

# BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION (BLESMA)

England & Wales · Charity number 1084189

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | BLESMA                                                  |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">04102768</a>                                |
| Registered     | 2000-12-19                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                                       |
|---------|-------------------------------------------------------------------------------------------------------|
| Address | British Limbless Ex-Service Mens Association<br>115 New London Road<br>Chelmsford<br>Essex<br>CM2 0QT |
| Phone   | 02085483512                                                                                           |
| Email   | <a href="mailto:info@blesma.org">info@blesma.org</a>                                                  |
| Website | <a href="http://www.blesma.org">www.blesma.org</a>                                                    |

## Activities

**Objects:** TO PROMOTE THE WELFARE AND WELL-BEING OF ALL SERVING AND EX-SERVICE MEN AND WOMEN WHO HAVE LOST A LIMB OR LIMBS OR ONE OR BOTH EYES AS A RESULT OF SERVICE IN ANY BRANCH OF HER MAJESTY'S FORCES OR AUXILIARY FORCES AS MAY FROM TIME TO TIME BE DEFINED. 2)TO PROMOTE THE WELFARE AND WELL-BEING OF ALL THOSE SERVING AND EX-SERVICE MEN AND WOMEN WHO SUFFER LOSS OF A LIMB, PERMANENT LOSS OF SPEECH, HEARING; OR THE LOSS OF SIGHT IN ONE OR BOTH EYES; OR THE USE OF A LIMB. 3) TO ASSIST NEEDY WIDOWS AND WIDOWERS AND NEEDY DEPENDANTS OF THE ABOVE

**Activities:** Blesma supports all serving and ex service men and women who lose limbs or the use of limbs, or one or both eyes in service or as a result of service. It also supports those ex service men and women who lose limbs not as a result of service or loss of use of limbs as a result of a traumatic incident. Blesma also supports widows and dependents of the above.

## Classification

- **How:** Makes Grants To Individuals, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Disability, Armed Forces/emergency Service Efficiency
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

## Geography

- **Area of benefit:** NATIONAL AND OVERSEAS
- Northern Ireland
- Scotland

## Finances

| Period end | Income     | Expenditure | Assets      | Employees |
|------------|------------|-------------|-------------|-----------|
| 2024-12-31 | £6,537,390 | £6,539,978  | £41,607,377 | 53        |
| 2023-12-31 | £5,365,544 | £6,083,240  | £39,238,072 | 53        |
| 2022-12-31 | £3,956,289 | £6,354,779  | £38,628,599 | 52        |
| 2021-12-31 | £4,225,724 | £5,399,075  | £44,429,439 | 50        |
| 2020-12-31 | £4,757,649 | £5,231,681  | £42,165,312 | 48        |

## Trustees

| Name                                    | Role  | Appointed  |
|-----------------------------------------|-------|------------|
| <b>Edward Grant Martin Davis CB CBE</b> | Chair | 2024-06-29 |
| Alan Mistlin                            |       | 2023-08-20 |
| Alison Laura Grant                      |       | 2017-06-11 |
| COLIN WHITWORTH                         |       | 2023-08-20 |
| Lisa Johnston                           |       | 2024-06-29 |
| Miles Courtenay Ambler                  |       | 2018-06-10 |
| Neil Heritage                           |       | 2023-08-20 |
| Richard Gilbert                         |       | 2022-06-19 |
| Robert Kerrigan                         |       | 2021-06-13 |
| Stephen White                           |       | 2020-06-13 |

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# Accounts

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**BRITISH LIMBLESS EX-  
SERVICEMEN'S ASSOCIATION**

**TRUSTEES' ANNUAL REPORT AND  
FINANCIAL STATEMENTS FOR  
YEAR END  
31 DECEMBER 2024**



## REFERENCE AND ADMINISTRATION

Charity Number 1084189 Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

**Head Office: 115 NEW LONDON ROAD, CHELMSFORD, ESSEX, CM2 0QT**

Tel: 020 8590 1124  
E-Mail: [info@blesma.org](mailto:info@blesma.org)  
Website: [www.blesma.org](http://www.blesma.org)

**Patron: HRH The Duke of Gloucester KG GCVO**  
**Vice Patron: The Rt Hon the Baroness Willoughby de Eresby DL**

### **The Board of Trustees**

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL (until Jun 2024)  
Mr Ed Davis CB CBE (from Jun 2024)  
Vice Chairman: Mr S White  
Honorary Treasurer: Mr M Ambler  
Mr R Gilbert  
Ms A Grant  
Mr N Heritage  
Mr R Kerrigan  
Mr L Maguire  
Mr A Mistlin CBE  
Mr C Whitworth  
Mr C Rouse MBE (until Jun 2024)  
Ms Lisa Johnson (from Jun 2024)

### **Head Office Blesma:**

Chief Executive:  
Miss V W Buck CBE  
Operations Director: Mr T R Bloomfield  
Director Independence and Wellbeing:  
Mr Ian Johnson (from May 2024)  
Acting Director independence and Wellbeing:  
Mr Colin Branch (from February 2024 to May 2024)  
Interim Director Independence and Wellbeing:  
Mr B Chenier MBE (until February 2024)  
Finance and Support Director:  
Mr B C Mwense

**Solicitors:** Forsters LLP, 31 Hill Street, London W1J 5LS

**Bankers:** National Westminster Bank plc, Princes Street, London EC2R 8PA

**Auditors:** Crowe U.K. LLP, Chartered Accountants, 2<sup>nd</sup> Floor, 55 Ludgate Hill, London, EC4M 7JW

**Investment Managers:** Cazenove Capital Management, 1 London Wall Place, London, EC2Y 5AU

# **TRUSTEES' REPORT 2024**

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## **THE BLESMA MISSION**

**To assist limbless veterans to lead independent and fulfilling lives**

## **INTRODUCTION**

Blesma is a specialist Service charity, an Association. Its Members are the war wounded, disabled veterans and their dependants. Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help its Members realise their fullest potential.

2024 was anticipated to be a challenging year due to the continued economic upheaval at home and the impact of conflict overseas. Fluctuating inflation and interest rates and increase in global energy prices had a major effect on household incomes, as did the loss of the winter fuel allowance for our elderly Members. Market uncertainty also impacted on investment performance, although 2024 did see a positive return on our investments. The fundraising environment has remained difficult but there was an uplift in non-legacy fundraising and legacy income in the latter part of 2024, resulting in a breakeven for the first time in five years. The Charity made a conscious decision to maintain existing levels of service by drawing on the reserves for the majority of 2024. It will continue to closely scrutinise and prioritise its spending in order to meet its commitment to provide life-long support.

Throughout the year our Blesma Support Officers, Outreach Officers and volunteers maintained close contact with our Members, visiting in person and increasing the number and scope of regional and online outreach events that kept Members in touch with each other. With a full activities programme at home and overseas, Members have participated in skiing trips, golf, sailing, cycling events and fitness and lifestyle courses. Closer to home others took part in family glamping events, widows' and seniors' weeks and a wide range of group activities across the UK. Other Members were supported in their own personal challenges, including mountaineering, diving, power boat racing, endurance events and competitive sport.

During 2024 we welcomed 129 new Members into the Association, providing advice, assistance, friendship and support of others familiar with the experience of limb loss. Sadly, we also learned of the loss of 137 Blesma Members, widows and widowers over the year, including our final Normandy veteran Roy Haywood. Our sympathies go out to their families and friends. As at 31 December 2024 the Association stands strong at 2,627 Members and Beneficiaries.

This report summarises Blesma's objectives, activities, and financial position for 2024. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

The Association remains steadfast in its determination to be there for its Members, through life.

## **OBJECTIVES FOR 2024**

### **OUR CHARITABLE OBJECTS**

Blesma is there:

To promote the welfare and wellbeing of all serving and Ex-Service men and women who have lost a limb or limbs or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and Ex-Service men and women who suffer loss of a limb, permanent loss of speech, hearing; or the loss of sight in one or both eyes; or the loss of use of a limb.

To assist needy Widows, Widowers and dependants of the above.

### **LINES OF OPERATION**

Blesma is not just a charity provider that has beneficiaries in the normal sense; it is an Association with the Membership (contributors and beneficiaries) central to all aspects of its existence and purpose. As a matter of principle and as far as practicable, Member is encouraged to help Member to overcome the challenges of serious injury.

The Membership's interests are pursued in four principal ways, termed Lines of Operation, these being: **Wellbeing, Activity, Connectivity** and **Resourcing**. Within these lines in 2024 we sought to achieve the following:

#### **WELLBEING (previously Security) - the physical and mental essentials.**

Blesma continues to provide professional welfare and outreach services, backed up by a body of volunteers providing comradeship, advice and informed support to Members across the UK and overseas. This support includes securing proper provision

of pensions and allowances, supporting and informing the delivery of statutory services, making grants to alleviate the effects of disability, professional counselling and a range of activity to connect Members in comradeship and reduce social isolation.

### **ACTIVITY (previously Identity) – respect and realisation of potential.**

A broad range of activities, both face to face and virtual, range from challenging expeditions, playing sport at all levels, to online activities and local days out, all arranged within a social framework of Members working together and sharing their particular knowledge and experience. We hold to the belief that providing Members with a relevant and engaging range of activities contributes significantly to Member's wellbeing, confidence and self-belief.

### **CONNECTIVITY – external outreach, and internal community communications.**

Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications to foster close links between its Members and with other agencies.

### **RESOURCING – finance, people, knowledge and training.**

Our capacity to support our Membership is enabled by Blesma's ability to raise funds and its organisational efficiency. Our fundraising staff conduct a wide range of fundraising activities, while our Finance and Support Directorate manage the Charity's resources from Head Office, keeping tight control, ensuring compliance and reducing costs. The Association is focussed on getting the most out of every pound raised.

## **OUR ACHIEVEMENTS AND PERFORMANCE IN 2024**

The fundamental principles that guide Blesma's operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis, in person wherever possible, as it always has been. The vital support our Members themselves and their families provide each other comes from lived experience and first-hand knowledge, gained over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes and we strive to understand and to deliver appropriate and timely support. Our principal beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

In 2024 we delivered in accordance with the Blesma Strategic Plan, the Charity's Lines of Operation, Priorities and Outputs. Our performance within each Line of Operation included the following.

### **WELLBEING**

In 2024 we had an increased focus on ensuring Members were able to have face to face contact with the Association. This resulted in 1,319 homes visits, an increase from 677 in 2023. Members were also supported virtually with 91 online meetings. Other contact with Members via telephone, email, text and letter totalled 11,222.

A key element of support is grant provision to ensure Member needs are met to ensure financial security, wellbeing and independence. 1,052 grants were provided to 674 individual Members. We also joined MOSAIC, the military charity sector grant

almonisation system in 2024. This enables us to access additional funding and grant for members. 12 grants were almonised towards the end of the year with this expected to grow significantly in 2025 now the process is being refined. This has resulted in increased funding for members at a lower cost to the Association and access to grants not provided by our programme. We were also approached by other military charity caseworking organisations to join collaborative funding 16 times for members and in the process found new members who were not previously aware of the Association.

To ensure financial support was received from appropriate statutory sources BSOs assisted with the completion of benefit applications, PIP assessments and mandatory reconsiderations or DWP decisions. The team also support three War Pension/Armed Forces Compensation Scheme Tribunals to successful resolution.

We continued to support the Veteran's Prosthetics Panel with 381 grants agreed in 2024 with a value of £2,089,345. Alongside this, 19 referrals were made to the Complex Prosthetics Assessment Clinic (CPAC) for the provision of prosthetic sockets.

During the year increasing issues with delays at limb centres were highlighted by members. In some areas the times for provision of suitable sockets is increasing well beyond statutory targets. We have engaged with the NHS and private providers to understand the challenges and have written to appropriate government departments to highlight the impact this is having on our Members.

Our counselling service continues to support Members with mental health and bereavement challenges. Often used to support Members while waiting for statutory provision to commence or due to a bereavement, the service provides quick access to counselling support. 40 Members used the service in 2024.

