



THE ULYSSES TRUST

Annual Review 2022



SINCE 1992 WE HAVE SUPPORTED OVER 40,000 CADETS AND RESERVISTS TO UNDERTAKE EXPEDITIONS AND ADVENTUROUS TRAINING THROUGHOUT THE WORLD.



THE ULYSSES TRUST

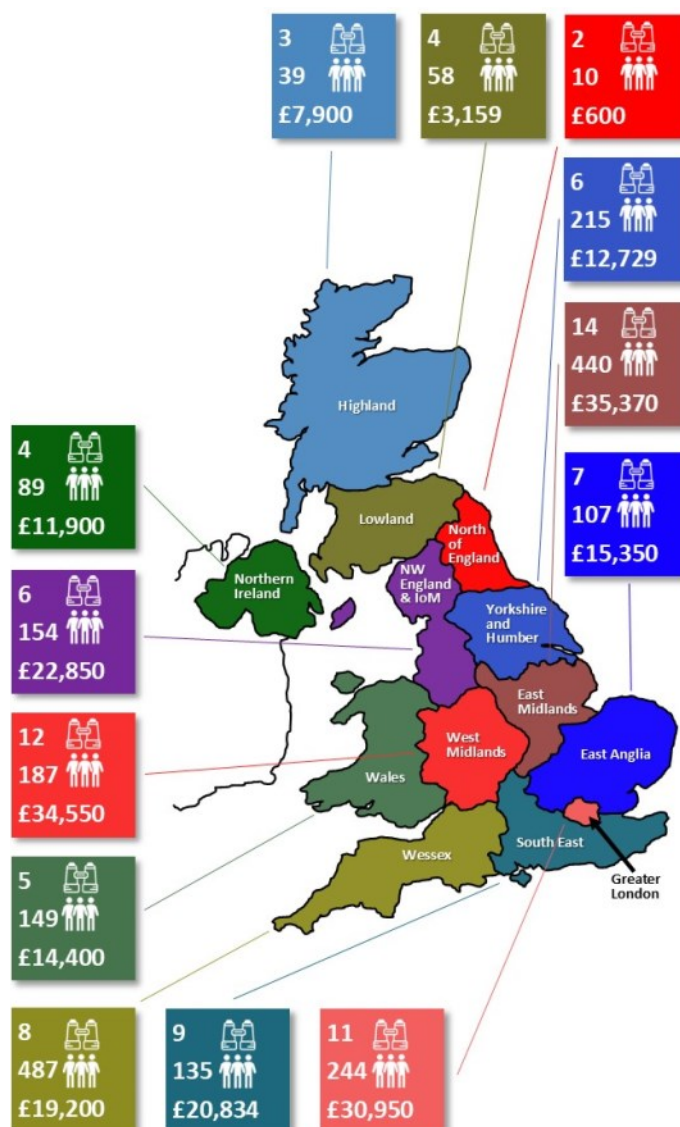
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BENEFITTING ALL PARTS OF THE UK

Grants reached units in all parts of the UK, as shown on the map below, displaying expeditions supported (🏕️), participant numbers (👤) and grants made, based on Reserve Forces' and Cadets' Association Regions.

91 grants totaling £229,792 were made by The Ulysses Trust in 2022. These supported 2,314 cadets and reservists to take part in adventurous activities.



Many thanks to all the individuals, units and organisations who provided photographs, quotes, reports and data to The Ulysses Trust in 2022. We are extremely grateful for your contributions without which we would not be able to compile this Annual Review.

FOREWORD



At the outset, the Trust celebrated its 30th Anniversary in 2022 - an impressive milestone in anyone's book. It is worth reflecting that since inception the charity has raised over £3.5 million to support over 40,000 individuals in over 2,980 expeditions. Following two difficult years, 2022 saw a dramatic increase in: the number of expeditions supported; the number of participants deploying; and, the total value of grants awarded. Additionally, a record number of disadvantaged cadets were assisted.

The Trust was able to support this demand as our fundraising campaign gained momentum - a 76% increase compared to 2021, combined with a 15% reduction in running costs. With a huge swing back to overseas deployments and a surge in University Cadet expeditions - 2022 was the year we bounced back!

On a personal note, I was delighted to complete Ride London 100 in 2022 in support of the Trust. This was the third time I have ridden the event for the charity, exceeding my total £10,000 sponsorship target; I am most grateful to all those who supported my endeavours.

Noting my 10-year term as Trust Chair ends in 2023, I wanted to reflect on the great job that the charity team has completed over this period without question, transforming the Trust.

- At the outset, I think one of the team's biggest achievements was taking the Trust through a major recession and pandemic in good order; many charities have not been so lucky.

- As part of post-pandemic recovery, the Trust relaxed its requirements for awarding grants and provided bigger sums to assist activity, drawing very positive support.

- Specific targeting of funds was introduced in 2015 to assist the disadvantaged, ensuring that lack of family finance was not a barrier to participation.

- The charity reduced participant's expedition costs and, following increased marketing, has broadened the Trust's usage.

- The Trust was converted to a Charitable Incorporated Organisation in 2017, to reflect its increased growth.

- An endowment fund was established, with £660K secured, the interest from which is used to assist with the Trust's overhead and cadet costs. This fund will increase with a legacy scheme addition.

- Despite tighter requirements from funders, the fundraising level has increased, with a number of multi-year grants secured. Significantly, combined with the growing endowment, the financial strength and security of the Trust has notably increased.

- Outcome and impact measurement activities have been introduced - which are vitally important to demonstrate the Trust's social value.

- In terms of communications, from virtually nothing, the charity produces annually now two newsletters and an Annual Review, has a thriving social media presence and internal communications briefs are published.

- Finally, the importance of volunteers to the Trust has been acknowledged with the launch of a recognition scheme - noting that the charity has the equivalent of only two paid staff but over 50 volunteers.

All told, the Trust team has done a fantastic job over the last 10 years, ensuring that the charity is relevant, vibrant and exceeds expectations; please accept a big thank you from the outgoing Chair! Thank you also to our many supporters as, without you, we would not be able to assist the reservists and cadets with their expeditions - a key ingredient of their activities.

Air Vice-Marshal N J E Kurth CBE FRGS
Chair of Trustees

MISSION, BENEFITS AND VISION



OUR MISSION

To provide financial assistance, encouragement and guidance to support challenging expeditions and adventurous activities planned and undertaken by the Volunteer Reserve and Cadet Forces of the United Kingdom.

THE BENEFITS

- Enhance unit and force morale, recruitment, retention and public esteem.
- Help develop the characteristics of leadership, teamwork, confidence, initiative, self-discipline and judgment of its individual members.
- Contribute to society at large.



OUR VISION

To bring the benefits of undertaking challenging adventurous and community-related expeditions within the financial reach of every member of the UK's Volunteer Reserve and Cadet Forces.

CASE FOR SUPPORT

The Ulysses Trust was born out of a ground-breaking attempt in 1992 by the Territorial Army to achieve the first British winter ascent of Mt Everest. Expeditions have a significant impact on individual development and on unit morale, but they are not funded by the public purse and can be the most costly aspect of the cadet or reservist experience. Indeed, in 1992 expeditions were not even on the agenda for Volunteer Reserve (VR) and Cadet Forces. Today they reach every part of the globe, from the Brecon Beacons to the Poles, providing enriching opportunities of which, previously, many could only dream.

SOCIAL IMPACT

Planning and participating in expeditions develops valuable life skills including initiative, leadership, self-confidence, judgement, working with others and physical well-being. These characteristics can significantly help young people reach their full potential as effective contributors to their communities, and to employers, and as role models within society as a whole. Such opportunities are also an important reason why young people join the VR and Cadet Forces, so they significantly contribute to unit morale, recruitment and retention – a virtuous circle, more members and more acquiring these valuable characteristics.

For cadets especially, not only are they a valuable aspect of youth engagement, but young people from very different backgrounds sharing challenges and hardship together means expeditions are among the most effective vehicles to help social mobility, cohesion and inclusion.

