recovery Centre	510	1	(511)	-	-	-
Plymouth Recovery Centre	76	424	(500)	-	-	-
Sports Recovery (Tough Mudder)	76	214	(290)	-	-	-
Sports Recovery	42	133	(140)	-	-	35
Hidden Wounds	242	-	(242)	-	-	-
LIBOR	386	-	(386)	-	-	-
Very Serious Injury (LIBOR)	-	400	(62)	-	-	338
Heritage Heroes	29	-	(29)	-	-	-
Psychological Wellbeing	60	-	(60)	-	-	-
Haymow	456	-	(456)	-	-	-
Invictus Games	-	663	(663)	-	-	-
Other	29	102	(129)	-	-	2
Total restricted	2,822	2,564	(4,761)	-	-	625
Designated						
Recovery Centres	20,000	-	-	-	(1,000)	19,000
Recovery Services	10,500	-	-	-	(500)	10,000
Capital Fund	7,400	-	-	-	(900)	6,500
Recovery Projects	13,500	-	-	-	(9,000)	4,500
Sub total	51,400	-	-	-	(11,400)	40,000
Fixed assets	44,620	-	(4,132)	3,717	(8)	44,197
Total designated	96,020	-	(4,132)	3,717	(11,408)	84,197
General	8,491	24,798	(27,921)	(3,717)	11,408	13,059
Total funds	107,333	27,362	(36,814)	-	-	97,881

At the year end the Trustees consider the required level of funds in line with the reserves policy (described on page 35) and anticipated future running costs and other spending. Changes are made to each designated reserve as appropriate. Due to the Trustees' ambition to focus on in-house recovery delivery (as explained on page 34), a significant transfer was made from the Recovery Projects reserve at the year end.

*Including gains on investments

16. Funds

(A) Analysis of movement in funds (continued)

Charity	At 1 Oct 2017 £'000	Incoming resources* £'000	Operating expenditure £'000	Capital expenditure £'000	Transfers £'000	At 30 Sept 2018 £'000
Restricted						
Catterick Recovery Centre	851	204	(852)	-	-	203
Colchester Recovery Centre	65	423	(441)	-	-	47
Tedworth House Recovery Centre	510	1	(511)	-	-	-
Plymouth Recovery Centre	76	424	(500)	-	-	-
Sports Recovery (Tough Mudder)	76	214	(290)	-	-	-
Sports Recovery	42	133	(140)	-	-	35
Hidden Wounds	242	-	(242)	-	-	-
LIBOR	386	-	(386)	-	-	-
Very Serious Injury (LIBOR)	-	400	(62)	-	-	338
Heritage Heroes	29	-	(29)	-	-	-
Psychological Wellbeing	60	-	(60)	-	-	-
Haymow	456	-	(456)	-	-	-
Invictus Games	-	663	(663)	-	-	-
Other	29	102	(129)	-	-	2
Total restricted	2,822	2,564	(4,761)	-	-	625
Designated						
Recovery Centres	20,000	-	-	-	(1,000)	19,000
Recovery Services	10,500	-	-	-	(500)	10,000
Capital Fund	7,400	-	-	-	(900)	6,500
Recovery Projects	13,500	-	-	-	(9,000)	4,500
Sub total	51,400	-	-	-	(11,400)	40,000
Fixed assets	45,430	-	(4,229)	3,839	(8)	45,032
Total designated	96,830	-	(4,229)	3,839	(11,408)	85,032
General	8,473	22,355	(25,339)	(3,839)	11,408	13,058
Total funds	108,125	24,919	(34,329)	-	-	98,715

*Including gains on investments

16. Funds

(B) Analysis of net assets between funds

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2018 Total £'000
Fixed assets				
Intangible assets	-	48	-	48
Tangible assets	-	44,149	-	44,149
Investments	-	30,196	-	30,196
	-	74,393	-	74,393
Net current assets	13,801	9,804	625	24,230
Creditors falling due after more than one year	(742)	-	-	(742)
Total net assets	13,059	84,197	625	97,881

Charity	Unrestricted £'000	Designated £'000	Restricted £'000	2018 Total £'000
Fixed assets				
Intangible assets	-	48	-	48
Tangible assets	-	44,984	-	44,984
Investments	-	30,196	-	30,196
	-	75,228	-	75,228
Net current assets	13,800	9,804	625	24,229
Creditors falling due after more than one year	(742)	-	-	(742)
Total net assets	13,058	85,032	625	98,715

17. Operating Leases

At 30 September 2018 the Group had future minimum operating lease commitments under non-cancellable operating leases:

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Land and buildings				
Within one year	288	275	344	301
Between one and five years	389	389	595	595
	677	664	939	896
	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Equipment			-	-
Within one year	22	22		
Between one and five years	40	40	-	-
	62	62	-	-
	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Vehicles				
Within one year	56	56	82	82
Between one and five years	5	5	32	32
	61	61	114	114