In 2024 a large amount of work was undertaken to underpin support for our volunteers and the activities they undertake to support the Association. This has resulted in new policies and code of conduct being created to roll out in 2025. Currently we have 209 volunteers undertaking a wide range of activities supporting wellbeing, activities and fundraising. Many volunteers are Blesma members and their families.

Other significant achievements in supporting our Members Wellbeing included:

- Sponsored and contributed to relevant academic research for the benefit of Blesma Members and their families, including the "Caring and Coping 2" project to understand the impact on families living with the loss of use of limbs and an Office for Veterans Affairs funded Health Innovation Funded project in relation to assistive devices for mobility equipment. These reports are due to be published in 2025.
- Worked with central and national governments to promote consistent standards across England, Scotland, Wales and Northern Ireland.
- Continued to develop robust working relationships with key agencies, for example the Defence Medical Rehabilitation Centre, Veterans UK and the Department of Work and Pensions acting as a "critical friend" in the interests of our Members.
- Having successfully campaigned for the Veterans Mobility Fund we have actively assisted in the delivery with Help for Heroes. The scheme agreed over 130 grants and £800,000 in funds by the end of 2024. Demand for the scheme is high and further work will be undertaken on this in 2025.
- Influenced the future organisation of NHS mobility/limb services within the context of a national integrated care system.

## **ACTIVITY**

Blesma continued to provide a range of international, national and local activities and events whilst supporting individual Blesma Members in their sporting and adventurous endeavors. Activities included events such as skiing in Colorado and France, diving in Egypt, family glamping in Somerset, our annual Members Weekend in Shropshire and numerous smaller events across all of our regions.

In total for the year we delivered 46 live and 5 virtual activities, with 714 Members, family members and carers taking part. Twelve of these activities were led by Members. Of the 46 events, 40 of them were national with 436 Members, family and carers participating, and six were international with 75 Members taking part. Blesma once again had an amazing turn out at the Remembrance Parade in November.

For Blesma's regional Outreach programme, we delivered 344 live Outreach activities involving 3,732 participants and 144 virtual Outreach activities involving 1381 participants.

2024 saw the first full year of the new Storytelling and Wellbeing programme with 25 workshops being delivered across the UK with 88 Members benefiting from this programme. It provided workshops to support social connection, build confidence and promote good mental health.

2024 also saw the delivery of activities under our Armed Forces Covenant Fund programme for Female Veterans. Three events took place with 26 Members actively engaged in the programme.

Our Venture Fund programme continued to support individuals in achieving sporting excellence or carrying on with their sporting pathway. A highlight was two Members supported by the Venture Fund that won Gold at the Paris Paralympics. In total we supported 56 Members with the venture pursuits throughout the year.

In 2024 our Members Weekend moved to a new location in the North of England which attracted a new cohort of Members, amounting to 40% first time attendees. The Weekend also included our Annual General Meeting.

## **CONNECTIVITY**

For the first time in Blesma's history the charity produced a television advertisement. The advert saw triple amputee Mark Ormrod changing a baby's nappy as a way of highlighting that Blesma Members have a life outside of injury. The advertisement was aimed at generating legacy income whilst raising awareness.

Across social media Blesma continued to provide content for millions of people with 33 million people being reached. Our social media followers in 2024 were 75,150.

Alongside social media we continue to be featured in the press with Blesma being mentioned 614 times in national and local press articles. All of this activity ensured that we kept Blesma in the public consciousness, spreading the values and good news of the Association. Internally, four editions of the Blesma Magazine kept our Members and supporters fully informed of news across the Association.

Other significant achievements in the Connectivity Line of Operation included:

- Extended awareness and representation capabilities.
- Applied the universal code of conduct across the Association.

- Maintained close and productive links between Branches, Volunteers, Blesma Support Officers and Outreach Officers.
- Clearly represented the Blesma offer and proposition making sure that all who are eligible to join the Association know of us and our offer.

The Association participated on many bodies of influence in 2024. These included:

- The MoD Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group.
- The COBSEO Casework Steering Group.
- The Cobseo Executive Committee - The Confederation of Service Charities (Board Member).
- The Executive Committee of Veterans Scotland (Board Member).
- The Northern Ireland Veterans Support Committee.
- The NHS England Veterans Prosthetics Panel.
- The NHS England Prosthetics Service Review.
- Op Restore Programme Board.
- The Centre for Blast Injury Studies Amputee Advisory Board.

In broader context we played a role and consulted widely with:

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Care and the Department for Work and Pensions.
- Devolved governments across the UK.
- NHS England and the Health Services of Scotland, Wales and Northern Ireland.
- Prosthetic Providers.

## **RESOURCING**

In 2024 Blesma had a return on investment of 5 (2023: 4) with 15 pence of every pound of income in 2024 planned to be spent to raise funds in 2025 (2023: 17p).

Our IT infrastructure facilitates connectivity and collaboration among employees, including those working remotely, supporting effective communication and productivity. Our advanced fundraising CRM system allows us to manage donor relationships effectively, track contributions, and analyse fundraising performance. Additionally, our financial reporting systems provide accurate and timely financial data, helping us make informed decisions and maintain transparency.

Our updated fundraising plan outlines strategic initiatives to engage donors, maximise contributions, and achieve our financial goals. The HR / People strategy focuses on recruitment, retention and development of talent, ensuring that we have the right people in place to drive our mission forward.

Our health and safety manual provides guidelines and procedures to ensure the well-being of our staff and stakeholders. Finally, our work environment is designed to be compliant with regulatory standards and conducive to productivity and morale, offering a supportive atmosphere where employees can thrive.

Significant achievements in the Resourcing Line of Operation included:

- A Finance and Support function that prioritises efficiency, responsiveness, and proactivity, with an emphasis on risk-based approach and continuous improvement.
- Ensured proper management and targeting of Blesma's funds for Members benefit.

- Explored new income streams and methods to boost fundraising income e.g., TV advertising.
- Implemented budget controls that resulted in a surplus for Blesma for the first time since the pandemic. Specifically, these controls included tighter monitoring of expenses, renegotiation of supplier contracts to secure better rates, and strategic investment decisions. As a result, Blesma not only maintained financial stability but also increased its reserves by 6%, allowing for future funding of member support programs and operational improvements.
- Updated and maintained relevance of Blesma's Long Term Financial Plan.

## **BRANCH NETWORK**

Blesma's five remaining branches continued to support and connect our members through their local networks of Members and volunteers, supported by regional Blesma Support Officers and Outreach Officers.

**Bournemouth and District Branch** has had a productive year, including hosting a joint event with the Southampton branch. This collaborative event took place at the National Motor Museum and included a picnic lunch. The event was well attended, and future collaboration opportunities will be considered. Additionally, the branch supported the Armistice Day service at the Bournemouth War Memorial Home, where wreaths were laid by the local Member of Parliament and Zack, the four-year-old great-grandson of Member 'Jack' Sweetzer, who lost a leg sustained an injury during World War II.

**Merton Sutton and Districts Branch** are delighted to report the Branch is financially sound. Lunches were enjoyed at the Morden Brook Hostelry following our Meetings which are spirited and well attended. In July 2024 Sutton, Merton and Districts celebrated their 75th Anniversary. The branch is looking to do more but recruiting Branch Volunteers has been a challenge and the branch is looking for more volunteers. The Branch is very grateful for its Branch Supporters, The Smedley Trust and Bowling Fraternity have financially and socially supported us since the Branch inception in 1949. Last year they increased their donations, which in today's financial climate is welcome.

**Nottingham Branch** has had a strong year meeting regularly and welcoming new Members. The branch joined a "spirit of wartime" event at Thoresby Hall which raised funds through a cake sale and awareness of the incredible ways Blesma supports its Members. The summer dinner was held at Colwick Hall, the ancestral home of Lord Byron, with branch Members having a thoroughly enjoyable meal on the banks of the river Trent. The branch raised concerns about a local limb centre, leading to a visit from the Support Officer Prosthetics, which informed government consultation.

**Great Yarmouth & Lowestoft Branch** had a strong 2024 starting with the Committee being re-elected at the AGM. The branch has organised lots of events through the year, including a three-day trip to the National Arboretum, which was a resounding success. Other popular events were afternoon tea at The Cliff Hotel in Great Yarmouth and the Christmas lunch at the Burlington Palm Court Hotel. Fundraising has gone well for the Branch with special thanks to the Great Yarmouth Lions and The Norfolk Broads Lions who have been long term supporters. A successful year in the East with exciting plans for 2025.

**Southampton Branch** expanded in 2024, incorporating Members from the former Portsmouth branch. It meets every four weeks and organizes summer trips on the boat Alison MacGregor. The spring lunch honoured Sheila Rayner, the late social secretary

who left a bequest to the branch. At the AGM, the committee was re-elected to continue supporting the membership.

## **PLANS FOR THE FUTURE**

The Board of Trustees regularly review Blesma's 5 year rolling Strategic Plan in step with the Board's annual cycle of governance. In 2024 the Board endorsed the Strategic Plan for 2024-2029. The purpose of the Plan is to:

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Ensure that Blesma delivers the most effective support to our Members, achieving the best possible improvement to their quality of life and happiness in the most efficient manner, whilst achieving the best value for money and sustaining an excellent reputation for the Association.

In five years', Blesma should be in the following position:

- Not operating at a deficit.
- The Board is confident that Blesma, with all its Members, is doing all it should and is resourced accordingly.
- The Board has the resources (finance, time and expertise) to be able to consider a number of options for the future direction of Blesma.
- The Board is assured that strategic and operational risks are managed appropriately.

## **HOW YOU CAN HELP BLESMA**

We need to raise at least £5m in 2025 in order to continue our vital work.

Your support means we can ensure that our oldest Members can continue to live a dignified life and that our youngest Members can face the challenge of a lifetime dealing with disability. All those we support know that they can reach out to others in similar circumstances. Limb loss is for life - so Blesma is too.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on **020 8548 7089**; by email on [fundraising@blesma.org](mailto:fundraising@blesma.org); through our website on [www.blesma.org](http://www.blesma.org) or write to us at the address below:

Fundraising Team  
Blesma – The Limbless Veterans  
115 New London Road  
Chelmsford  
Essex  
CM2 0QT

# **FINANCIAL REVIEW**

## **GENERAL PERFORMANCE IN 2024**

During the financial year ending 31 December 2024, the Association recorded an operating deficit of £2,588 (2023: operating loss of £717,697). The net income, after a gain on investment of £2,371,893, was £2,369,305 (2023: £609,473), mainly due to favourable macroeconomic conditions marked by falling inflation and interest rates. During the period, the Bank of England achieved its 2% inflation target from a high of 11% in 2022 thereby boosting disposable income for donors which alongside effective fundraising strategies resulted in strong financial performance.

Donations, legacies, grants, and other income totalled **£6,537,390** (2023: £5,365,543), and included:

- a) **£3,036,862** (2023: £2,108,800) in Legacy Income – up 44% largely due to eased probate administration bottlenecks experienced during the pandemic.
- b) **£3,500,528** (2023: £3,256,743) in General Income – up 7% from last year.

Total Incoming Resources, minus fundraising costs (including investment management fees), were **£5,239,086** (2023: £4,202,842) including net Investment Income of **£899,716** (2023: £816,701). Overall, income increased by 27% compared to the previous year.

Blesma's expenditure on charitable activities totalled **£5,241,674** (2023: £4,920,539), reflecting a 7% increase corresponding to the rise in general income. This variation was primarily aimed at enhancing benefits for Members. Total charitable expenditure encompassed:

- a) **£3,698,294** (2023: £3,716,911) - **Wellbeing** (previously Security), decreased by 1% largely due to falling prices following the pandemic and cost of living crisis.
- b) **£971,521** (2023: £896,153) – **Activities** (previously Identity), an increase of 8% due to activities and events for Members.
- c) **£571,860** (2023: £307,475) - **Representational work and communication** (Connectivity), an increase of 86% primarily due to television advertising intended to enhance legacy income and strengthen the Blesma brand.