OUR VALUES

We are particularly focused on the benefits of these opportunities for those cadets from disadvantaged backgrounds and the difference our support can make for those units in highly deprived areas. For many individuals the opportunities can be life-changing.

This is where The Ulysses Trust steps in. We provide additional support to units across the UK so that they can deploy expeditions in the UK and overseas at a price that is within reach to all.

This is reflected in our grant-giving and we continue to provide extra support to those who need it most. This is achieved by uplifting our grants for expeditions that include cadets from disadvantaged backgrounds so that limited family income does not prevent cadet participation.

HOW WE DELIVER

We are the only organisation dedicated to supporting the development of our VR and Cadet Forces through challenge and adventure. We actively promote the value and possibilities of these opportunities, and each application for our support is reviewed by a team with extensive experience in this field. Applications are appraised not only on the project plans and objectives, but also on the benefits that could accrue for the unit and individual participants. The commitment shown and the capacity of applicants to help themselves are also critical factors in allocating grants. Our guiding principle is to help, encourage, enable – but not to spoon-feed.

WHY THE ULYSSES TRUST?

- We are a focus of encouragement for adventurous training within our VR and Cadet Forces, and can direct funds for this to best effect – support that no other organisation has the processes, systems, and especially the experience to provide.
- We direct our funds for the development of young people through the VR and Cadet Forces. These organisations have a well-earned reputation for youth engagement, which further optimises what we can achieve with our funds.
- We can aggregate funds from one donor with those from another in support of a specific expedition. This can significantly increase the impact of each individual donation and, importantly, reduces the fundraising burden for the expedition leader, allowing him/her to focus more on other aspects of planning to ensure a successful expedition.

Together, these make our proposition unique - re-assuring for both beneficiaries and benefactors.

2022: A YEAR OF RECOVERY

OVERVIEW

2022 felt very much like the expedition experience itself— one challenge followed by another. After successfully navigating a path through the COVID-19 pandemic in 2019/20, we walked straight into the cost of living crisis. For many of those we support the tightening of belts and increased costs meant a further deterrent impact on running or participating in an expedition. Just as things were starting to look rosy with the reopening of borders and easing of restrictions, costs began to increase and many were feeling the pinch.

Despite this, 2022 saw a welcome return to overseas expeditions. In 2021, our support was very much focussed on home turf with only one expedition managing to deploy overseas as units picked up the pieces following the pandemic. In 2022, the spirit of adventure certainly returned with a bang! Applications soared, the number of expeditions supported increased rapidly and the number of participants exceeded previous years by a significant margin. It was the shot in the arm that many units needed. Thanks to our determined fundraising efforts (and the generosity of our donors and supporters) the Trust was able to meet the demand and awarded £229,792 worth of grants.

The number of grant applications we received in 2022 was 115 with 8 rejections and 16 cancellations. In comparison in 2019 (ie pre-pandemic) it was 154 applications with 51 rejections and 3 cancellations. With applications still at least 25% below the 'norm', there is therefore still a way to go in the recovery of activity.

University Cadets had an exceptionally good year, Voluntary Reserves (VR) a respectable one, but, cadet activity, while starting to recover, remains significantly below historic levels. A number of factors account for this. A more cautious approach to overseas deployments of young people delayed recovery but more significant has been a lack of senior cadet experience due to timing-out departures, compounded by an inability to recruit during the pandemic.



This has had a particularly deleterious impact on community cadet units, as opposed to Combined Cadet Forces (CCFs) in schools, where participant numbers (including adult instructors) declined by nearly 29% between 2019 and 2022. Fortunately, this situation was partially relieved by a very much better picture for CCFs. School environments allowed recruitment to continue, and as a result of the Cadet Expansion Programme (CEP) there was a strong underlying growth in numbers. CCF numbers, including adult instructors, increased by 19% between 2019 and 2022.

An external factor is also the cost of living crisis. This has caused a huge increase in the number of secondary school students on Free School Meals (FSMs) - the benchmark used by the Trust to monitor its reach to disadvantaged cadets. The proportion of students in receipt of FSMs increased from 12.4% in 2019 to 22.2% in 2022. Affordability has doubtlessly also held back cadet activity. This, of course, means that the need for our support is more acute than ever. The Trust is determined to continue to make a difference to the lives of those young people who need our support at this difficult time and continues to extol the benefits of ambitious and challenging cadet expeditions.

THE IMPACT OF CANCELLATIONS

The first few months of 2022 continued to see a high rate of cancellations, and many had their hopes confounded and dreams quashed. Thankfully, as the year progressed the situation began to improve. The damage report for 2022 is as follows: 16 expeditions cancelled, 143 participants affected. This is much lower than in 2020 when the pandemic hit, and 788 individuals missed out. Unfortunately this has meant that a total of 1,064 individuals who were due to benefit from our support have missed out due to cancellations caused mostly by the pandemic.

KEY PERFORMANCE INDICATORS (KPIs)

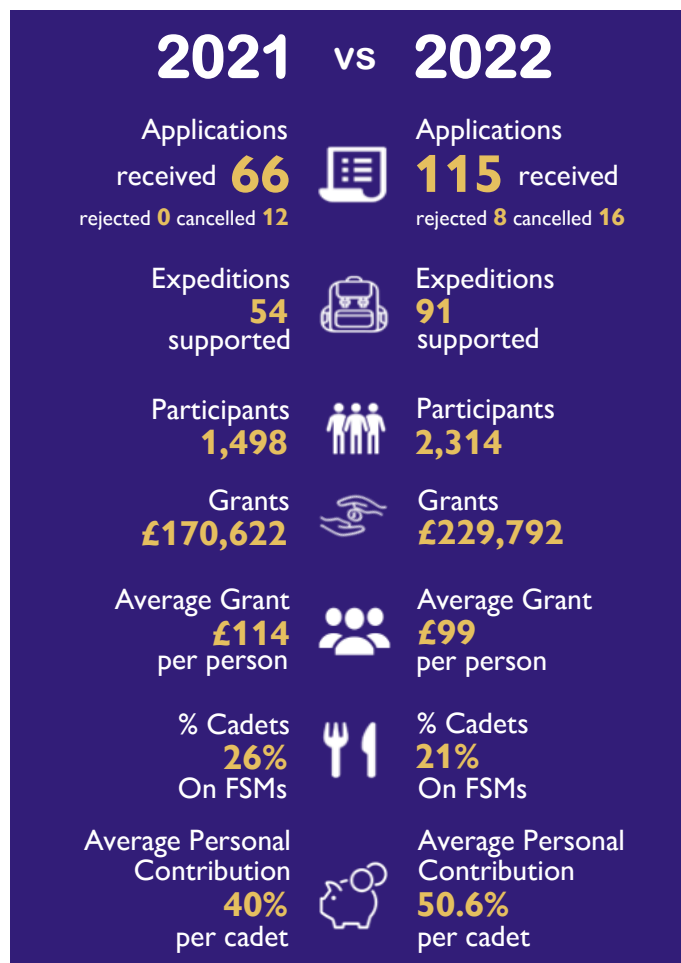
The average cost of the expeditions we have supported has dropped from £3,421 in 2019 to £3,359 in 2022. Whilst this is not a huge drop it is caused by two factors: our flexible approach in the wake of the pandemic to support cadet annual camps with a large number of participants (but limited Adventurous Training activity) and an increase in UK-based cadet expeditions due to travel restrictions.

Support of some annual cadet camps in 2022 also accounts for the dramatic rise in the number of participants supported - an increase of 54% from 2021 and 24% higher than in 2019 (pre-pandemic).

The Trust has traditionally avoided supporting camps and other activities that have a limited level of challenge compared to the expedition experience, and as the situation improves, we are keeping this under close review.

The infographic (right) highlights a dramatic increase in the grants made in 2022, up 34.7% from last year with £229,792 awarded. Again reflecting support of adventurous activities at cadet annual camps, the average grant per person has slipped from £114 to £99. Meanwhile, the total of 91 expeditions deploying in 2022 is still below the normal level of previous years such as 2019 when we supported 100 expeditions.