18. Comparative Information

(A) Consolidated Statement of Financial Activities

	2017 General funds £'000	2017 Designated funds £'000	2017 Restricted funds £'000	2017 Total funds £'000
Income from				
Donations and legacies	20,523	-	4,717	25,240
Charitable activities	184	-	432	616
Other trading activities	4,122	-	-	4,122
Investments	830	-	-	830
Total	25,659	-	5,149	30,808
Expenditure on				
Raising funds	11,438	171	-	11,609
Charitable activities	18,250	4,885	4,956	28,091
Total	29,688	5,056	4,956	39,700
Net income/(expenditure) before gains and losses on investments	(4,029)	(5,056)	193	(8,892)
Net gains/(losses) on investments	1,144	-	-	1,144
Net income/(expenditure)	(2,885)	(5,056)	193	(7,748)
Transfers between funds	(7)	7	-	-
Net movement in funds	(2,892)	(5,049)	193	(7,748)
Reconciliation of funds				
Total funds brought forward	11,383	101,069	2,629	115,081
Total funds carried forward	8,491	96,020	2,822	107,333

18. Comparative Information

(B) Charity Statement of Financial Activities

	2017 General funds £'000	2017 Designated funds £'000	2017 Restricted funds £'000	2017 Total funds £'000
Income from				
Donations and legacies	21,812	-	4,717	26,529
Charitable activities	184	-	432	616
Investments	829	-	-	829
Total	22,825	-	5,149	27,974
Expenditure on				
Raising funds	8,561	161	-	8,722
Charitable activities	18,243	5,001	4,956	28,200
Total	26,804	5,162	4,956	36,922
Net income/(expenditure) before gains and losses on investments	(3,979)	(5,162)	193	(8,948)
Net gains/(losses) on investments	1,144	-	-	1,144
Net income/(expenditure)	(2,835)	(5,162)	193	(7,804)
Transfers between funds	(69)	69	-	-
Net movement in funds	(2,904)	(5,093)	193	(7,804)
Reconciliation of funds				
Total funds brought forward	11,377	101,923	2,629	115,929
Total funds carried forward	8,473	96,830	2,822	108,125

19. Comparative Information

(A) Analysis of movement in funds

Group	At 1 Oct 2016 £'000	Incoming resources* £'000	Operating expenditure £'000	Capital expenditure £'000	Transfers £'000	At 30 Sept 2017 £'000
Restricted						
Catterick Recovery Centre	703	615	(467)	-	-	851
Colchester Recovery Centre	44	21	-	-	-	65
Tedworth House Recovery Centre	490	195	(175)	-	-	510
Plymouth Recovery Centre	128	374	(426)	-	-	76
Sports Recovery (Tough Mudder)	242	303	(469)	-	-	76
Sports Recovery	-	71	(29)	-	-	42
Hidden Wounds	501	-	(259)	-	-	242
LIBOR	393	-	(7)	-	-	386
Heritage Heroes	-	155	(126)	-	-	29
Psychological Wellbeing	-	60	-	-	-	60
Haymow	-	3,000	(2,544)	-	-	456
Invictus Games	-	277	(277)	-	-	-
Other	128	78	(177)	-	-	29
Total restricted	2,629	5,149	(4,956)	-	-	2,822
Designated						
Recovery Centres	16,000	-	-	-	4,000	20,000
Recovery Services	17,000	-	-	-	(6,500)	10,500
Mental Health	3,480	-	-	-	(3,480)	-
Capital Fund	7,000	-	-	-	400	7,400
Recovery Projects	10,000	-	-	-	3,500	13,500
Sub total	53,480	-	-	-	(2,080)	51,400
Fixed assets	47,589	-	(5,056)	2,087	-	44,620
Total designated	101,069	-	(5,056)	2,087	(2,080)	96,020
General	11,383	26,803	(29,688)	(2,087)	2,080	8,491
Total funds	115,081	31,952	(39,700)	-	-	107,333

*Including gains on investments

19. Comparative Information

(A) Analysis of movement in funds (continued)