## **FUNDRAISING**

Total fundraising income, including legacies, was **£5,419,182** (2023: £4,110,227), representing a 32% increase compared to the previous year. The performance of selected individual income streams in 2024 is detailed below:

- a) **Direct Mail: £348,133** (2023: £362,788), a 4% decrease largely due to relatively low response rate.
- b) **Trusts and Foundations: £1,145,499** (2023: £742,994), up 54% from last year largely due to inter alia well targeted bids.
- c) **Lottery Income: £282,156** (2023: £220,760), a 27% rise largely due to more players and increased royalty payments.

- d) **Community and Events: £360,459** (2023: £392,703), representing a decrease of 8%, primarily attributed to a reduction in the number of fundraising events.
- e) **Corporate Donations: £103,485** (2023: £156,507), representing a 34% decrease largely due to reduced staffing hours, expected to return to normal in 2025.
- f) **Major Donations: £142,588** (2023: £125,675), representing a 13% increase largely from the same reliable major donors.

Blesma complied with the requirements of the Fundraising Regulator and there were no complaints received in 2024 regarding fundraising practices.

## **INVESTMENT POLICY AND PERFORMANCE**

The Association's funds are managed by Cazenove Capital Management according to Trustee directions. Policy development and oversight are handled by the Finance and Investment Sub Committee, while daily management is delegated to the National Treasurer and the Finance and Support Director, who maintain regular contact with Fund Managers. The Investment Report is presented to the Sub Committee twice a year, and Trustees receive quarterly reports. An annual ethical review is conducted.

### **Portfolio Performance, Asset Allocation, and Benchmarks**

In 2024, invested funds were **£34m** (2023: £33m). The net income was **£899,716** (2023: £816,701), resulting in a yield of **3%** (2023: 2.5%). The asset allocation, portfolio and index performance are detailed in table 1 below.

**Table 1:** Asset allocation and performance contribution (source: Cazenove capital)

| Description         | Weight        | Portfolio Performance | Index Performance |
|---------------------|---------------|-----------------------|-------------------|
| <b>Equities</b>     | <b>71.6%</b>  | <b>16.0%</b>          |                   |
| United Kingdom      | 3.9%          | 17.2%                 | 13.4%             |
| Europe ex. UK       | 1.9%          | -0.7%                 | 15.3%             |
| North America       | 24.6%         | 19.7%                 | 23.4%             |
| Japan               | 5.2%          | 10.6%                 | 10.3%             |
| Asia ex. Japan      | 4.0%          | 14.5%                 | 17.3%             |
| Emerging Markets    | 3.2%          | 8.4%                  | 14.7%             |
| Global              | 28.7%         | 15.5%                 | 19.9%             |
| <b>Bonds</b>        | <b>9.6%</b>   | <b>9.0%</b>           |                   |
| United Kingdom      | 5.6%          | 7.9%                  | 7.9%              |
| Global              | 4.0%          | 11.1%                 | 0.4%              |
| <b>Alternatives</b> | <b>16.8%</b>  | <b>4.4%</b>           |                   |
| Hedge Funds         | 1.7%          | 11.1%                 | 5.2%              |
| Property            | 6.7%          | 1.7%                  | 1.9%              |
| Commodities         | 4.8%          | 5.1%                  | -9.6%             |
| Other               | 3.7%          | 6.1%                  | 5.2%              |
| <b>Cash</b>         | <b>2.0%</b>   | <b>4.9%</b>           |                   |
| Sterling            | 2.0%          | 4.9%                  |                   |
| <b>Total</b>        | <b>100.0%</b> | <b>12.5%</b>          | <b>13.5%</b>      |

## **RISK MANAGEMENT**

The Charity Commission's guidance on risk management is followed. The Risk Committee reviews strategic and operational risks quarterly and reports to the Board. The main strategic and operational risks are:

- a) Increase in Demand for Services: the demands of complex injuries and advanced treatments in the long term. *Mitigations*: increase in budget allocation to Membership Services e.g., an increase of 12% was made in 2025; strengthening ties with the NHS and other service providers.
- b) Income Generation: reliance on limited income sources and the effects of economic disruptions on fundraising. *Mitigations*: maintaining adequate reserves, monitoring performance against targets and the long term finance plan, reviewing priorities, initiatives to generate income e.g., the TV advertising campaign commissioned in 2024.
- c) Relations with funders: deterioration will impact funding and support. *Mitigations*: maintaining regular contact with funders, timely project reports, compliance with funders' terms.

The Trustees believe the Association has the necessary resources and review systems to manage identified risks appropriately.

## **CHARITY RESERVES**

Blesma's Free Reserves (i.e., investment portfolio plus cash) at the balance sheet date were **£38m** (2023: £36m), a 6% increase. The total Fund balance was **£41,607,377** (2023: £39,238,072): Unrestricted Funds were **£40,974,186** (2023: £38,692,580) and Restricted Funds were **£633,191** (2023: £545,492). Blesma manages its resources sustainably to support its Members for life.

Blesma's strategic allocation of its free reserves is as follows:

**20% of Free Reserves** is allocated to increasing spending on more comprehensive services to Members as outlined in the Strategic Plan.

**20% of Free Reserves** is allocated to funding care for the most infirm and elderly, under the Blesma grants scheme.

**20% of Free Reserves** is designated to provide immediate financial support for casualties in future conflicts and to offset increased service costs due to advancements in medical care and a comprehensive approach to treatment.

**40% of Free Reserves** will be maintained (approximately 28 months of operating costs) to ensure business continuity.

## **GOING CONCERN**

Based on current financial performance, available free reserves, and strategic plans for the medium to long term, the Trustees have concluded that Blesma has sufficient free reserves to meet its future obligations and is therefore a going concern.

# **GOVERNANCE AND ADMINISTRATIVE REPORT**

## **CONSTITUTION**

Charity Number 1084189  
Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

Blesma The Limbless Veterans is a national charity for those who lose limbs or the permanent use of limbs, or lose the sight of eyes, or suffer permanent loss of speech or hearing, in Service or as a result of Service in Her Majesty's Forces, or Auxiliary Forces, and for ex-Service men and women who lose limbs or sight of eyes, or in certain circumstances use of limbs, after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving. Membership is also open to all men and women of civilian status who lose a limb or an eye, or suffer the loss of use of limb as a result of War Service or enemy action, or terrorist action against His Majesty's Forces with which those of civilian status are employed, or volunteer, to provide direct support, or in exceptional circumstances subject to the approval of Trustees.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows as beneficiaries. The Association is governed by its most recent Articles of Association and Rules adopted at the Annual General Meeting on 25 June 2023.

## **ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES**

The Blesma AGM was held during the 2024 Members Weekend on 30<sup>th</sup> June 2024. A full report on proceedings was included in the Autumn Association Magazine.

- a) The Annual Report and Accounts for the year ended 31 December 2023 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Gen Sir Adrian Bradshaw KCB OBE DL and Mr C Rouse MBE resigned as Trustees.
- d) Mr Ed Davis CB CBE and Ms Lisa Johnson were elected as Trustees.

The maximum number of elected Trustees is 11. One third of trustees are required to resign and stand for re-election, if they so wish, at each AGM. Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims to achieve an appropriate balance of knowledge and experience; at least half the trustees should be full or associate Blesma Members while the remainder are granted honorary membership. This promotes connectivity across the Association and the right blend of experience, knowledge and expertise to fulfil all Board responsibilities. Blesma acknowledges the Charity Governance Code, abides by the Code's principles and works to implement the recommended practice. Blesma is a full Member of the Confederation of Service Charities.

## **TRAINING OF TRUSTEES**

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on issues affecting charities at their quarterly meetings. New Trustees receive a full induction

programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

## **ORGANISATIONAL STRUCTURE**

**The Board.** The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (February), Performance and Risk (May), Strategy Review and Programme Proposal (August) and Programme Approval (November).

The Board of Trustees:

National Chairman: Mr Ed Davis CB CBE

Vice Chairman: Mr S White

Honorary Treasurer: Mr M Ambler

Mr R Gilbert

Ms A Grant

Mr N Heritage

Mr R Kerrigan

Mr L Maguire

Mr A Mistlin CBE

Mr C Whitworth

Ms L Johnson

The Finance & Investment Sub Committee (FISC). The FISC meets twice a year under the chairmanship of the Honorary Treasurer. Its terms of reference including delegated powers are laid down in an appropriate Blesma Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited.

The Remuneration Sub Committee (RSC). The RSC meets once a year routinely, under the chairmanship of the Vice Chairman. It reports to the full Board to make recommendations upon the specific remuneration and terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

The Governance Sub Committee (GSC). Governance matters and Blesma's policies are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. Blesma's Governance Standing Instructions are reviewed annually.

The Executive. The Chief Executive Ms V W Buck CBE runs the Association on a day-to-day basis from Chelmsford in Essex.

The key structure is:

- a) Operations Director - Mr T R Bloomfield. Responsible for communications across the Association and externally – this includes all aspects of public relations, maintaining profile and raising funds to enable our charitable work. The Director of Operations is also responsible for national and international activities.
- b) Director of Independence and Wellbeing – Mr I Johnson. Responsible for all membership matters, including welfare support to Members, liaison with MoD recovery services the National Health Service and the Department of Work and Pensions, prosthetic provision, the conduct of academic research and grant making.

- c) Finance and Support Director – Mr B C Mwense. Responsible for financial management and control, reporting and administration as well as logistics, office management, contracts and HR.

There are no trading subsidiaries of Blesma.

### **KEY MANAGEMENT – REMUNERATION**

The remuneration of key management personnel is set by the Trustees, upon recommendation of the Remuneration Sub Committee, with the policy objective of ensuring that they are provided with appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of remuneration is reviewed annually, in particular noting role responsibilities and including reference to comparisons with sector and national statistics to ensure that Blesma remains sensitive to the broader issues of pay and employment conditions elsewhere. The key management are the Chief Executive, the Director of Operations, the Director of Independence and Wellbeing and the Finance and Support Director, collectively known as the Senior Management Team (SMT). The staff salary bands and sum of remuneration are noted in the Charity Accounts. The Chief Executive and SMT are employed on the same terms as all other staff and the Charity does not pay bonuses. Trustees normally receive no remuneration or benefits other than expenses incurred.

### **DATA PROTECTION**

Trustees are briefed regularly on matters surrounding data protection and personal information, and ensure policies are appropriate and kept up to date. Blesma continues to closely monitor its compliance with General Data Protection Regulations and the Blesma Privacy policy is published on the Blesma website.

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

The trustees, who are also the directors under company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Statement of Recommended Practice for Charities (SORP 2015) issued October 2019, Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.
- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- d) Observe the methods and principles in the Charities SORP.

- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all the steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This Report which incorporates the Strategic Report, was approved by the Trustees on 1<sup>st</sup> May 2025, and signed on their behalf.

A handwritten signature in black ink, appearing to read 'Ed Davis', with a horizontal line extending to the right.