We will continue to monitor our KPIs as we award future grants and will take the necessary steps to re-apply the rigour of criteria as the operating environment continues to recover.



2019 & 2021 VS 2022

We now appear to be through the worst of a difficult three years. However, we are under no illusion that challenges remain. The cost of living crisis is creating difficulties for all expeditions, but especially for cadet expeditions. It could take several years before the Cadet Forces fully recover from the setbacks created by the pandemic. The Ulysses Trust has an important role to play in assisting that recovery for units' morale, recruitment, and retention that expeditions do so much to improve. Also, most importantly, for the individual development of young cadets whose normal progress to adulthood has been so severely impacted by the pandemic, and which the expedition experience can do so much to address.

That can only happen if we continue to ensure these opportunities are affordable to all. The need for our support, therefore, can only grow and become increasingly urgent. The Ulysses Trust team is determined, with the loyal support of our benefactors, to meet that need.

2022: A YEAR OF RECOVERY (*CONTINUED*)



FINANCIAL PROGRESS

At the close of 2022 our New Horizons fundraising campaign is on the cusp of reaching an important milestone and we are confident that we shall pass the £2 million mark in early 2023. This is encouraging news as our target is to reach £2.5 million by 2024.

Overall grant expenditure was up 50% on 2021 but, due to the slow cadet recovery, was 13% below budget. Nevertheless, cadet grants were still up by 58%.

The fundraising campaign has successfully increased our donor base with some major sources of long-term support. Our income over 2022 was £401,257 which looks generally sustainable.

However, the loss of £91,336 on fixed assets (capital funds) meant that net assets declined from £654,582 to £563,516, a fall of 14%. The situation has improved significantly in the present year.

The return on fundraising costs also increased from £1.94 per £1 spent to £3.07 per £1 spent - an increase of 58% on the previous year.

A more detailed analysis of our fundraising and financial situation can be found on page 18 and page 20 respectively.

OTHER DEVELOPMENTS IN 2022

This year several new recruits joined our volunteer team. Cdr Sara Collen, Maj Heather Sharp and Kate Hannaford became members of our Grants Application Committee (GAC). 2Lt Nicola Rowlands-Smith has taken on the role of Awards Officer with responsibility for our expedition awards.

Two former members of the GAC, Col (Retired) Paul Edwards and Cpt Polly Marsh became Trustees. Polly also took on the role of Operations Trustee to oversee the work of the GAC.

The Trust relies heavily on the support of our team of hard-working volunteers. Much of their work goes on behind the scenes. Following a suggestion from our Chair, Trustees approved the introduction of our Volunteer Recognition Scheme to acknowledge the efforts of our fantastic team (see page 13).

2022 also marked our 30th Anniversary. A special event was held at Cadogan Hall kindly hosted by our Vice Patron Viscount Chelsea. The event was a great success (see page 13).

On the fundraising side of things, we were delighted to forge a partnership with Team Forces. This charity has an impressive track record of engaging with corporates to support sport, challenge and adventure in the armed forces community. In a short space of time they have helped us to secure support from several new sponsors (see page 18).

As a token of appreciation to our funders, we piloted a new 'post-a-postcard' scheme in 2022. The aim was for participants to thank benefactors who have sponsored their expedition activity by sending them a postcard. The pilot was a success and we plan to continue to roll this out further in 2023.

The increase in expedition activity in 2022, compared to previous years, saw a welcome return to normal for our expedition awards spanning all three categories of units (cadet, university and reservist). See page 13 for further details of the winners.

ULYSSES TRUST GRANTS MADE 2022

OVERVIEW

115 bids were received in 2022, 49 more than in 2021, but the proportion rejected increased from 0% to 14.3%. Eight bids were also withdrawn following approval of grants. This resulted in 91 expeditions being provided grants, 37 more than the previous year with an increase of 54% in the number of participants. The value of grants increased by 35% to £229,792. The table below shows some detail.

UNIVERSITY OFFICER CADETS

Unquestionably, 2022 was the ‘year of the student’ in terms of our grant-making. Following an extended period of disruption, restriction and confinement, 2022 was the year of freedom for many University Officer Cadets (OCdts). 606 participants took part in 30 expeditions, many deploying overseas. This compares favourably with pre-pandemic 2019 when we supported 368 participants for 22 expeditions. The grants awarded for 2022 also reflect this with a total of £70,520 in comparison with £47,010 in 2019. This demonstrates a fantastic resurgence in ambition and a return to more challenging expeditions.

The University Officers' Training Corps (UOTC) and University Air Squadron (UAS) units supported by the Trust are strong advocates of using Adventurous Training (AT) as a vehicle to attract, develop, test, train and retain their young OCdts.



AT is widely recognised as an important tool to develop leadership, coaching and mentoring skills within the UOTC and UAS networks and provide a solid platform allowing OCdts to continue in their journey to become fully qualified officers. The Ulysses Trust plays an important role in supporting this activity and assists in reducing costs to students who have a limited financial income. The surge in grants awarded to UOTCs and UASs in 2022 provided a much-needed boost after the frustrating years of COVID-19 related restrictions. It was a particularly fruitful year for East Midlands UOTC as seven expeditions (deploying to locations across the UK and overseas) were given financial support by the Trust—see page 17 for a detailed case study.

Unit type	Exped.	Adults	Cadets	Total Nos	Grants	Per person	Per Exped
ACF	9	87	496	583	£37,800	£65	£4,200
Sea	4	25	111	136	£6,250	£46	£1,563
ATC	11	69	327	396	£39,800	£101	£3,618
CCF	10	29	195	224	£31,309	£140	£3,131
All Cadets	34	210	1,129	1,339	£115,159	£86	£3,387
University OCdts	30	606	0	606	£70,520	£116	£2,351
Army	25	290	0	290	£42,559	£147	£1,702
RNR/RMR	1	77	0	77	£1,000	£13	£1,000
RAuxAF	1	2	0	2	£554	£277	£554
All Reservists	27	369	0	369	£44,113	£120	£1,634
Totals	91	1,185	1,129	2,314	£229,792	£99	£2,525

ULYSSES TRUST GRANTS MADE 2022 (CONTINUED)



VOLUNTEER RESERVE

For reservists, the recovery has been slower, with many plans thwarted and expeditions cancelled in the earlier part of the year. In 2022 we awarded 27 grants for expeditions involving 369 reservists. Whilst this is an improvement on last year when five expeditions were supported involving 134 participants, it remains considerably lower than the last normal year of 2019 when we awarded grants to support 38 expeditions involving 521 reservists.

This partial recovery has benefitted from the liberal approach adopted by our grants team to encourage adventurous training and expedition activities in the aftermath of COVID-19. As an example, six of the grants awarded to reservists this year were for fixed location alpine skiing or snowboarding. These are activities we would not normally support. Sadly, nine reservist expeditions were cancelled in 2022 which goes some way to explaining the lower number of expeditions supported this year.

CADETS

In 2022 most cadet expeditions took place in the UK. 1,129 of cadet participants were supported which is an increase from the last comparable (pre-pandemic) year of 2019 which saw 976 cadets supported. However this increase can be explained by a single grant to subsidise the purchase of multi-activity adventurous training packages for a cadet annual camp. Our flexible approach to awarding grants following the pandemic has clearly been successful but remains under review.

The absolute number of cadets on Free School Meals (FSMs) that we supported in 2022 was 230, an increase of 45% over the previous year, and 83% more than in the last normal year, 2019. This is almost entirely due, however, to the proportion of secondary school students on FSMs increasing from 12.4% in 2019 to 22.2% in 2022. Those 230 cadets were 21% of all the cadets that we supported, slightly below the secondary school benchmark and a lower proportion than in 2021.

However, the reported figures do not capture all the data. In 2022 the FSM status of 629 cadets (55.7% of cadets supported) reported as 'unknown' had climbed steeply. Disclosing this information appears to be becoming a more sensitive issue. It is worth noting that 49% of our grants were made to units based in areas described as of high or very high deprivation as measured by the Index of Multiple Deprivation (IMD). This indicates a very respectable performance and reassurance that our support continues to reach those that need it most.