Charity	At 1 Oct 2016 £'000	Incoming resources* £'000	Operating expenditure £'000	Capital expenditure £'000	Transfers £'000	At 30 Sept 2017 £'000
Restricted						
Catterick Recovery Centre	703	615	(467)	-	-	851
Colchester Recovery Centre	44	21	-	-	-	65
Tedworth House Recovery Centre	490	195	(175)	-	-	510
Plymouth Recovery Centre	128	374	(426)	-	-	76
Sports Recovery (Tough Mudder)	242	303	(469)	-	-	76
Sports Recovery	-	71	(29)	-	-	42
Hidden Wounds	501	-	(259)	-	-	242
LIBOR	393	-	(7)	-	-	386
Heritage Heroes	-	155	(126)	-	-	29
Psychological Wellbeing	-	60	-	-	-	60
Haymow	-	3,000	(2,544)	-	-	456
Invictus Games	-	277	(277)	-	-	-
Other	128	78	(177)	-	-	29
Total restricted	2,629	5,149	(4,956)	-	-	2,822
Designated						
Recovery Centres	16,000	-	-	-	4,000	20,000
Recovery Services	17,000	-	-	-	(6,500)	10,500
Mental Health	3,480	-	-	-	(3,480)	-
Capital Fund	7,000	-	-	-	400	7,400
Recovery Projects	10,000	-	-	-	3,500	13,500
Sub total	53,480	-	-	-	(2,080)	51,400
Fixed assets	48,443	-	(5,162)	2,149	-	45,430
Total designated	101,923	-	(5,162)	2,149	(2,080)	96,830
General	11,377	23,969	(26,804)	(2,149)	2,080	8,473
Total funds	115,929	29,118	(36,922)	-	-	108,125

*Including gains on investments

19. Comparative Information

(B) Analysis of net assets between funds

Group	Unrestricted £'000	Designated £'000	Restricted £'000	2017 Total £'000
Fixed assets				
Intangible assets	-	52	-	52
Tangible assets	-	44,568	-	44,568
Investments	-	43,724	-	43,724
	-	88,344	-	88,344
Net current assets	9,518	7,676	2,822	20,016
Creditors falling due after more than one year	(1,027)	-	-	(1,027)
Total net assets	8,491	96,020	2,822	107,333

Charity	Unrestricted £'000	Designated £'000	Restricted £'000	2017 Total £'000
Fixed assets				
Intangible assets	-	52	-	52
Tangible assets	-	45,378	-	45,378
Investments	-	43,724	-	43,724
	-	89,154	-	89,154
Net current assets	9,500	7,676	2,822	19,998
Creditors falling due after more than one year	(1,027)	-	-	(1,027)
Total net assets	8,473	96,830	2,822	108,125

20. Related Party Transactions

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

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

Bryn and Emma Parry are the Co-Founders of the Charity and, as of 31 December 2016, they were no longer employees.

Help for Heroes has made lease payments to entities controlled by, or managed for the benefit of, Bryn Parry in respect of 14 Parkers Close, Downton. The annual rent for this property is £18,500 plus irrecoverable VAT (2017: £18,500) and at 30 September 2018, the Group owed £nil (2017: £nil) in respect of this property. The Group also reimbursed £298 (2017: £346) in respect of insurance premiums on this property. The industrial unit at 14 Parkers Close is rented at an arm's-length market rent, externally benchmarked by independent surveyors.

Whilst employed by the Charity, Bryn Parry carried out regular graphic design work and gave all intellectual property rights to any graphic design performed in line with his role to the Charity free of charge. The graphic design work given to the Charity by Bryn Parry include the Help for Heroes logo, 'Support For Our Wounded' strapline, stretcher bearers logo, Band of Brothers logo, medal logo (and derivatives), the Phoenix logo, design work relating to the Battle Back and Frontline to Startline initiatives plus product design work in relation to the Trading Company. The bear designs (and derivatives) are owned by Bryn Parry and the use of these assets is provided to the Charity and approved partners through a licence at nil cost with all royalties waived. The value of royalties waived on the bear designs based on a notional 8% of sales would be £8,865 (2017: £24,478). Royalties have been charged by Bryn Parry Studios Ltd on designs created since Bryn Parry ceased to be employed by the Charity. The total charged during the year was £4,473 (2017: £Nil). At 30 September 2018 the Group owed £380 (2017: £Nil) in respect of these royalties.

Bryn Parry Designs Limited trading as MizMaze Creative is controlled by Bryn and Emma Parry. The Trustees recognise that the knowledge and expertise of

our Co-Founders are valuable and, for a limited time during the transition period, Bryn Parry Designs provided a monthly consultancy service. The total charged by Bryn Parry Designs Limited to the Charity during the year was £76,800 (2017: £51,846). The monthly consultancy service came to an end on 30 September 2018.

During the year ended 30 September 2017, Help for Heroes made a grant of £3,500 to Major Peter Norton GC, a wounded Veteran and accordingly one of our beneficiaries for the purposes of physiotherapy. Peter Norton was a Help for Heroes Trustee during the year.

Total funds raised for the Charity by Trustees and members of the Executive Team during the year was £4,396 (2017: £5,169).

During the year Help for Heroes was charged £27,156 (2017: £33,933) by the University of Bath for hosting Invictus Games training camps. At 30 September 2018 the group owed £5,087 (2017: £Nil) in respect of these charges. During the year Professor Veronica Hope Hailey was both a Help for Heroes Trustee and the Vice President of the University of Bath.