**Ed Davis CB CBE  
National Chairman**

**1 May 2025**

# **INDEPENDENT AUDITOR'S REPORT TO** **THE MEMBERS OF THE BRITISH** **LIMBLESS EX-SERVICE MEN'S** **ASSOCIATION**

## **OPINION ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, 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 charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities 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 charitable company 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**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 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 requires 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 set out on page 30, 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and fundraising regulations, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, fundraising regulations,

taxation legislation, employment legislation, General Data Protection Regulation (GDPR) and Health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquire of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Dipesh Chhatralia  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
Date: 9 May 2025

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

|                                                  |       | UNRESTRICTED      | RESTRICTED     | 2024              | 2023              |
|--------------------------------------------------|-------|-------------------|----------------|-------------------|-------------------|
|                                                  | Notes | FUNDS             | FUNDS          | TOTAL             | TOTAL             |
|                                                  |       | £                 | £              | £                 | £                 |
| <b>Income</b>                                    |       |                   |                |                   |                   |
| Donations and Legacies                           | 2     | 4,806,523         | 612,659        | <b>5,419,182</b>  | 4,110,227         |
| Investment Income                                |       | 1,013,804         | -              | <b>1,013,804</b>  | 936,451           |
| Investment Income - Other                        |       | 73,882            | -              | <b>73,882</b>     | 67,133            |
| Grants                                           |       | -                 | 14,000         | <b>14,000</b>     | 230,180           |
| Other Income                                     |       | 16,522            | -              | <b>16,522</b>     | 21,552            |
|                                                  |       | 1,104,208         | 14,000         | <b>1,118,208</b>  | 1,255,316         |
| <b>Total Income</b>                              |       | <b>5,910,731</b>  | <b>626,659</b> | <b>6,537,390</b>  | <b>5,365,543</b>  |
| <b>Expenditure</b>                               |       |                   |                |                   |                   |
| <b>Expenditure on raising funds</b>              |       |                   |                |                   |                   |
| <b>Resourcing</b>                                |       |                   |                |                   |                   |
| Fundraising                                      | 5     | 1,180,316         | 3,900          | <b>1,184,216</b>  | 1,042,951         |
| Investment Management fees                       |       | 114,088           | -              | <b>114,088</b>    | 119,750           |
|                                                  |       | 1,294,404         | 3,900          | <b>1,298,304</b>  | 1,162,701         |
| <b>Expenditure on charitable activities</b>      |       |                   |                |                   |                   |
| <b>Wellbeing (previously Security)</b>           |       |                   |                |                   |                   |
| Membership Services - Welfare                    | 6     | 3,361,231         | 337,063        | <b>3,698,294</b>  | 3,716,911         |
| <b>Activity (previously Identity)</b>            |       |                   |                |                   |                   |
| Membership Services - Activities                 | 7     | 778,587           | 192,934        | <b>971,521</b>    | 896,153           |
| <b>Connectivity</b>                              |       |                   |                |                   |                   |
| Awareness and Representation                     | 8     | 566,796           | 5,063          | <b>571,860</b>    | 307,475           |
|                                                  |       | 4,706,614         | 535,060        | <b>5,241,674</b>  | 4,920,539         |
| <b>Total Expenditure</b>                         |       | <b>6,001,018</b>  | <b>538,960</b> | <b>6,539,978</b>  | <b>6,083,240</b>  |
| <b>Operating surplus /(loss)</b>                 |       | <b>(90,287)</b>   | <b>87,699</b>  | <b>(2,588)</b>    | <b>(717,697)</b>  |
| <b>Net gain / (loss) on investments</b>          | 12    | 2,371,893         | -              | <b>2,371,893</b>  | 1,327,170         |
| <b>Net income/(expenditure)</b>                  |       | <b>2,281,606</b>  | <b>87,699</b>  | <b>2,369,305</b>  | <b>609,473</b>    |
| Transfers between funds                          |       | -                 | -              | -                 | -                 |
| Net movement in funds for the year               |       | <b>2,281,606</b>  | <b>87,699</b>  | <b>2,369,305</b>  | <b>609,473</b>    |
| Balances brought forward 1 January 20:           | 17/18 | 38,692,580        | 545,492        | 39,238,072        | 38,628,599        |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2024</b> |       | <b>40,974,186</b> | <b>633,191</b> | <b>41,607,377</b> | <b>39,238,072</b> |

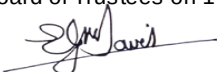
The Notes on pages 25-38 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**BALANCE SHEET (Company number: 04102768)**  
**AS AT 31 DECEMBER 2024**

|                                                |        | 2024              | 2023       |
|------------------------------------------------|--------|-------------------|------------|
|                                                |        | TOTAL             | TOTAL      |
|                                                | Notes  | £                 | £          |
| <b>Fixed assets</b>                            |        |                   |            |
| Tangible fixed assets                          | 11     | <b>2,025,192</b>  | 2,079,694  |
| Intangible fixed assets                        | 11(b)  | <b>70,102</b>     | 8,951      |
| Investment properties                          | 11(a)  | <b>802,031</b>    | 820,398    |
| Investments                                    | 12     | <b>34,215,445</b> | 32,970,630 |
|                                                |        | <b>37,112,771</b> | 35,879,673 |
| <b>Current Assets</b>                          |        |                   |            |
| Stocks                                         |        | <b>29,588</b>     | 22,310     |
| Debtors                                        | 13     | <b>1,488,546</b>  | 1,087,717  |
| Balances at bank and in hand                   |        | <b>3,466,217</b>  | 2,771,802  |
|                                                |        | <b>4,984,351</b>  | 3,881,828  |
| Creditors: amounts falling due within one year | 14     | <b>427,946</b>    | 466,616    |
| Provision for liabilities and charges          | 14 (a) | <b>61,799</b>     | 56,812     |
| <b>Net current assets</b>                      |        | <b>4,494,606</b>  | 3,358,399  |
| <b>Net Assets</b>                              |        | <b>41,607,377</b> | 39,238,072 |
| <b>FUNDS</b>                                   |        |                   |            |
| Unrestricted funds                             | 17     | <b>40,974,186</b> | 38,692,580 |
| Restricted funds                               | 18     | <b>633,191</b>    | 545,492    |
| <b>Total Funds</b>                             |        | <b>41,607,377</b> | 39,238,072 |

Approved by the Board of Trustees on 1 May 2025 and signed on its behalf by:

Ed Davis CB CBE



Miles Ambler



The Notes on pages 25-38 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

|                                                                           | 2024         | 2024               | 2023        | 2023               |
|---------------------------------------------------------------------------|--------------|--------------------|-------------|--------------------|
|                                                                           | £            | £                  | £           | £                  |
| <b>Cash flows from operating activities:</b>                              |              |                    |             |                    |
| <b>Net cash provided by (used in) operating activities</b>                |              | <b>(1,388,537)</b> |             | <b>(2,186,407)</b> |
| <b>Cash flows from investing activities:</b>                              |              |                    |             |                    |
| Investment income                                                         | 1,087,686    |                    | 1,003,585   |                    |
| Purchase of investments                                                   | (32,215,034) |                    | (9,438,050) |                    |
| Purchase of property, plant and equipment                                 | (131,813)    |                    | (9,209)     |                    |
| Proceeds from the sale of investments                                     | 34,770,983   |                    | 11,414,210  |                    |
| <b>Net cash provided by (used in) investing activities</b>                |              | <b>3,511,823</b>   |             | <b>2,970,537</b>   |
| <b>Cash flows from financial activities</b>                               |              |                    |             |                    |
| (Increase)/decrease in amounts awaiting investment                        | (1,428,871)  |                    | (850,565)   |                    |
| <b>Net cash provided in (used by) financial activities</b>                |              | <b>(1,428,871)</b> |             | <b>(850,565)</b>   |
| <b>Change in cash and cash equivalents in the reporting period</b>        |              | <b>694,416</b>     |             | <b>(66,435)</b>    |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> |              | <b>2,771,802</b>   |             | <b>2,838,237</b>   |
| <b>Cash and cash equivalents at the end of the reporting period</b>       |              | <b>3,466,217</b>   |             | <b>2,771,802</b>   |
| <b>(a) Analysis of cash and cash equivalents</b>                          |              | <b>2024</b>        |             | <b>2023</b>        |
|                                                                           |              | £                  |             | £                  |
| Cash at bank and in hand                                                  |              | 3,466,217          |             | 2,771,802          |
|                                                                           |              | <b>3,466,217</b>   |             | <b>2,771,802</b>   |
| <b>(b) Reconciliation of cash flows from operating activities</b>         |              | <b>2024</b>        |             | <b>2023</b>        |
|                                                                           |              | £                  |             | £                  |
| <b>Net (expenditure)/ income</b>                                          |              |                    |             |                    |
| <b>as per the Statement of Financial Activities</b>                       |              | <b>2,369,305</b>   |             | <b>609,473</b>     |
| <i>Adjustments for:</i>                                                   |              |                    |             |                    |
| Net (gain)/loss on investments                                            |              | (2,371,893)        |             | (1,327,170)        |
| Investment income                                                         |              | (1,087,686)        |             | (1,003,585)        |
| Depreciation and amortisation                                             |              | 143,529            |             | 100,591            |
| (Increase) / decrease in stocks                                           |              | (7,279)            |             | (6,539)            |
| (Increase) / decrease in debtors                                          |              | (400,829)          |             | (572,506)          |
| Increase/(decrease) in creditors                                          |              | (33,684)           |             | 12,631             |
| Prior year adjustment                                                     |              | -                  |             | 697                |
| <b>Net cash provided by (used in) operating activities</b>                |              | <b>(1,388,537)</b> |             | <b>(2,186,407)</b> |

The Notes on pages 25-38 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**1. CHARITY INFORMATION AND ACCOUNTING POLICIES**

British Limbless Ex-Service Men's Association is a Member charity specialising in and helping limbless and loss of use of limbs veterans.

The charity is a private company limited by guarantee (registered number 4102768) and was established in 1932 (charity number 1084189) and incorporated in 2000. The charity is also registered in Scotland (registered number SC010315). The address of the registered office is 115 New London Road, Chelmsford, Essex, CM2 0QT.

**Accounting policies**

The following accounting policies have been applied consistently for all years in dealing with items that are considered material in relation to the financial statements of the Charity.

**i) Basis of preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities under the historic cost convention, as modified for the revaluation of certain investments and properties measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) *Accounting and Reporting by Charities*, 2<sup>nd</sup> edition, published in 2019, Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*', the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

**ii) Going concern.** As stated in the Trustee's Report, Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the Charity is a going concern. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

**iii) Fund accounting.** Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under Note 18. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred from the fixed asset fund to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

**iv) Income.** All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- a) Investment income is accounted for on a receivable basis or when its future receipt is probable.
- b) Grant income is recognised when the criteria for entitlement, measurement and probability of receipt are met. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.
- c) Donations income is accounted for on a receivable basis or when its future receipt is probable.

- d) Legacies and bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted, whichever comes earlier.
- e) Rental income is recognised when receivable.

**v) Expenditure.** Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all the costs related to a category. Where costs cannot be directly attributed to particular category they have been allocated to activities based on staff head count full time equivalents (FTE), as shown in Note 10. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**vi) Estimates and judgements.** Estimates and judgements are continually evaluated and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimations that have a significant effect on the amounts recognised in the financial statements are summarised below:

Depreciation – is calculated based on the useful life of the asset and written off accordingly.

Provision for Care Home Residents – is an estimate for third party assistance to care for Blesma Members resettled in care homes shown as part of Note 14(a).

**vii) Governance Costs.** Governance costs are those incurred in compliance with constitutional and statutory requirements and are shown as part of Note 10.

**viii) Tangible Fixed Assets.** Tangible Fixed Assets are stated at cost less depreciation and are capitalised at a value of £1,000 and above. They are depreciated at rates intended to reduce their cost to their residual value over their estimated useful life on a straight-line basis as detailed below:

|                                     |               |
|-------------------------------------|---------------|
| ○ Freehold Property                 | 2.0% on cost  |
| ○ Furniture, Fittings and Equipment | 10.0% on cost |
| ○ Computer Equipment                | 33.3% on cost |
| ○ Motor Vehicles                    | 25.0% on cost |
| ○ Coaches and Buses                 | 12.5% on cost |

**ix) Intangible Fixed Assets.** Intangible fixed assets are capitalised at a value of £1,000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

**x) Investment Properties.** Investment properties are included in the accounts measured at fair value. The properties are reviewed annually for impairment. Any change in fair value is reflected through the Statement of Financial Activities.

**xi) Investments.** Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial activities.

**xii) Stocks.** Stocks are valued at the lower of cost and net realisable value.

**xiii) Pension Costs.** The charity contributes to a Group Personal Pension scheme with AEGON which is a defined contribution scheme. The amounts charged in the accounts are the employer's contributions payable in the financial year.