Our grants on average met 13.9% of cadet expedition costs in 2022. This is concerning as it is a step-back from the progress we have made in previous years when our grants contributed to 22.4% (2021) and 16.7% (2019). This means in 2022 participants contributed more compared to previous years. On average we were granting £86 per person in 2022, compared to £112 in 2021. Our cadet strategy aims to reduce the average per person cost ratio to 33%. In 2022, for cadet expeditions, this cost ratio was 50.6%, compared to 47.8% in 2019 and 40% in 2021.

This is an anomaly which has occurred because of the relaxation of our normal criteria for expedition grants, in order to stimulate the recovery in adventurous activity as units emerged from the pandemic. In particular, we subsidised some low-cost adventurous training programmes at annual camps involving large numbers of cadets. For most, these opportunities were relatively affordable, so grants were small, to be applied by commanders to those in clear need of support. As recovery strengthens, this relaxation is being progressively reversed. The allocation of grants between our beneficiaries is shown opposite.

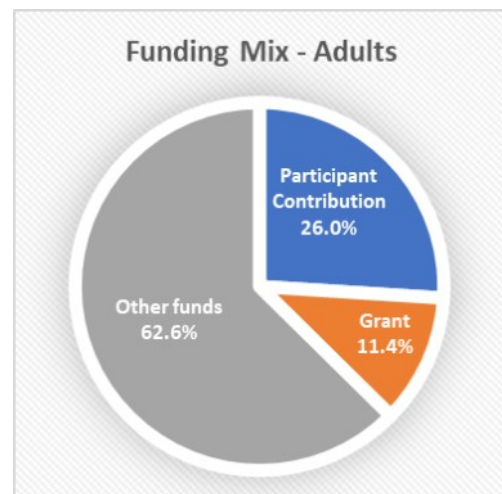
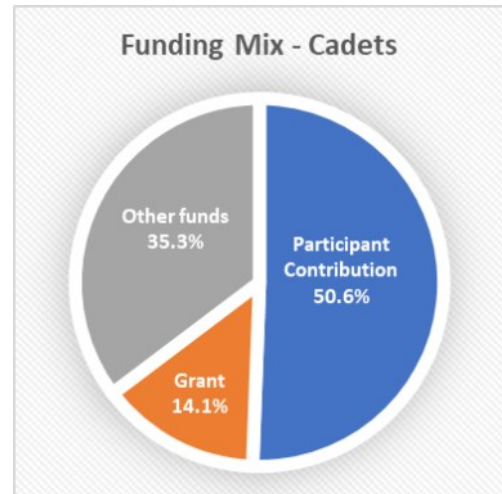
VETERANS

In 2022 we started monitoring the involvement of veterans in expeditions supported by the Trust. A total of 65 veterans took part in 24 expeditions. 53 veterans supported 20 cadet expeditions. Nine supported 3 OCdt expeditions and 3 took part in a reservist expedition. Veterans made up 25% of the instructors that took part in cadet expeditions supported by the Trust this year. This involvement is highly significant. Many veterans bring with them important experience of expedition planning and instructor qualifications acquired during their service. This not only helps get expeditions going, but reduces the cost of instructor training to units. Arguably, this also benefits the veterans themselves, as they transition from service life.

IMPACT OF GRANTS

Finally, we continue to survey qualitatively the difference that the Trust makes to the individual development of the participants, to the morale, recruitment and retention of units and to the wider community generally. The results of this research are at page 15, which includes also beneficiaries' perception of the quality and value of our support. The results are highly positive, and encouraging for our volunteers upon whom we rely so much.

The graphic below provides an indication of the destinations of the 91 planned expeditions awarded grants in 2022.



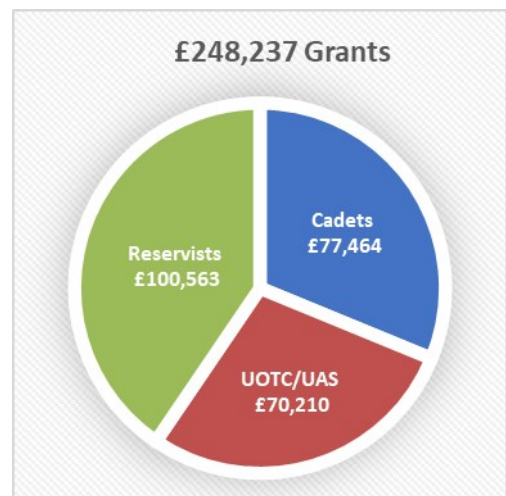
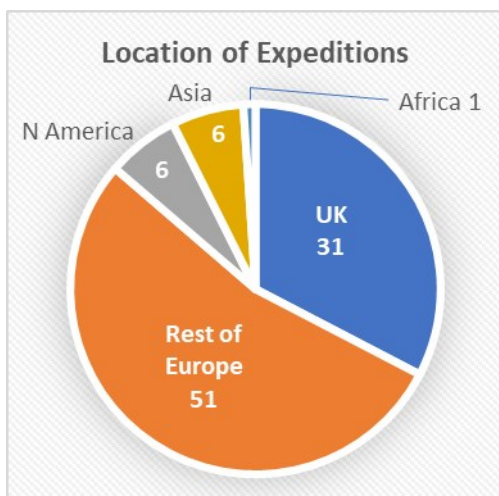
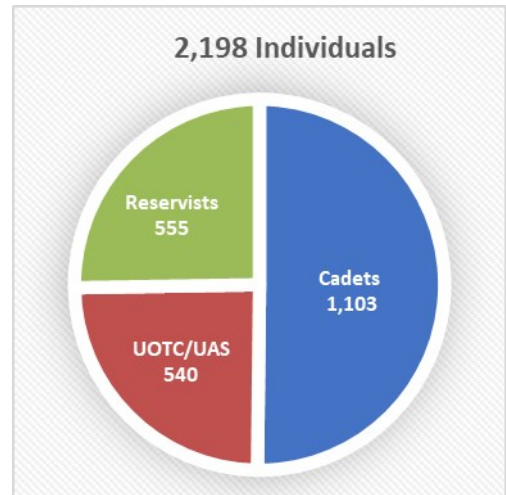
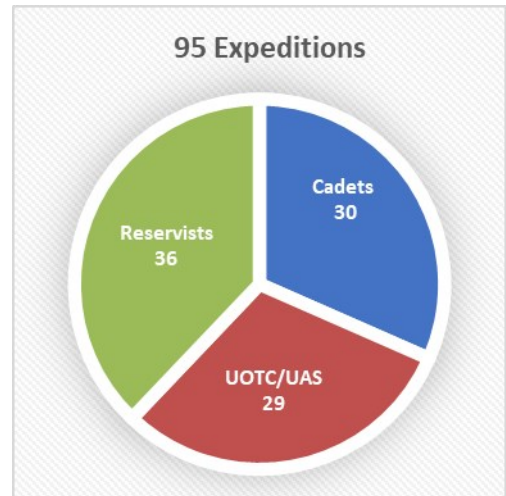
33 UK | 45 Western Europe | 6 N America | 2 Africa | 5 Asia

EXPEDITIONS DEPLOYED WITH TRUST SUPPORT 2022

WHERE AND WHAT

A total of 95 Ulysses Trust-supported expeditions deployed in 2022, with 2,198 participants, 708 more than in 2021. These were supported by grants of £248,237, an increase of just over £78,415 on the previous year.

The charts to the right show the significance of cadets in the mix of support that the Trust provides— whilst those below summarise the mix of activities and the global reach of these expeditions.



(Authorisation of grants for expeditions always precedes their deployment, so the figures, showing expeditions actually completed, differ from those for grants authorised on preceding pages.)

2022 HIGHLIGHTS

30TH ANNIVERSARY EVENT



We celebrated our 'pearl' anniversary at Cadogan Hall on Thursday 28 July 2022. The event was a celebration of the Trust's 30 years of grant-making and was attended by many of our team (pictured above), supporters and some of our beneficiaries. The event was a huge success and included the presentation of the Prince of Wales's Expeditionary Award 2021 to 2344 (Longbenton) Squadron by Vice Patron, ACM Sir Simon Bryant.