Transactions between Group companies

During the year, significant numbers of transactions took place between Group companies. Most of these transactions were effected through intra-Group working capital and were not cash settled in the year. Profits earned by trading subsidiaries were donated to the parent Charity as described in note 12. In the normal course of operations, transactions arise between Group companies. These amounts cover donations received in the trading companies, purchases settled by other Group companies, stock sold by one company on behalf of another, and VAT settled across the Group VAT registration.

Amounts settled by Help for Heroes on behalf of Help for Heroes Trading Limited, and vice versa, resulted in a net cost to Help For Heroes of £183,000 in the year (2017: £210,000 net cost to Help for Heroes Trading). At 30 September 2018, Help for Heroes had an intercompany receivable from Help for Heroes Trading Limited of £331,000 (2017: £361,000). Help for Heroes Trading Limited held

sufficient cash and current assets to settle this liability. This excludes the amount owed in relation to donated profits made in the year by Help for Heroes Trading Limited of £810,000 (2017: £1,234,000). The total profits gifted to the Charity in the year was £934,000 which will be fully settled within nine months of the year end.

Help for Heroes Development Company Limited undertakes construction and development work on behalf of the Group and sells these services to Help for Heroes. Payment for these services combined with settlement for goods and services transferred between companies resulted in a net cost to Help for Heroes of £3,049,000 (2017: £2,484,000). At 30 September 2018, Help for Heroes Development Company Limited had an intercompany receivable from Help for Heroes of £75,000 (2017: £170,000). Help for Heroes held sufficient cash and current assets to settle this liability. This excludes the amount owed in relation to donated profits made in the year by Help for Heroes Development Company Limited of £118,000 (2017: £53,000). The total profits gifted to the Charity in the year was £119,000 which will be fully settled within nine months of the year end.

21. Capital Commitments

	2018 Group £'000	2017 Group £'000
Capital commitments	-	2,880

This balance related to the commitment to build a new Rehabilitation and Recovery Centre at HQ Hereford Garrison which was completed during the year.

22. Financial Instruments

Carrying value of financial assets and liabilities at 30 September

	2018 Group £'000	2018 Charity £'000	2017 Group £'000	2017 Charity £'000
Financial assets measured at amortised cost (a)	28,414	28,502	25,056	24,715
Financial assets measured at fair value (b)	30,196	30,196	43,724	43,724
Financial liabilities measured at amortised cost (c)	(5,849)	(5,377)	(7,348)	(6,759)
	52,761	53,321	61,432	61,680

(a) Financial assets include cash, trade debtors, other debtors and accrued income

(b) Financial assets held at fair value include assets held as investments

(c) Financial liabilities include all creditors except deferred income and tax and social security.

LOOKING AHEAD

The Job to Do

We exist to deliver what is right and fair for our Armed Forces, but we can't do the job alone. As demand for support rises and fundraising becomes more challenging, we need your help more than ever to ensure we can continue to drive change for the better.

Here are four ways that you can get involved:

1.

Donate

Your donation, no matter how big or small, will help to fund vital support services for our wounded, injured and sick members of the Armed Forces. £5 buys three hours of Art Therapy for 11 beneficiaries. £20 buys a coaching conversation to help a beneficiary develop a career plan.

Every penny counts. You can donate at helpforheroes.org.uk/give-support/donate-now. You can also buy from our range of merchandise at shop.helpforheroes.org.uk

2.

Challenge yourself

There are lots of ways you can show your support while taking on a new challenge. Whether you choose to run a race, take on a trek, climb a mountain or bake a cake, our fundraising events are a great way to have fun whilst raising money for our Heroes. Find out more at helpforheroes.org.uk/give-support/fundraise

3.

Volunteer your time

There are many ways you can volunteer at Help for Heroes, from helping out at events to taking part in one of our collection weekends. Whatever you do and no matter how much time you have, we are always grateful for your support. Sign up at helpforheroes.org.uk/give-support/volunteer

4.

Partner with us

Become a partner of Help for Heroes. Encouraging staff members to take part in fundraising activities is a fantastic way to drive employee engagement, and your contribution can make a significant impact on the support we can offer. Please contact our Partnerships Team at partnerships.team@helpforheroes.org.uk to find out more.

NO MATTER WHEN OR
WHERE SOMEONE SERVED,
WE BELIEVE ANYONE
AFFECTED BY MILITARY
SERVICE DESERVES
A FAIR DEAL AFTERWARDS

THANK YOU

We would like to thank all those organisations and individuals who made our vital work possible by generously giving their time and money in 2017/18. You help us empower Service Personnel, Veterans and their families to make a positive impact in society.

Particular thanks to our partners who have made significant contributions throughout the year:

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to read about our
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Published by Help for Heroes, a charity
registered in England and Wales (1120920)
and Scotland (SC044984), and limited
company registered in England (6363256).