**xiv) Operating Leases.** Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates. Operating lease commitments are highlighted under Note 20.

**xv) Financial assets and liabilities.** Financial assets and financial liabilities are recognised when BLESMA becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently re-measured where applicable at amortised cost.

Financial assets held at amortised cost comprise of cash and bank, together with accrued interest and other debtors.

Financial liabilities held at amortised cost comprise of creditors and accruals.

| BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION<br>NOTES TO THE FINANCIAL STATEMENTS<br>FOR THE YEAR ENDED 31 DECEMBER 2024 |                  |                  |
|---------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
|                                                                                                                           | 2024<br>£        | 2023<br>£        |
| <b>2. Donations and legacies</b>                                                                                          |                  |                  |
| Community and Lotteries                                                                                                   | 564,944          | 559,146          |
| Corporate                                                                                                                 | 103,485          | 156,507          |
| Direct mail                                                                                                               | 348,133          | 362,788          |
| Major donors                                                                                                              | 142,588          | 125,675          |
| Organised events                                                                                                          | 77,670           | 54,316           |
| Trusts and foundations                                                                                                    | 1,145,499        | 742,994          |
| Legacies                                                                                                                  | 3,036,862        | 2,108,801        |
|                                                                                                                           | <b>5,419,182</b> | <b>4,110,227</b> |

Included in Trusts and foundations income is an amount of £350,000 (2023: £350,000) from the Antioch Settlement Trust; and £150,000 (2023: £0) from the Margaret Butters Reekie Charitable Trust.

#### Legacy Pipeline

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £207,599 (2023: £159,186). The bequests have not yet met all criteria for income recognition.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024

|                                                                     | 2024<br>TOTAL    | 2023<br>TOTAL    |
|---------------------------------------------------------------------|------------------|------------------|
| <b>4. Total Staff Costs</b>                                         | <b>£</b>         | <b>£</b>         |
| Salaries and wages                                                  | 2,082,850        | 1,904,410        |
| Social security                                                     | 219,210          | 205,280          |
| Pension and life cover                                              | 110,286          | 100,797          |
| Other staff costs                                                   | 44,411           | 57,210           |
|                                                                     | <b>2,456,757</b> | <b>2,267,698</b> |
|                                                                     |                  |                  |
| Actual number of staff employed (headcount average over 12 months): |                  |                  |
| Membership Services                                                 | 27.1             | 28.3             |
| Activities and Events                                               | 3.0              | 3.0              |
| Fundraising                                                         | 13.0             | 12.0             |
| Awareness and Representation                                        | 1.6              | 1.3              |
| Support                                                             | 8.0              | 8.1              |
|                                                                     | <b>52.7</b>      | <b>52.7</b>      |

**Key personnel**

The charity has four key personnel in the salary bands shown below (there are no bonus or benefit schemes).

Staff salary bands:

|                     |   |   |
|---------------------|---|---|
| £60,000 - £70,000   | - | - |
| £70,000 - £80,000   | - | 2 |
| £80,000 - £90,000   | 2 | 1 |
| £90,000 - £100,000  | - | 1 |
| £100,000 - £110,000 | 1 | - |

Total remuneration paid to key management personnel during the year is £379,620 (2023: £379,284).

BLESMA contributes to a Group Personal Pension scheme with AEGON and new employees are auto-enrolled upon joining.

Total reimbursement of travel and other expenses to members of the Board of Trustees was £3,214 (2023: £4,698.93).

Trustees are remunerated when they undertake paid work for Blesma approved by the Board of Trustees.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

2024                      2023  
£                              £

**5. Fundraising Costs**

|                            |                  |                  |
|----------------------------|------------------|------------------|
| Staff costs                | 424,692          | 399,000          |
| Database costs             | 54,208           | 41,080           |
| Advertising costs          | 15,492           | 11,708           |
| Community                  | 7,986            | 9,329            |
| Challenge and Events       | 19,341           | 22,142           |
| Direct Mail costs          | 313,016          | 277,176          |
| Other related costs        | 81,389           | 52,005           |
| Attributable support costs | 268,091          | 230,512          |
|                            | <b>1,184,216</b> | <b>1,042,951</b> |

|                                                  |                  |                  |
|--------------------------------------------------|------------------|------------------|
|                                                  | 2024             | 2023             |
|                                                  | £                | £                |
| <b>6. Membership Services - Welfare</b>          |                  |                  |
| Staff costs                                      | 1,320,741        | 1,208,107        |
| Welfare grants to members (all categories)       | 924,349          | 1,174,623        |
| Continuing assistance to widows (all categories) | 2,080            | 2,080            |
| Chiropody                                        | 1,795            | 1,945            |
| Welfare visiting                                 | 25,949           | 23,063           |
| Other related costs                              | 458,894          | 399,514          |
| Members' annual conference                       | 121,004          | 86,078           |
| Special events                                   | 17,537           | 9,443            |
| Research                                         | -                | 15,300           |
| Members' BLESMA costs                            | 202,303          | 197,645          |
| Branch welfare activities                        | 10,645           | 13,223           |
| Branch support costs                             | 217              | 746              |
| Attributable support costs                       | 612,779          | 585,145          |
|                                                  | <b>3,698,294</b> | <b>3,716,911</b> |

|                                                    |                |                |
|----------------------------------------------------|----------------|----------------|
|                                                    | 2024           | 2023           |
|                                                    | £              | £              |
| <b>7. Membership Services - Activities</b>         |                |                |
| Staff costs                                        | 179,861        | 160,487        |
| Activities and Events                              | 376,155        | 364,258        |
| Venturers program                                  | 130,800        | 119,990        |
| Inspiration and Individual Recovery (Includes MGR) | 218,997        | 209,232        |
| Other related costs                                | 17,834         | (2,143)        |
| Attributable support costs                         | 47,873         | 44,329         |
|                                                    | <b>971,521</b> | <b>896,153</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

2024                      2023  
£                              £

**8. Awareness and Representation**

|                            |                |         |
|----------------------------|----------------|---------|
| Staff costs                | <b>87,161</b>  | 84,260  |
| General media costs        | <b>434,384</b> | 180,158 |
| Subscriptions and fees     | <b>15,592</b>  | 9,998   |
| Other related costs        | <b>5,998</b>   | 6,461   |
| Attributable support costs | <b>28,724</b>  | 26,597  |
|                            | <b>571,860</b> | 307,475 |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

**10. SUPPORT COSTS**

Expenditure recognised in notes 5 to 9 includes Support Costs apportioned by full time employee equivalents (FTE) and is detailed below.

|                                     | FUNDRAISING    | MEMBERSHIP SERVICES | ACTIVITIES    | AWARENESS & REPRESENTATION | 2024           | 2023           |
|-------------------------------------|----------------|---------------------|---------------|----------------------------|----------------|----------------|
| <i>Basis of apportionment (FTE)</i> |                |                     |               |                            | <b>TOTAL</b>   | <b>TOTAL</b>   |
|                                     | £              | £                   | £             | £                          | £              | £              |
| Salaries and related costs          | 129,898        | 296,910             | 23,196        | 13,918                     | <b>463,922</b> | 446,067        |
| Travel and meetings                 | 733            | 1,675               | 131           | 79                         | <b>2,617</b>   | 1,232          |
| Motor vehicle expenses              | 5,871          | 13,420              | 1,048         | 629                        | <b>20,969</b>  | 33,927         |
| Postage                             | 2,186          | 4,997               | 390           | 234                        | <b>7,808</b>   | 7,436          |
| Telephone & office supplies         | 2,453          | 5,607               | 438           | 263                        | <b>8,761</b>   | 9,449          |
| Pensions to retired staff           | 266            | 608                 | 47            | 28                         | <b>950</b>     | 896            |
| Headquarters premises cost          | 37,840         | 86,492              | 6,757         | 4,054                      | <b>135,144</b> | 132,384        |
| Publications and subscriptions      | 2,265          | 5,178               | 404           | 243                        | <b>8,090</b>   | 8,494          |
| Office equipment maintenance        | 14,449         | 33,026              | 2,580         | 1,548                      | <b>51,603</b>  | 46,603         |
| Other professional fees             | 5,016          | 11,464              | 896           | 537                        | <b>17,913</b>  | 23,111         |
| Governance costs                    | 14,409         | 32,935              | 2,573         | 1,544                      | <b>51,461</b>  | 65,764         |
| Bank charges                        | 12,305         | 28,126              | 2,197         | 1,318                      | <b>43,947</b>  | 1,902          |
| Depreciation                        | 37,610         | 85,966              | 6,716         | 4,030                      | <b>134,321</b> | 101,316        |
| Sundries & Presentations            | 2,790          | 6,376               | 498           | 299                        | <b>9,963</b>   | 8,004          |
|                                     | <b>268,091</b> | <b>612,779</b>      | <b>47,873</b> | <b>28,724</b>              | <b>957,468</b> | <b>886,583</b> |

Governance costs include the gross annual audit fee of £25,000 excl. VAT (2023: £26,250).

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024

**11. Tangible Fixed Assets**

|                            | Freehold<br>Premises<br>£ | Computer<br>Equipment<br>£ | Fittings &<br>Equipment<br>£ | Total<br>£              |
|----------------------------|---------------------------|----------------------------|------------------------------|-------------------------|
| Cost or valuation:         |                           |                            |                              |                         |
| At 1 January 2024          | 2,373,003                 | 156,329                    | 147,239                      | <b>2,676,571</b>        |
| Additions                  | 2,030                     | 16,006                     | 1,418                        | <b>19,454</b>           |
| Disposals                  | -                         | -                          | -                            | -                       |
| At 31 December 2024        | <u>2,375,033</u>          | <u>172,335</u>             | <u>148,657</u>               | <u><b>2,696,025</b></u> |
| Depreciation:              |                           |                            |                              |                         |
| At 1 January 2024          | 355,927                   | 142,010                    | 98,940                       | <b>596,877</b>          |
| Charge for the year        | 47,188                    | 17,428                     | 9,340                        | <b>73,956</b>           |
| Depreciation on disposal   | -                         | -                          | -                            | -                       |
| At 31 December 2024        | <u>403,115</u>            | <u>159,438</u>             | <u>108,280</u>               | <u><b>670,833</b></u>   |
| <b>Net book value</b>      | <u><b>1,971,918</b></u>   | <u><b>12,897</b></u>       | <u><b>40,377</b></u>         | <u><b>2,025,192</b></u> |
| <i>At 31 December 2023</i> | <u><i>2,017,076</i></u>   | <u><i>14,319</i></u>       | <u><i>48,299</i></u>         | <u><i>2,079,694</i></u> |

**11(a)** The investment properties value of £802,031 is apportioned on the basis of floor space (sq ft).

|                                |                       |
|--------------------------------|-----------------------|
| <b>Investment Property</b>     | £                     |
| Fair value at 1 January 2024   | 820,398               |
| Loss during the period         | (18,367)              |
| Fair value at 31 December 2024 | <u><b>802,031</b></u> |