VOLUNTEER RECOGNITION SCHEME



In 2022 we introduced a new scheme to acknowledge the hard work undertaken by our team of volunteers to support the Trust. The charity is run almost exclusively by volunteers with only a handful of paid staff, so it is of paramount importance to recognise the vital support provided by our fantastic team. A series of badges was produced in 2022 featuring our emblem in three different styles – bronze, silver and gold. These recognize the various levels of volunteer support. Bronze for all those who volunteer for the Trust. Followed by silver and gold badges for five or 10 years of service.

EVEREST SUMMIT



2022 marked the 100th anniversary of the first expedition to attempt to climb Everest as well as being the Trust's anniversary year—so what better way to celebrate both than another crack at the summit? The Ulysses Trust was set up 30 years ago to support a Territorial Army attempt to make the first British winter ascent of the world's highest mountain. Therefore, we were delighted to support reservist Garth Miller's 'lightning ascent' and thrilled to see our flag flying from the 'top of the world' in celebration.

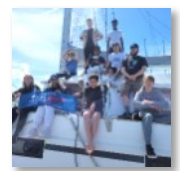
Further details about all the above are available on our website at www.ulysses-trust.co.uk

EXPEDITION AWARDS 2022

Each year The Ulysses Trust presents three awards for the best expeditions in the following categories—Cadet Forces, University Units and Volunteer Reserve Forces—to highlight the very best in leadership, challenge, courage and planning. After several years of disruption, we are delighted to see the return of the awards in their full capacity. Here are the winners for 2022:

CADET CATEGORY

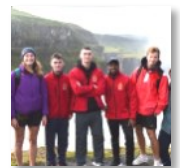
Exercise: Round the Island 2022
Unit: UTC Reading CCF
Location: UK



This was the first major expedition for this CEP unit following a number of sail training exercises that began in March 2022. During these, cadets embarked as novices for a week's training off the South Coast, sometimes operating in snow and force 7 winds.

UNIVERSITY CATEGORY

Exercise: Arctic Express Leg 9
Unit: London UOTC
Location: Iceland



12 OCdts including 10 novices faced demanding physical and mental challenges sailing a Challenger 72' yacht for two weeks from Reykjavik to Oban. Despite the arduous conditions and sleep deprivation, team spirit and mentorship was evident throughout.

RESERVIST CATEGORY

Exercise: Dragon Maple 2022
Unit: 37 Signal Regt
Location: Canada



This ambitious expedition to the Canadian Yukon, took 17 Reservists and 5 Regulars to Kluane National Park. Here they split into two groups to trek the Slims River Valley and ascend Sheep Mountain, and kayak down Tagish Lake - with a changeover midway.

Award certificates will be presented at regional events throughout 2023. Further details will be announced on our website.

A MESSAGE FROM OUR AMBASSADORS

TANIA NOAKES lives and breathes adventure. As well as being an UIAGM Mountain Guide, Tania was the first British woman to complete the “Norge På Langs”, an 82 day solo ski journey travelling the entire length of Norway.



Challenge is an ever present part of our daily lives, not just something we engage in during adventurous activities. It’s in our workplaces, within our families, when we travel or go on holiday, take up learning a new skill or embark on a new project.

“A life without challenge is impossible.”

When circumstances unfold differently to that for which we had hoped or anticipated we are forced to marshal our resources in an attempt to control the outcome; and although challenge is not always solicited nor enjoyable, a life without challenge is impossible.

The Ulysses Trust has long recognised the value of challenge in fostering personal and professional development, and has championed this approach for 30 years. The Trust supports and funds adventurous training for members of the UK’s Volunteer Reserve and Cadet Forces, helping them to undertake challenging expeditions and training courses that push them to their limits and enable them to develop important skills and attributes.

Through its programmes, The Ulysses Trust has helped thousands of individuals to develop their leadership, communication, teamwork, and problem-solving abilities, as well as their physical and mental resilience. The Trust’s commitment to challenge has inspired many to take on new challenges in their personal and professional lives, and to become more confident, resilient, and effective in the face of adversity.

In a rapidly-changing world where uncertainty and challenges are a constant presence, The Ulysses Trust’s emphasis on challenge and adventure is more important than ever. By providing opportunities for individuals to develop their skills and confidence through challenging experiences, the Trust is helping to build a more capable and resilient society.

LEVISON WOOD is a British explorer, writer, photographer and Army Reservist who has published nine best-selling books and produced several critically-acclaimed documentaries which have been aired around the world.

Adventure, particularly at a young age, is almost always a transformational experience. Being taken out of your comfort zone and into the unknown means learning new skills and exercising your curiosity. It has the power to expand the mind and bolster confidence. 2022 marked the 30th anniversary of The Ulysses Trust; 30 years of giving young people the opportunity to test themselves and learn what they are capable of. It is at this time, particularly after the recent pandemic, that it is more important than ever that we are giving



young people the chance to go abroad. I have been lucky enough to visit over 120 countries but I still always think back to those formative first international trips that got me hooked on exploration. Even now that borders are open, we know that getting to travel overseas is often far out of reach for many. The chance to see a new culture, climate and landscape could be the spark that inspires a young person's purpose and goals, or leads them to more self-awareness and understanding of their abilities. I am proud to support the incredible opportunities that The Ulysses Trust provides.

OUTCOME AND IMPACT MEASUREMENT 2022

Following previous disruption of expedition activity by COVID, 2022 provided to be a slightly more stable year. We received 91 out of a possible 94 outcome measurement survey responses and 259 individual comments. The results are as follows, with a selection of these comments:

100% POSITIVE IMPACT ON INDIVIDUALS

Our survey said: **73% major** positive impact on most of the quoted characteristics, **27% positive** impact on the majority of the quoted characteristics of leadership, teamwork, confidence, initiative, self-discipline and judgement.

COMMENT: *“The expedition had a positive impact on leadership, teamwork, and self-discipline. There were a few particularly arduous days in which some students had to dig deep to achieve.”*
East Scotland UAS | Ex: Apennine STAG 2022

99% POSITIVE IMPACT ON UNITS

Our survey said: **58% major** positive impact on all three of the quoted areas, **33% positive** impact on all three of the quoted areas and **8% modest** positive impact on one or more of the quoted areas of recruitment, retention, and morale.

COMMENT: *“Feedback was unanimous that the exercise reignited a feeling of camaraderie and belonging within the Regt.”*
SNIY | Ex: Snow Fox 26 2022

35% POSITIVE IMPACT ON SOCIETY

We asked about any potential impact of the expedition on other parts of society, for example construction projects or other activities stimulated by the expedition experience, such as local voluntary activities. **35% made an observation** or provided a positive comment on the impact to other parts of society, **65% did not**.

COMMENT: *“The tagline we attached to the trip was ‘Think global, act local’ and by the end we encouraged our young people to think of themselves as global citizens.”*
CVQO | Ex: The CVQO Westminster Award expedition to Cornwall 2022

96% STRONGLY SATISFIED WITH OUR SERVICE

We asked if The Ulysses Trust staff provided encouragement, demonstrated flexibility and gave timely responses to questions. Our survey said: **82% strong** in all aspects, **14% positive** in most aspects and **4% had some positive** aspects..

COMMENT: *“Your staff helped us enormously and accepted that we have limited time to respond... We were desperate as we had been turned down by multiple agencies before and then you said yes... I almost wept.”*
Tunbridge Wells Girls' Grammar School CCF | Ex: Gold Duke of Edinburgh Expedition 2022

REFLECTION AND LEARNING

Reflecting on the outcome and impact measurement results, the Trust has learnt that:

- Expeditions have played a crucial role in many unit's post-COVID-19 recovery. Many units confirmed that expeditions continue to play a key role in recruitment, retention and morale.
- Feedback from those we award grants to continues to be very positive. Our challenge is to continue to maintain this high level of service in the years ahead.
- Whilst the Trust does not drive units to achieve a social impact on expeditions it is heartening to see an increase of over 14% since 2021 to 35% in 2022 reporting that their expedition did indeed provide a wider impact on society.

2022 saw a welcome return of overseas expeditions amongst reservists and UOTC/ UAS units as well as an increase in expeditions (mainly UK-based) for cadet units. Overleaf are two case studies that investigate:

- the impact of the expedition experience on helping a struggling unit transform itself into a real success.
- the long-term impact of expeditions in the development of East Midlands UOTC.

CASE STUDY #1



Pioneer Academy CCF



The Pioneer Secondary Academy CCF has used Adventurous Training (AT) to transform a failing school-based Cadet Force Unit into a thriving and successful unit with the expedition experience as a key driver in its success. The Academy is a new Sikh faith school located in Stoke Poges, Bucks. Its CCF was set up in 2017 but struggled in its first year and was on the verge of collapse. Ray Hague took over as Contingent Commander in September 2018 with only a handful of cadets. He re-launched the unit in January 2019. A new framework was established, and following the huge disruption of the COVID pandemic, an expedition to Snowdonia was proposed as a 'game changing' initiative. The intention was that this inaugural expedition would act as a strong incentive for more cadets and adult volunteers to become involved. In June 2021 a Ulysses Trust grant was awarded, exceeding the unit's request by £2,000 to ensure the expedition was more affordable and within reach of all those who wanted to take part. The grant gave the unit the boost it needed as the expedition was no longer a dream and preparations could now begin in earnest. Momentum within the unit continued to grow. A total of 12 exercises were undertaken in the build-up to the expedition, the majority of which had AT at their core. This helped build enthusiasm, maintain interest and ensure the unit was properly prepared for Snowdonia.

In July 2022, 24 cadets deployed to Snowdonia with four adult volunteers. The cadets engaged in multiple challenging activities which stretched them out of their comfort zones. These included a two-day wild camping expedition and a canoe journey down the estuary for an evening beach campfire. These activities were designed to build resilience, teamwork and autonomy. Immediately following the expedition, the unit doubled in size to 53 cadets. This rapid growth was a direct result of the game-changing expedition. In summary, The Ulysses Trust has played a crucial part in helping to rejuvenate a struggling unit and has helped transform the lives of young people through its support of challenging outdoor activities.

KEY POINTS

- ✓ Pioneer Academy CCF was set-up through the Cadet Expansion Programme in 2017.
- ✓ The Trust supported 24 cadets and 4 adult volunteers with a grant for £5,796 in 2022.
- ✓ This Ulysses Trust-supported expedition helped reinvigorate a failing unit of 12 cadets to a successful unit of 53. Our continued support is helping this unit to grow stronger.
- ✓ Exercises were run over several months before deployment to prepare cadets for the challenges of Snowdonia.

"I went out of my comfort zone and did things that I thought I would never do such as jumping in the water. I can't swim but still challenged myself and took my chance to complete every single opportunity that has been given to me."

Cdt L Cpl Nicola Chumber

CASE STUDY #2



East Midlands UOTC



East Midlands University Officers' Training Corps (EMUOTC) is a great example of a UOTC unit that uses Adventurous Training (AT) to underpin its Leadership and Resilience Training Programme.

Historically, The Ulysses Trust has supported many of the unit's previous expeditions dating back to the mid-1990s when the Trust was originally set-up. It is estimated that during the past three decades we have helped between 800-900 Officer Cadets (OCdts) from EMUOTC to take part in challenging expeditions in the UK and overseas, capturing the essence of EMUOTC four pillars of support: military training, adventure training, sport and social.

Evidence of this continued AT success would be the case of OCdt Ollie Goldsack. During his four years at EMUOTC, Ollie attended the Easter Foundation package to gain qualifications in his junior year. In his second year he attended a summer mountaineering expedition in Norway then completed winter mountaineering in Scotland the following year before planning his own climbing expeditions to the Lake District and Austria in year 3 and 4. He is now in his second term of becoming an officer at Royal Military Academy Sandhurst and is still sharing his passion for AT with others.

At EMUOTC there is a clear correlation between participation in AT and going on to take up a leadership position in the unit's command team or commissioning into the British Army. In the past year, EMUOTC has had 7 reserve and 12 regular commissioning course attendees. Of these alumni, 17 had participated in AT, of which 8 were AT planners themselves.

This demonstrates that EMUOTC takes AT seriously and the impact on the unit is significant. Expeditions are recognised as being a significant contributor to the unit's recruitment, retention and morale.

Expeditions play a vital role in developing leaders of tomorrow and are a big part of the offer to new joiners and the retention of existing members. Without the support of The Ulysses Trust the scale and scope of expeditions would be significantly impacted. Costs would increase and fewer OCdts would be able to afford to take part.

KEY POINTS

- ✓ EMUOTC has deployed expeditions to Corsica, Iceland and the UK with support from The Ulysses Trust. Activities have included skiing, mountaineering, canoeing, trekking and mountain biking.
- ✓ Since 2017 The Trust has supported 14 EMUOTC expeditions involving 238 OCdts with grants totalling £19,750.
- ✓ In 2022 the Trust supported 7 EMUOTC expeditions to help reintroduce Adventurous Training following the aftermath of COVID-19.

"AT is the one activity that my OCdts must be exposed to. The skills developed during AT are applicable in nearly all aspects of military leadership and The Ulysses Trust is invaluable in its support."

Lt Col R A Peters MBE
CO EMUOTC

NEW HORIZONS CAMPAIGN

PROGRESS REPORT

The New Horizons Fundraising campaign took great strides in 2022 not only in terms of funds raised but in attracting new supporters and spreading the word about the work of the Trust. Exciting and successful new funding partnerships have been established and we have held several events hosted by influential supporters of our work.

The end of 2022 saw the fundraising total reach £1.9 million in pledges, donations and grants with decisions expected early in 2023 to achieve the £100,000 needed to 'close the gap' to the important £2 million mark. The breakdown of the funds raised so far continues to be from a number of sources including grant-making trusts, corporates, individuals and established service charities.

Our volunteer Campaign Council, chaired by Maj Gen Simon Lalor, former Assistant Chief of the Defence Staff (Reserves and Cadets) and supported by Lady Jane Grosvenor, Col Julian Radcliffe and Henry Colthurst have steered fundraising with our management team throughout 2022 and will continue to do so until early 2023 when longstanding plans will be put in place to move from campaigning to ongoing supporter engagement.

Over the last 12 months we have developed a new fundraising partnership with Team Forces, a long-established charity which helps to fund sport, challenge and adventure in the armed forces community in order to improve health, wellbeing and recovery. Our partnership with Team Forces has created a lot of interest with potential corporate supporters and new donations from Microsoft, Sopra Steria and Ultra.

One of our fundraising highlights for last year was an event held at Apothecaries Hall kindly sponsored by the Arts Loss Register and Col Julian Radcliffe. Our guest speakers were the creators of Downton Abbey, world-famous writer and actor Lord Fellowes and celebrated film and TV producer Gareth Neame. Both proved to be remarkable raconteurs.

The principal aim of the event was to introduce the Trust to potential new supporters but also to thank our valued current supporters, cementing the partnerships which have been created with the Trust by their financial support.

The real stars of the show were the cadets from 103 Detachment Royal Regiment of Fusiliers, 10 (Kent) Cadet Company GLSES ACF and in particular Corporal Spittles who gave a quite remarkable and assured presentation of the difference The Ulysses Trust had made to him and his fellow cadets. All those present agreed it was an outstanding evening for the Trust.

December of last year also saw another successful event hosted and sponsored by long-time Ulysses Trust supporter David Pinchard of the Transformation Leaders Company at the Army & Navy Club.

These were the latest in a string of successful events held by the Trust and these events will continue in 2023. One will be the launch of the Odyssey Circle group under the presidency of Viscount Chelsea. The Odyssey Circle will be vital in both thanking our current valued partners and attracting new support for The Ulysses Trust to carry on beyond the end of the New Horizons campaign and ensure the future finances of the Trust.