**11(b) Intangible Fixed Assets**

|                                   | Computer<br>Software<br>£ |
|-----------------------------------|---------------------------|
| Brought forward at 1 January 2024 | 211,476                   |
| Additions                         | 112,360                   |
| At 31 December 2024               | <u>323,836</u>            |
| Amortisation:                     |                           |
| At 1 January 2024                 | 202,525                   |
| Charge for the year               | 51,209                    |
| At 31 December 2024               | <u>253,734</u>            |
| <b>Net book value</b>             |                           |
| <b>At 31 December 2024</b>        | <u><b>70,102</b></u>      |
| <i>At 31 December 2023</i>        | <u><i>8,951</i></u>       |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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| 12. Investments                                    | 2024<br>£         | 2023<br>£         |
|----------------------------------------------------|-------------------|-------------------|
| <b>Market Value</b>                                |                   |                   |
| At 1 January 2024                                  | 31,436,280        | 32,085,271        |
| Purchases                                          | 32,215,034        | 9,438,050         |
| Sales                                              | (34,770,983)      | (11,414,210)      |
| Net Investment gain/ (loss)                        | 2,371,893         | 1,327,170         |
| At 31 December 2024                                | 31,252,224        | 31,436,280        |
| Add: Cash awaiting investment                      | 2,963,221         | 1,534,350         |
| <b>Market Value at 31 December 2024</b>            | <b>34,215,445</b> | <b>32,970,630</b> |
| <b>Cost at 31 December 2024</b>                    | <b>32,135,901</b> | <b>27,860,684</b> |
| <b>Analysis of investments at 31 December 2024</b> |                   |                   |
| UK Quoted investments                              |                   |                   |
| <b>Equities:</b>                                   |                   |                   |
| United Kingdom                                     | 979,905           | 1,178,100         |
| Europe / Asia                                      | 3,847,011         | 3,498,626         |
| North America                                      | 16,831,471        | 6,547,334         |
| Global                                             | 1,366,296         | 10,560,182        |
| <b>Total Equities</b>                              | <b>23,024,683</b> | <b>21,784,242</b> |
| <b>Bonds:</b>                                      |                   |                   |
| United Kingdom                                     | 1,557,954         | 1,529,349         |
| Global                                             | 1,428,935         | 2,124,396         |
| <b>Total Bonds</b>                                 | <b>2,986,889</b>  | <b>3,653,745</b>  |
| <b>Alternatives:</b>                               |                   |                   |
| Multi-Asset                                        | -                 | 401,620           |
| Hedge Funds                                        | -                 | 507,935           |
| Property                                           | 2,196,859         | 2,302,255         |
| Commodities & Others                               | 3,043,793         | 2,786,483         |
| <b>Total Alternatives</b>                          | <b>5,240,652</b>  | <b>5,998,293</b>  |
| Cash                                               | 2,963,221         | 1,534,350         |
|                                                    | <b>34,215,445</b> | <b>32,970,630</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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|                                | 2024             | 2023             |
|--------------------------------|------------------|------------------|
|                                | £                | £                |
| <b>13. Debtors</b>             |                  |                  |
| Rent incentive debtor          | -                | 2,813            |
| Other debtors                  | 1,150            | -                |
| Prepayments and accrued income | 367,196          | 678,872          |
| Accrued legacy income          | 1,120,200        | 406,033          |
|                                | <u>1,488,546</u> | <u>1,087,717</u> |

|                                          | 2024           | 2023           |
|------------------------------------------|----------------|----------------|
|                                          | £              | £              |
| <b>14. Creditors due within one year</b> |                |                |
| Trade creditors                          | 96,015         | 228,438        |
| Accruals                                 | 304,026        | 231,076        |
| Other creditors (incl pension scheme)    | 27,905         | 7,102          |
|                                          | <u>427,946</u> | <u>466,616</u> |

**14 (a). Provision**

The sum of £61,799 (2023: £56,812) is a provision for third party assistance to care for Blesm Members resettled in care homes as detailed below.

|                                      | £             |
|--------------------------------------|---------------|
| Carehome provision bal at 01.01.2024 | 56,812        |
| Movement/ addition during the year   | 4,987         |
| Carehome provision bal at 31.12.2024 | <u>61,799</u> |

|                                           | 2024       | 2023       |
|-------------------------------------------|------------|------------|
|                                           | £          | £          |
| <b>15. Financial assets at fair value</b> |            |            |
| Investments                               | 34,215,445 | 32,970,630 |
| Investment Property                       | 802,031    | 820,398    |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024

**16. Related party transactions**

BLESMA had a 20% interest in WSY Holdings Limited (liquidated), a company that was established to distribute legacies arising from the Yeates estate. During the year BLESMA received £75,000 (2023: £150,000). WSY Holdings Limited was liquidated in 2023.

| <b>17. Unrestricted Funds</b> | <b>1 Jan 2024</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 Dec 2024</b> |
|-------------------------------|-------------------|------------------|--------------------|-----------------------------------|------------------|--------------------|
|                               | <b>£</b>          | <b>£</b>         | <b>£</b>           | <b>£</b>                          |                  | <b>£</b>           |
| General Fund                  | 35,783,538        | 5,910,731        | (6,001,018)        | 2,371,893                         | 11,717           | 38,076,861         |
| Investment Properties         | 820,398           | -                | -                  | -                                 | (18,367)         | 802,031            |
| Intangible Fixed Assets       | 8,951             | -                | -                  | -                                 | 61,151           | 70,102             |
| Fixed Asset Fund              | 2,079,694         | -                | -                  | -                                 | (54,501)         | 2,025,192          |
|                               | <b>38,692,581</b> | <b>5,910,731</b> | <b>(6,001,018)</b> | <b>2,371,893</b>                  | <b>0</b>         | <b>40,974,186</b>  |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b>                                            | <b>1 Jan 2024</b> | <b>Income</b>  | <b>Expenditure</b> | <b>31 Dec 2024</b> |
|------------------------------------------------------------------------|-------------------|----------------|--------------------|--------------------|
|                                                                        | <b>£</b>          | <b>£</b>       | <b>£</b>           | <b>£</b>           |
| All restricted funds are held as part of balances at bank and in hand. |                   |                |                    |                    |
| Welfare:-                                                              |                   |                |                    |                    |
| Geographic specific                                                    | 396,611           | 488,548        | 353,900            | 531,259            |
| Specific restrictions - various individuals                            | 141,290           | 138,111        | 185,060            | 94,341             |
|                                                                        | 537,901           | 626,659        | 538,960            | 625,600            |
| Research                                                               | 3,223             | -              | -                  | 3,223              |
| Chiropody Fund                                                         | 4,368             | -              | -                  | 4,368              |
|                                                                        | <b>545,492</b>    | <b>626,659</b> | <b>538,960</b>     | <b>633,191</b>     |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2024</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,025,192           | -                 | <b>2,025,192</b>         |
| Intangible Fixed Assets                             | 70,102              |                   | <b>70,102</b>            |
| Investment Properties                               | 802,031             | -                 | <b>802,031</b>           |
| Investments                                         | 34,215,445          | -                 | <b>34,215,445</b>        |
| Current Assets                                      | 4,351,160           | 633,191           | <b>4,984,351</b>         |
| Creditors                                           | (489,745)           | -                 | <b>(489,745)</b>         |
|                                                     | <u>40,974,186</u>   | <u>633,191</u>    | <u><b>41,607,377</b></u> |

**20. Operating lease commitments**

As at 31 December 2024, the charity had annual commitments under non-cancellable operating leases of:

|                            | <b>Motor<br/>Vehicles<br/>£</b> | <b>Office<br/>Equipment<br/>£</b> | <b>2024<br/>£</b>     |
|----------------------------|---------------------------------|-----------------------------------|-----------------------|
| Within one year            | 255,266                         | 31,971                            | <b>287,237</b>        |
| Between two and five years | <u>172,222</u>                  | <u>76,225</u>                     | <u><b>248,447</b></u> |
|                            | <u>427,488</u>                  | <u>108,196</u>                    | <u><b>535,684</b></u> |

## 21. COMPARATIVE NOTES 2023

### (a) Comparative Statement of Activities

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                                  | Notes | UNRESTRICTED<br>FUNDS | RESTRICTED<br>FUNDS | 2023<br>TOTAL     |
|--------------------------------------------------|-------|-----------------------|---------------------|-------------------|
|                                                  |       | £                     | £                   | £                 |
| <b>Income</b>                                    |       |                       |                     |                   |
| Donations and Legacies                           | 2     | 3,770,416             | 339,811             | 4,110,227         |
| Investment Income                                |       | 936,451               | -                   | 936,451           |
| Investment Income - Other                        |       | 67,133                | -                   | 67,133            |
| Grants                                           |       | -                     | 230,180             | 230,180           |
| Other Income                                     |       | 21,552                | -                   | 21,552            |
|                                                  |       | 1,025,136             | 230,180             | 1,255,316         |
| <b>Total Income</b>                              |       | <b>4,795,552</b>      | <b>569,991</b>      | <b>5,365,543</b>  |
| <b>Expenditure</b>                               |       |                       |                     |                   |
| <b>Expenditure on raising funds</b>              |       |                       |                     |                   |
| <b>Resourcing</b>                                |       |                       |                     |                   |
| Fundraising                                      | 5     | 1,039,601             | 3,350               | 1,042,951         |
| Investment Management fees                       |       | 119,750               | -                   | 119,750           |
|                                                  |       | 1,159,351             | 3,350               | 1,162,701         |
| <b>Expenditure on charitable activities</b>      |       |                       |                     |                   |
| <b>Security</b>                                  |       |                       |                     |                   |
| Membership Services - Welfare                    | 6     | 3,253,386             | 463,525             | 3,716,911         |
| <b>Identity</b>                                  |       |                       |                     |                   |
| Membership Services - Activities                 | 7     | 796,749               | 99,404              | 896,153           |
| <b>Connectivity</b>                              |       |                       |                     |                   |
| Awareness and Representation                     | 8     | 302,091               | 5,384               | 307,475           |
|                                                  |       | 4,352,225             | 568,313             | 4,920,539         |
| <b>Total Expenditure</b>                         |       | <b>5,511,577</b>      | <b>571,663</b>      | <b>6,083,240</b>  |
| <b>Operating (loss)/surplus</b>                  |       | <b>(716,025)</b>      | <b>(1,672)</b>      | <b>(717,697)</b>  |
| <b>Net gain / (loss) on investments</b>          | 12    | 1,327,170             | -                   | 1,327,170         |
| <b>Net income/(expenditure)</b>                  |       | <b>611,145</b>        | <b>(1,672)</b>      | <b>609,473</b>    |
| Transfers between funds                          |       | -                     | -                   | -                 |
| Net movement in funds for the year               |       | 611,145               | (1,672)             | 609,473           |
| Balances brought forward 1 January 2023          | 17/18 | 38,081,435            | 547,164             | 38,628,599        |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2023</b> |       | <b>38,692,580</b>     | <b>545,492</b>      | <b>39,238,072</b> |

**21. COMPARATIVE NOTES 2023 (continued)**  
**(b,c) Comparative Unrestricted Funds**

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

| <b>17. Unrestricted Funds</b> | <b>1 Jan 2023</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 Dec 2023</b> |
|-------------------------------|-------------------|------------------|--------------------|-----------------------------------|------------------|--------------------|
|                               | <b>£</b>          | <b>£</b>         | <b>£</b>           | <b>£</b>                          |                  | <b>£</b>           |
| General Fund                  | 35,080,313        | 4,795,552        | (5,511,577)        | 1,327,170                         | 92,080           | 35,783,538         |
| Investment Properties         | 839,345           | -                | -                  | -                                 | (18,947)         | 820,398            |
| Intangible Fixed Assets       | 18,023            | -                | -                  | -                                 | (9,072)          | 8,951              |
| Fixed Asset Fund              | 2,143,755         | -                | -                  | -                                 | (64,061)         | 2,079,694          |
|                               | <b>38,081,436</b> | <b>4,795,552</b> | <b>(5,511,577)</b> | <b>1,327,170</b>                  | <b>(0)</b>       | <b>38,692,580</b>  |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b> | <b>1 Jan 2023</b> | <b>Income</b> | <b>Expenditure</b> | <b>31 Dec 2023</b> |
|-----------------------------|-------------------|---------------|--------------------|--------------------|
|                             | <b>£</b>          | <b>£</b>      | <b>£</b>           | <b>£</b>           |

All restricted funds are held as part of balances at bank and in hand.