A GIFT FOR ALL TIME

Have you considered remembering The Ulysses Trust in your Will?

Legacies left to The Ulysses Trust can be designated for any of our charitable activities but our priority is to add them to our endowment fund. The capital of this fund will be invested and the income generated will support grants to the Reserves and Cadets for generations to come.

Please consider leaving a legacy to The Ulysses Trust and help us to continue to change lives and support future generations. Contact us for further details.



SUPPORTERS AND DONORS



The 30th Anniversary of The Ulysses Trust which was celebrated in 2022 brought into sharp focus just how privileged we are to continue to have the support of our long-standing and generous benefactors many of whom have supported us since 1992. We remain acutely aware how important that support has been, and will continue to be for the future of the Trust.

2022 also saw an increase in the number of people making provisions in their Wills to remember The Ulysses Trust and ensure that they will continue play a part in the future of the Trust and help young people to achieve their full potential.

The success of the fundraising campaign and, more importantly, the generosity of our donors has meant that during 2022 we have been able to use the funds raised to continue to support our cadets and reservists as they continue to recover from the pandemic and increase the level of the support that we have been able to give to these expeditions.

Supporters of the Trust are invited to consider gifts and bequests to The Ulysses Trust Endowment Fund. Your gift will be invested in perpetuity and your support will always be there for future generations. It will be named after David Mallam who as Honorary Secretary, effectively ran the Trust with great dedication from 1992 to 2007.

The Ulysses Trust would like to thank all our supporters and donors (listed right) for their generosity in 2022. We are also extremely grateful for the generous support of all those who sponsored our Chair AVM Nick Kurth for the Ride London 100 event in 2022.

THANK YOU

A Coy, 4 Para
Army Sport Control Board
Aviation Focus Group
Armourers & Brasiers' Gauntlet Trust
Diana Avis
BAE Systems
Genevieve Benest
Donors to the David Benest Memorial Fund
Sir Simon Bryant
Caledonia Trust
Nigel Carr
Bernard Cazenove
Lord Faringdon Charitable Trust
The Fishmongers' Livery Company
Virginia Gotla
The Grocers' Charity
Ian Hannam
Neil Johnson
Sir John Knott
AVM Nick Kurth
The MacRobert Trust
General Sir Mark Mans
Polly Marsh
Microsoft
Andrew Mitchell
Morgen Thomas Limited
Jeremy Nayler
Gareth Neame Foundation
Lt Col Philip Neame
Nuffield Trust for the Forces of The Crown
Paul Orchard-Lisle CBE TD DL
Lt Col Ian Orr
David Pinchard
Lord Portsmouth
Colonel Julian G Y Radcliffe OBE QVRM TD
RAF Charitable Trust
RAISOR Ltd
RFCA Wessex
The Clive Richards Foundation
Andy Robertson
Smith Brothers (Leicester) Group Ltd
Sopra Steria
Professor Rod Stables
Alastair Summers
Team Forces
Ultra
Veterans' Foundation
The Westminster Foundation
The Worshipful Company of Dyers
James Wilson
Susan Yeomans

FINANCIAL REPORT

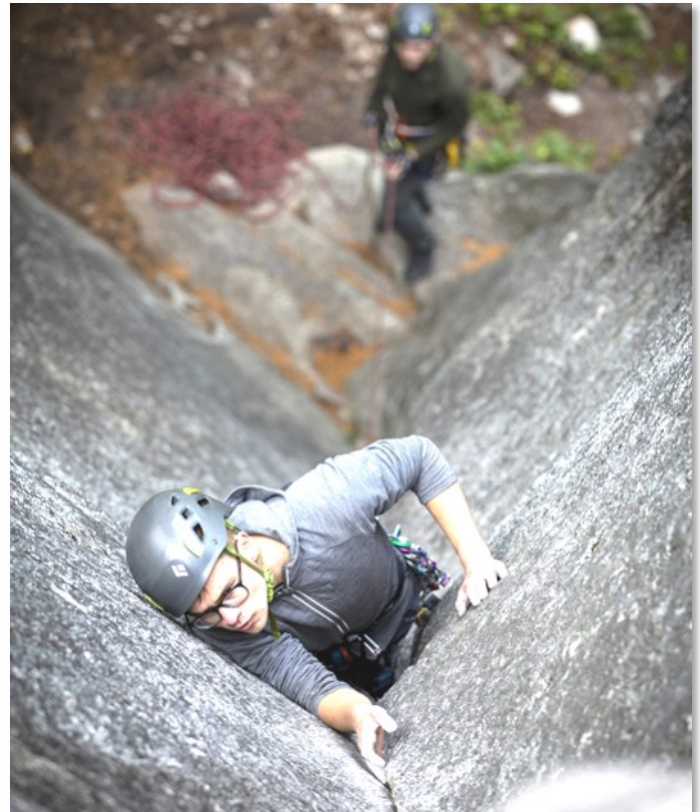
INCOME & EXPENDITURE 2022

In 2022, The Ulysses Trust has seen a strong recovery from the adverse impact of the pandemic on activity in 2020 and into 2021. Grants are now close to pre-pandemic 2019 levels in financial value, although the number of expeditions supported is still lower. A summary of The Ulysses Trust's financial status (based on preliminary un-audited accounts) is shown in the table opposite.

In all, grants totalling £221,126 were 45% up on 2021. University Cadets led this recovery with a record year. For cadets it has been slower, reflecting partly the difficulty of going overseas until mid-2022, and also the ravages of the pandemic on recruitment and instructor training. Nevertheless, at almost £100,000, they were our largest sector of beneficiaries. This trend will only accelerate as we strive to level the playing field, and reduce markedly the cost to cadets, many now suffering as a result of the cost of living crisis.

Running costs of the Trust were reduced by 15% to £128,796 as the launch phase of the New Horizons fundraising campaign was completed, and as expenditure on charitable activities (support of expeditions) continues to recover, these will become an increasingly more comfortable proportion of total expenditure.

The New Horizons campaign will draw to a close in 2023. There have been some disappointments. Some supporters had to close or limit their support to meet other COVID-19-related emergencies. Others have held back to meet critical demands generated by the cost of living crisis. The campaign has not yet, therefore, delivered all the additional income anticipated. On the other hand, there have been some pleasant surprises, as other long-standing partners increased their support, whilst our donor base has been significantly expanded with some major new sources of long-term pledges. Donation Income increased by 75% from 2021 and total 2022 income of £401,257 looks generally sustainable. We need, however, to continue to invest in fundraising to enable us to continue to make expeditions affordable to all cadets. Emergency funding may be more urgent, but the cost of living



crisis impacts on our cadet beneficiaries, and the ability of their parents to contribute to expedition costs, as well. This is evidenced by the dramatic rise in the proportion of secondary school students in receipt of Free School Meals.

As the New Horizon campaign gained momentum, an operating deficit of nearly £65,000 in 2021 was converted into a surplus of over £51,000 in 2022. However, an unrealised loss in value of our capital funds of £91,336 (although thankfully dividend income increased by 5%) led to a reduction of £40,070 in the net assets of the Trust. The operating surplus however resulted in an increase of 250% to nearly £88,000 in Operating Reserves from a slim 2 months at the end of 2021 to a healthier 4.6 months at the end of 2022 (policy 6 months).

LOOKING TO 2023

As recovery in activity continues, the Trust is budgeting a £73,000 (33%) increase in grant expenditure to £294,000 in 2023. £65,000 of this increase is allocated to cadets in pursuit of our business plan's objective to reduce the 50% proportion of expedition costs borne, on average, by cadets themselves in 2023 to 33%.