Welfare:-

|                                             |                |                |                  |                |
|---------------------------------------------|----------------|----------------|------------------|----------------|
| Geographic specific                         | 436,170        | 229,476        | (269,035)        | 396,611        |
| Specific restrictions - various individuals | 97,166         | 340,515        | (296,389)        | 141,292        |
| Wives and widows                            | (0)            | -              | -                | (0)            |
| Libor Funds                                 | 3,994          | -              | (3,994)          | (0)            |
|                                             | <b>537,329</b> | <b>569,991</b> | <b>(569,418)</b> | <b>537,902</b> |
| Research                                    | 3,523          | -              | (300)            | 3,223          |
| Chiropody Fund                              | 6,313          | -              | (1,945)          | 4,368          |
|                                             | <b>547,164</b> | <b>569,991</b> | <b>(571,663)</b> | <b>545,492</b> |

**21. COMPARATIVE NOTES 2023 (continued)**

**(d) Comparative Net Assets**

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2023</b>   |
|-----------------------------------------------------|---------------------|-------------------|-------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                |
| The net assets of the charity are summarised below: |                     |                   |                         |
| Fixed Assets                                        | 2,079,694           | -                 | <b>2,079,694</b>        |
| Intangible Fixed Assets                             | 8,951               | -                 | <b>8,951</b>            |
| Investment Properties                               | 820,398             | -                 | <b>820,398</b>          |
| Investments                                         | 32,970,630          | -                 | <b>32,970,630</b>       |
| Current Assets                                      | 3,336,336           | 545,492           | <b>3,881,828</b>        |
| Creditors                                           | <u>(523,428)</u>    | <u>-</u>          | <b><u>(523,428)</u></b> |
|                                                     | <b>38,692,580</b>   | <b>545,492</b>    | <b>39,238,072</b>       |

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# Accounts

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**BRITISH LIMBLESS EX-  
SERVICEMEN'S ASSOCIATION**

**ANNUAL TRUSTEES' REPORT  
AND FINANCIAL STATEMENTS  
FOR YEAR END  
31 DECEMBER 2023**



# **BLESMA - The Limbless Veterans**

**British Limbless Ex Service Men's Association**

## **REFERENCE AND ADMINISTRATION**

Charity Number 1084189 Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

**Head Office: 115 NEW LONDON ROAD, CHELMSFORD, ESSEX, CM2 0QT**

Tel: 020 8590 1124  
E-Mail: [info@blesma.org](mailto:info@blesma.org)  
Website: [www.blesma.org](http://www.blesma.org)

**Patron: HRH The Duke of Gloucester KG GCVO**

**Vice Patron: The Rt Hon the Baroness Willoughby de Eresby DL**

### **The Board of Trustees**

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL  
Vice Chairman: Mr S White  
Honorary Treasurer: Mr M Ambler  
Mr S Croxford (until Mar 2023)  
Mr B Watts (until Aug 2023)  
Mr R Gilbert  
Ms A Grant  
Mr N Heritage (from Aug 2023)  
Mr R Kerrigan  
Mr L Maguire  
Mr A Mistlin CBE (from Aug 2023)  
Mr C Rouse MBE  
Mr C Whitworth (from Aug 2023)

### **Head Office Blesma:**

Chief Executive:  
Mr J D Bryant OBE (until Oct 2023)  
Miss V W Buck CBE (from Oct 2023)  
Operations Director:  
Mr T R Bloomfield  
Director Independence and Wellbeing:  
Mr I G Harper (until April 2023)  
Interim Director Independence and Wellbeing:  
Mr B Chenier MBE (from May 2023)  
Finance and Support Director:  
Mr B C Mwense

### **Solicitors:**

Forsters LLP, 31 Hill Street, London W1J 5LS

### **Bankers:**

National Westminster Bank plc, Princes Street, London EC2R 8PA

**Auditors:**

Crowe U.K. LLP, Chartered Accountants, 2<sup>nd</sup> Floor, 55 Ludgate Hill, London, EC4M 7JW

**Investment Managers:**

Cazenove Capital Management, 1 London Wall Place, London, EC2Y 5AU

## **OUR THANKS AND ACKNOWLEDGEMENTS**

We are a charity and we seek to use every donation wisely and well. We also gratefully accept all manner of support and collaboration in our various endeavours. This Report cannot possibly thank and acknowledge all who have helped us make a difference in 2023 so, as ever, the list below is but an example:

- All our supporters: those who donate, those who fundraise for the Association, those who provide grants to support our work, those who partner with us to assist our Members, all those who enable our Members to push their boundaries and achieve amazing things, those who give up their time for us, advise us and spread the word.
- All the organisations who provided restricted funding this year including, but not limited to:

The Armed Forces Covenant Fund Trust for supporting aspects of our Activities programme and Outreach work in Scotland.

The Office of Veterans' Affairs *Afghan Veterans' Fund* managed by the Armed Forces Covenant Fund Trust, for supporting specific regional and national Blesma activities to support recent conflict veterans.

The Armed Forces Covenant Fund Trust, Reaching and Supporting Armed Forces Communities Programme, for supporting specific regional and national Blesma activities for female veterans.

The Office of Veterans' Affairs *Health Innovation Fund* project in collaboration with Anglia Ruskin University to conduct a research project into Assistive Technology.

The Office of Veterans' Affairs for awarding the *Veterans Mobility Fund* to a partnership of Help for Heroes and Blesma.

The National Lottery Community Fund, Awards for All programmes, for supporting specific Outreach activities for Blesma Members and their families in Yorkshire and the North East of England; and Northern Ireland.

The Bernard Sunley Foundation for choosing Blesma as our Charity Champion for the Big Give Christmas Challenge 2022 campaign to help limbless and injured veterans combat hardship and isolation.

The Forces in Mind Trust for sponsoring the second *Caring & Coping* study into the family experience of living with loss of use of limb, which will report in 2024.

St Helena Hospice and their make a smile lottery of which Blesma is a partner.

The Drive Project who delivered our Making Generation R programme until its closure mid-2023 and thereafter a new Storytelling programme.

Citizen Foundation Ukraine for working with Blesma to bring injured Ukrainian soldiers into contact with Blesma Members.

To our corporate supporters who have engaged staff, held fundraising events, and sponsored a range of fundraising activities. In particular NRS Healthcare, Corp of Commissionaires Management Ltd, Hills Partnership Ltd, Surewise, Chelmsford City Racecourse and BAE UK staff from sites throughout the UK.

- Our colleagues in Cobseo – The Confederation of Service Charities, who work on behalf of service charities for the benefit of the whole service community.
- The Staff at the Defence Medical Rehabilitation Centre, Stanford Hall and the Defence Personnel Recovery Centres, for all they continue to do for our present and future Members and for supporting Blesma's work.
- Officials and Ministers in the Ministry of Defence, the Office of Veteran's Affairs and the Department of Health. NHS England and the devolved National Health Services, Armed Forces Health and all those staff who understand our needs and strive to deliver, particularly through the Limb Centres.
- All those who partner with Blesma in our ventures at home and abroad, for helping our Members to push their boundaries and realise their potential.

## HOW YOU CAN HELP Blesma

We need to raise at least £4.3m in 2024 in order to continue all our vital work.

At present, Blesma looks after over 2,600 Members and Widow beneficiaries and provides support to their families. Our elderly membership continues to increase and all Members face uncertainty over the provision of adequate care. Serving personnel and veterans also continue to suffer accidents and injuries.

Your support means we can ensure that our oldest Members can continue to live a dignified life and that our youngest Members can face the challenge of a lifetime dealing with disability. All those we support know that they can reach out to others in similar circumstances. Limb loss is for life - so Blesma is too.

Our Members have been busy supporting each other throughout this difficult year by volunteering, fundraising, sharing their experiences and looking out for each other. Our welfare services continue to advise and assist our Members from Head Office, through our regional Support and Outreach Officers and our Branch and Volunteer networks. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by

telephone on **020 8548 7089**; by email on **[fundraising@blesma.org](mailto:fundraising@blesma.org)**; through our website on **[www.blesma.org](http://www.blesma.org)** or write to us at the address below:

Fundraising Team  
Blesma – The Limbless Veterans  
115 New London Road  
Chelmsford  
Essex  
CM2 0QT

Your contribution towards Blesma will make a real difference to the lives of our disabled servicemen and women who have given so much.

# **TRUSTEES' REPORT 2023**

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# **THE Blesma MISSION**

To assist limbless veterans to lead  
independent and fulfilling lives

## **STRATEGIC REPORT**

### **INTRODUCTION**

Blesma is a specialist Service charity, an Association. Its Members are the war wounded, disabled veterans and their dependants. Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help its Members realise their fullest potential.

2023 was anticipated to be a challenging year as it was the first full year of activities, and in person support, following the Covid pandemic. The continued Russian invasion in Ukraine, and the Hamas led attack on Israel in October, that led to Israel launching a large-scale invasion of the Gaza Strip as part of the Israel–Hamas war, has had significant economic consequences that were made worse by the continued economic upheaval at home. The cost-of-living crisis and increases in global energy prices had a major effect on household incomes, although there was a slight recovery towards the end of the year. Market uncertainty also impacted on investment performance. The consequences for Blesma were an increase in the need for charitable support for its Members, a more difficult fundraising environment and a loss on the market value of the Association's reserves. Whilst the Charity made a conscious decision to maintain existing levels of service by drawing on these reserves in 2023, it will continue to closely scrutinise and prioritise its spending in order to meet its commitment to provide life-long support.

Throughout the year our Blesma Support Officers, Outreach Officers and volunteers maintained close contact with our Members, visiting in person and increasing the number and scope of regional and online outreach events that kept Members in touch with each other. By using the experiences and lessons learned from the Covid era, our teams have reinforced the success of a mix of in person and online activities to reach a wider cross-section of Members. This has also been enabled by development of our digital communications platforms and systems.

With a full activities programme at home and overseas, Members have participated in skiing trips, golf, sailing, cycling events and fitness and lifestyle courses. Closer to home others took part in family glamping events, widows' and seniors' weeks and a wide range of group activities across the UK. Other Members were supported in their own personal challenges, including mountaineering, motorsports, diving, bodybuilding, endurance events and competitive sport.

The Making Generation R programme ended in June 2023 and was replaced by a new Storytelling Wellbeing programme delivered by our partner The Drive Project. The uptake of the new programme has been very successful with new and a wide range of Members signing up. It also brings Blesma Members injured in Afghanistan together with injured Ukrainian soldiers to share their experiences.

During 2023 we welcomed 217 new Members into the Association, providing advice, assistance and the friendship and support of others familiar with the experience of limb loss. Sadly we also learned of the loss of 155 Blesma Members, widows and widowers over the year. Our sympathies go out to their families and friends.

This report summarises Blesma's objectives, activities, and financial position for 2023. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

The Association remains steadfast in its determination to be there for its Members, through life.

## **OBJECTIVES FOR 2023**

### **OUR CHARITABLE OBJECTS**

Blesma is there:

To promote the welfare and wellbeing of all serving and Ex-Service men and women who have lost a limb or limbs or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and Ex-Service men and women who suffer loss of a limb, permanent loss of speech, hearing; or the loss of sight in one or both eyes; or the loss of use of a limb.

To assist needy Widows, Widowers and dependants of the above.

### **LINES OF OPERATION**

Blesma is not just a charity provider that has beneficiaries in the normal sense; it is an Association with the Membership (contributors and beneficiaries) central to all aspects of its existence and purpose. As a matter of principle and as far as practicable, Member is encouraged to help Member to overcome the challenges of serious injury.

The membership's interests are pursued in four principal ways, termed Lines of Operation, these being: **Security, Identity, Connectivity** and **Resourcing**. Within these lines in 2023 we sought to achieve the following:

### **Security:**

- a) Mitigate the continued effects of the pandemic on the delivery of statutory Health and Social Care services to Members.
- b) Sponsor and contribute to relevant academic research for the benefit of Blesma Members and their families, including the "Caring and Coping 2" project to understand the impact on families living with the loss of use of limbs and an Office for Veterans Affairs funded Health Innovation Funded project in relation to assistive devices for mobility equipment.
- c) Work with central and national governments to promote consistent standards across England, Scotland, Wales and Northern Ireland.
- d) Continue to develop robust working relationships with key agencies, for example the Defence Medical Rehabilitation Centre, Veterans UK and the Department of Work and Pensions acting as a "critical friend" in the interests of our Members.
- e) Having successfully campaigned, prepare to assist in administering the newly reinstated Veterans Mobility Fund with Help for Heroes.
- f) Influence the future organisation of NHS mobility/limb services within the context of a national integrated care system.