ACCOUNT SUMMARY

ULYSSES TRUST - SUMMARY ACCOUNTS 2022 (UNAUDITED)

Operating Income	Restricted	Unrestricted	Total	2021
Voluntary Income / Donations	£228,881	£141,454	£370,334	£210,317
Legacies				
Bank Interest and Dividends	£10,131	£11,657	£21,788	£20,780
Gift Aid Tax Recovery		£9,135	£9,135	£1,609
Total Operating Income	£239,012	£162,245	£401,257	£232,707
Operating Expenditure (net of prior year funds returned from cancellations)				
VR Grants (inc. VR instrs on cadet expeditions)	£60,175	£0	£60,175	£74,015
University Cadets	£61,166	£0	£61,166	£11,395
Cadets (excluding VR Instructors)	£99,855	£0	£99,855	£61,341
Total Charitable Activities	£221,196	£0	£221,196	£146,751
Cost of Grant-making		£3,197	£3,197	£2,191
Cost of Generating funds		£120,951	£120,951	£145,100
Governance and Administration		£4,647	£4,647	£3,657
Total Running Costs	£0	£128,796	£128,796	£150,949
Total Expenditure	£221,196	£128,796	£349,992	£297,700
Excess of Operating Income over Expenditure	£17,816	£33,450	£51,266	-£64,994
Gains/Losses on Investments	-£42,940	-£48,396	-£91,336	£57,466
Net Movement of Funds	-£25,124	-£14,946	-£40,070	-£7,528
BALANCE SHEET - 1 Jan 2021				
Fixed Assets				
Investments	£264,926	£298,590	£563,516	£654,852
Current Assets				
Cash		£126,285	£126,285	£126,738
Debtors	£5,096	£5,744	£10,840	£21,914
Total Current Assets	£5,096	£132,029	£137,126	£148,652
Liabilities				
Accruals & Creditors: falling due within one year	£41,780	£7,555	£49,335	£112,127
Net Current Assets	-£36,684	£124,475	£87,791	£36,525
Total Net Assets	£228,242	£423,065	£651,307	£691,377
Made Up of:				
Capital Funds				
Army Cadets Fund	£264,926			£307,866
Future Development Fund (Designated)		£298,590		£346,986
Total Fixed Assets			£563,516	£654,852
Operational Reserves				
Restricted Reserves	£90,446			£72,630
General Reserve		-£2,655		-£36,105
Total Reserves			£87,791	£36,525
Total Trust Funds	£355,372	£295,935	£651,307	£691,377

CLOSING COMMENTS



Our Chair has outlined the help that The Ulysses Trust has provided Volunteer Reserve and Cadet Forces since it was established. As it celebrated its 30th Anniversary it is perhaps appropriate to reflect on where we then were.

The Trust was, in a sense, an accident born out of adversity. The Territorial Army (TA), in 1992, was trying to mount an expedition to Mt Everest – its aim, a first British ascent in winter. The Army establishment was less than unenthusiastic at the TA embarking on such a project. However, the then HRH The Prince of Wales learnt of the plans and generously agreed to become the expedition's patron. Then, the GOC London District invited his boss, the Deputy Commander UK Land Forces, and also the Inspector General (IG) TA, to visit London 'to see what part of his Army was up to.'

On learning of the expedition's Royal patronage, the IG gave the expedition his blessing and agreed to become a Vice-Patron. Overnight, the Army's indifference transformed to wholehearted support. Once appraised of the risks of a winter attempt, however, potential commercial sponsors shied away, although some suggested they might consider a charitable donation. So was born The Ulysses Trust. The Patron and Vice Patrons were invited to transfer their patronage to the charity. Mike Wilkes, the IGTA, continued as Vice Patron until his death in 2013. His Royal Highness, now His Majesty, has continued his patronage to this day. Together, they cleared the way.

Six weeks before departure of Project DARC STAR, as the expedition was named, prospects for the Trust looked forlorn, however, with the project deep in debt. Then, on a Sunday morning in October, a banker from Robert Fleming Bank

phoned to ask us to meet him for lunch. He had just completed a major deal and he and his colleagues had chosen to donate part of their fees to the Trust. We left the Chelsea Kitchen with a six-figure cheque. That banker was Ian Hannam.

Assured now that the expedition would go ahead, other donations followed. It returned with cash left in the bank, and The Ulysses Trust embarked on its subsequent odyssey. Young cadets were soon added to its remit, and are now the principal focus of our social impact. An important part of our mission, especially in those early days, was also to campaign to reduce the bureaucratic impediments to reservist and cadet expeditions.

Like our Patron, Ian Hannam has been with us throughout the journey. Other early benefactors have also remained steadfast friends from those early uncertain days, including: The Westminster Foundation, the Nuffield Trust, the RAF Charitable Trust, The Clive Richards Foundation, Paul Orchard-Lisle, Julian Radcliffe, the Sir James Knott Trust and the MacRoberts Trust. It is encouraging to see others joining for the long-term, thanks to the New Horizons campaign.

Finally, this look-back has to include David Mallam, our first Honorary Secretary, who steered the Trust through its first 17 critical years. We hope to establish an endowment fund in memory of his unique contribution to the Trust.

We have been particularly fortunate to have had Nick Kurth as our Chair for the last 10 of the 13 years since David Mallam moved on. He also will be much-missed but will be leaving behind an organisation hugely better prepared to serve the needs of young people for the next 30 years.

The point behind this parable? If you're planning an expedition, persevere through the inevitable set-backs. With good people around you, you never know where the path might lead and the difference you can make.

To strive, to seek, to find, and not to yield.

Ulysses – by Alfred Lord Tennyson

Philip Neame
Vice Chair

WHO'S WHO?

Patron

The former Prince of Wales

Vice Patrons

Viscount Chelsea DL *

ACM Sir Simon Bryant KCB CBE MA BA

Lt Gen Sir Mark Mans KCB CBE

Army Ex-Officio – CFA

MoD Ex-Officio – ACDS (R&C)

Rear Adm—Rear Admiral I S Lower MA ACNI

RAF Ex-Officio -AOC No 22 (Trg) Gp

Brig Paul Orchard-Lisle CBE TD DL

Col Julian Radcliffe OBE QVRM TD *

The Rt Hon James Cleverly TD VR

Trustees

AVM Nick Kurth CBE FRGS (Chair) *

Lt Col Philip Neame MBE (Vice Chair) *

Col Paul Edwards MBE FRGS

Capt Polly Marsh DL (Operations Trustee)

Professor Rod Stables

Sophie Fernandes

Andy Robertson

James Wilson

Campaign Council

Maj Gen Simon Lalor CB TD VR (Chair)

Lady Jane Grosvenor

Henry Colthurst

Advisory Officers

Col Murdo Urquhart OBE – CE ACF & CCF Assoc

Col Nigel Thursby

Col Bernard Cazenove TD

Col Rex Stephenson CBE **

Cdr Gary Bushell RN

Flt Lt Dave Hill RAFAC

Ambassadors

Tania Noakes

Levison Wood

Hon Secretary

Lt Col Ian Orr MBE

Hon Treasurer

Maj Stephen Wright TD

Legal

Sarah Rowley, Charles Russell Speechlys LLP

Communications and Marketing Officer

Paul Randall



Grants Applications Committee

Capt Polly Marsh DL (Operations Trustee)

Sqn Ldr Kev O'Brien FRGS RAF (Chair)

Col Chris Young **

Surgeon Cdr Steve Mannion RNR

Cdr Sara Collen

Lt Col Nigel Carr **

Lt Col Cath Davies MBE TD VR SCOTS

Lt Col Philip Neame MBE *

Wg Cdr Roy McCluskey AFC RAF (Ret'd)

Maj Tony Simms

Maj Dan Tebay BSc (Hons) PGCE MA FHEA **

Maj Heather Sharp

Sqn Ldr Mike Blakey MBE FRGS CF RAFAC

Sqn Ldr Julian Mosses RAFVR(T) RAFAC

Flt Lt James Dyer RAFAC

Kate Hannaford

Graeme Taylor

Exped Reports/Minerva Apps System Admin

David Preston

Awards Officer

2Lt Nicola Rowlands-Smith

Fundraising Consultants (Morgen Thomas Ltd)

Robin Thomas

Robert Astick

*Also member of the Campaign Council.

** Also Regional Representative.



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