### **Identity:**

- a) Delivery of International Activities including skiing, winter sports, golf and sailing.
- b) Delivery of National Activities including Family Glamping and gaming.
- c) Member's Weekend including in person AGM.
- d) Remembrance Parade at the Cenotaph.
- e) Support for Members via the Venture Fund including Paralympics, motorsports, diving and climbing Everest.
- f) Making Generation R closed.
- g) Storytelling programme launched as successor to Making Generation R.
- h) Grants programme continues to provide sporting equipment for Members.
- i) Delivery of activities within the Afghan Veteran's Fund and Women's Veteran's Fund projects.

- j) Functional control of Outreach moved to the Activities and Events department.
- k) Delivery of the Office of Veterans Affairs Health Innovation Fund project on Assistive Technology.

### **Connectivity:**

- a) Extend awareness and representation capabilities.
- b) Apply the universal code of conduct across the Association.
- c) Maintain close and productive links between Branches, volunteers, Blesma Support Officers and Outreach Officers.
- d) Website review and upgrading of site began.
- e) Four issues of the Blesma magazine produced. Commemorated the 20th Anniversary of the Second Iraq War.
- f) Continued coverage of Member stories in national and local media.
- g) Keep Blesma in the public consciousness, spread the values and good news of the Association.
- h) Clearly represent the Blesma offer and proposition making sure that all who are eligible to join the Association know of us and our offer.
- i) Close working with Help for Heroes on submission of application to run the Veteran's Mobility Fund and co-organise a joint launch between Help for Heroes, Blesma and the Office of Veterans Affairs.

### **Resourcing:**

- a) Ensure that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- b) Continue to explore new income streams and new methods of raising funds for our Members.
- c) Ensure that Blesma's Long Term Financial Plan is up to date and relevant.
- d) Ensure effective budget monitoring and control processes are in place.

Looking forward, the priority for the Board was to continue to provide appropriate support to Blesma Members during a difficult economic year.

### **PUBLIC BENEFIT**

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's three-part guidance on public benefit.

Living with limb loss or loss of use of limbs is an everyday challenge, often a painful one. It is a condition that must be managed for the rest of life. For many Blesma Members the effects can be compounded, battlefield blast injury in particular carrying complications far beyond those that might be experienced with other elective and non-elective forms of amputation. The most severely

injured of recent conflicts benefit from the advance of medical treatments and are grateful to have their lives, but we have little experience of the long-term effects. Other veterans are affected by limb loss in later life. Our Members and their families must learn to cope with all this; Blesma is here to help them take their full and rightful place in society. The Association continues to push the bounds of rehabilitation, prosthetic knowledge and capabilities for veterans and the wider nation alike, encouraging deeper expertise in health services and supporting academic research. Knowing Blesma is there, should they suffer traumatic incident, reassures the Service community. This is Blesma's contribution to the nation.

## **ACTIVITIES IN 2023**

With its focus on meeting the needs of its Members, Blesma acts as the specialist Service charity dedicated to those serving or ex-Service personnel who have lost limbs or the use of limbs. It will know all its Members individually and will strive to understand and meet their needs to live independent and fulfilling lives. It will be recognised as the authoritative voice in its field. In 2023 its ongoing operations are summarized as:

- **Security - wellbeing, the physical and mental essentials.**  
Blesma continues to provide professional welfare and outreach services, backed up by a body of volunteers providing comradeship, advice and informed support to Members across the UK and overseas. This support includes professional counselling, securing proper provision of pensions and allowances, supporting and informing the delivery of statutory services, making grants to alleviate the effects of disability and a range of activity to connect Members in comradeship and reduce social isolation.
- **Identity – respect and realisation of potential.**  
A broad range of activities, both face to face and virtual, range from challenging expeditions, playing sport at all levels to online activities and local days out, all arranged within a social framework of Members working together and sharing their particular knowledge and experience. We hold to the belief that providing Members with a relevant and engaging range of activities contributes significantly to Member's wellbeing, confidence and self-belief.
- **Connectivity – external outreach, and internal community communications.**  
Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications to foster close links between its Members and with other agencies. The Association participated on many bodies of influence in 2023. These included:

- The MoD Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group
- The Armed Forces Casework Steering Group
- The Cobseo Executive Committee - The Confederation of Service Charities (Board Member)
- The Executive Committee of Veterans Scotland (Board Member)
- The Northern Ireland Veterans Support Committee
- The NHS England Veterans Prosthetics Panel
- The NHS England Prosthetics Service Review
- Op Restore Programme Board
- The Centre for Blast Injury Studies Amputee Advisory Board

In broader context we played a role and consulted widely with:

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Security and the Department for Work and Pensions
- Devolved governments across the UK
- NHS England and the Health Services of Scotland, Wales and Northern Ireland
- Prosthetic Providers
- **Resourcing – finance, people, knowledge and training.**  
Our capacity to support our Membership is enabled by Blesma's ability to raise funds and its organisational efficiency. Our fundraising staff conduct a wide range of fundraising activities, while our Finance and Support Directorate manage the Charity's resources from Head Office, keeping tight control, ensuring compliance and reducing costs. The Association is focussed on getting the most out of every pound raised.

## **OUR ACHIEVEMENTS and PERFORMANCE** **IN 2023**

The fundamental principles that guide Blesma's operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis, in person wherever possible, as it always has been. The vital support our Members themselves and their families provide each other comes from lived experience and first-hand knowledge, gained over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes and we strive to understand and to deliver appropriate and timely support. Our principal beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

## **DELIVERING THE PRIORITIES**

In accordance with the Blesma Strategic Plan, the Charity's Lines of Operation, Priorities and Outputs are mapped out in the Table below. Explanatory notes follow.

| <b>Line of Operation and Priority</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Outputs and Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Security:</b><br/>Confirm the full extent of Members' needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full.</p> <p>Understand all Government and Administrations' position and provision for limb loss, and loss of use, and be geared to act on judged gaps.</p> <p>Deliver the Blesma position on later life care and the most vulnerable focusing upon any lack of, or distressing, statutory provision.</p> | <p>Personal access to the relevant support officer or outreach officer.</p> <p>Timely and responsive grant assistance.</p> <p>"In-person" specialist support on limb loss and loss of use treatment, compensation and social care provision to ensure prescribed standards are met fully, consistently and fairly.</p> <p>Support and representation with statutory bodies, specialist providers and Limb Centres.</p> | <p><b>677</b> home visits, <b>30</b> online meetings, <b>13,463</b> other contacts and communications, including letters, emails, texts, phone calls and social media contact.</p> <p><b>1,397</b> grants to <b>1,141</b> recipients.</p> <p><b>434 referrals</b> to other charities/statutory services. 17 collaborative grants.</p> <p><b>10</b> tribunal cases, in addition to PIP Assessments and Mandatory Reconsiderations.</p> <p><b>376</b> Veteran's Prosthetic Panel grants in 2023, totalling £2,111,591.</p> <p><b>62</b> new individual referrals to counselling service.</p> |
| <p><b>Identity:</b><br/>Continue to bring Members' Activity programmes, including high-end events such as the Paralympics, to a position of prominence.</p> <p>Extend the programmes to meet the widest possible range of individual membership and whole Association needs, for</p>                                                                                                                                                                                               | <p>Opportunity to lead, support and partake in activities of interest.</p> <p>Communication to Members to inspire and motivate fellow Members.</p> <p>Access to physical, mental and social engagement focused activities, to unfold</p>                                                                                                                                                                               | <p><b>324</b> live and <b>77</b> virtual activities conducted, with <b>4,497</b> Members, family members and carers participating. <b>19</b> Member-led events.</p> <p><b>35</b> Members supported at elite level by the Venture programme (28 in 2022).</p>                                                                                                                                                                                                                                                                                                                               |

| example the <i>Making Generation R</i> Programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | new horizons, potential, confidence and self-respect.                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Line of Operation and Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Delivery                                                                                                                                                                                                                                                                                                                                                              | Outputs and Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Connectivity:</b><br/>Grow our inclusive, positive and crisply responsive communications network, exploiting the latest communication technology but not to the exclusion of those unfamiliar with the digital age.</p> <p>Grow voluntary support across the network, at the hub of communities, and reaching out, including best use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p> <p>Actively promote the Association, making sure that all who are eligible to join the Association know of us and our offer.</p> | <p>A connected Outreach programme.</p> <p>Regular magazine, bulletin, website and social media news.</p> <p>Introduction to fellow Members and civilian user groups.</p> <p>Opportunity to volunteer and support Blesma and its members.</p>                                                                                                                          | <p><b>34.8 million</b> people saw Blesma content on social media in 2023. Blesma has <b>72,200</b> followers across social media.</p> <p>Blesma was mentioned 654 times in national and local press articles. Four issues of the Blesma magazine were produced.</p> <p>Grow the number volunteers and actively engage with them.</p> <p><b>217</b> new Members in 2022</p>                                                                      |
| <p><b>Resourcing:</b><br/>Establish varied Fundraising activities to engage with funders/ donors across multiple mediums.</p> <p>Provide a welcoming and safe, environment for Members, staff, volunteers and supporters.</p> <p>Operate a fit for purpose Finance and Support function for Blesma.</p>                                                                                                                                                                                                                                                                           | <p>A well-established, cost effective, agile, and efficient fundraising function with the ability to quickly adapt to new methods of fundraising as the situation dictates.</p> <p>Prioritise the health, safety, and wellbeing of Members, staff, volunteers and supporters.</p> <p>Efficient and timely delivery of financial and other support services to the</p> | <p>A return on investment of <b>4</b> (2022: 3).</p> <p><b>17</b> pence of every pound of income in 2023 is planned to be spent to raise funds in 2024 (2022: 22p).</p> <p>Up to date Health &amp; Safety manual in place; and establishment of a conducive environment that is compliant with relevant governmental regulations.</p> <p>Efficient, responsive, proactive, and fit for purpose Finance and Support function in place with a</p> |

|  |                                         |                                                          |
|--|-----------------------------------------|----------------------------------------------------------|
|  | Association in a cost effective manner. | focus on risk based approach and continuous improvement. |
|--|-----------------------------------------|----------------------------------------------------------|

## **SECURITY**

Throughout 2023 Blesma's Support and Outreach Officers, supported by specialist head office staff have continued to deliver advice, assistance and welfare support to our 2,662 Members in the UK and abroad. In addition, our 80 active volunteers selflessly supported Blesma in a variety of ways, from befriending calls to transporting mobility aids from region to region or Member to Member.

2023 saw the return of a more traditional model of welfare delivery, supplemented by online and telephone services being provided by Support Officers, Outreach Officers and Branch and regional volunteers. In total there were 14,170 contacts with our members during 2023, of which, 677 were home visits and 30 were on-line consultations. Our work to counter digital isolation has continued throughout 2023 with Members engaging online with families, friends, and other Members across the country and overseas.

In total, Blesma awarded 1,397 welfare grants to 1,141 members in 2023, providing support across a range of member's needs including powered and manual wheelchairs, mobility scooters, stairlifts, disabled bicycles, and white and brown goods (Essential household goods). We also assisted with adaptations to bathrooms, kitchens, access to homes, car ports and gardens. Members were also provided with equipment and training for employment.

Feedback from Blesma's Support Officers indicated that casework during 2023 continued to follow a similar theme to 2022 by becoming more complex, professionally demanding and time intensive with some evidence that statutory services were struggling to meet the financial obligations to provide works or services. This was largely attributed to the impact of the Covid legacy and financial pressures on statutory service delivery, particularly where support to Members required a multi-agency intervention. Where this was evident, Support Officers continued to coordinate with other providers in multi-disciplinary teams to ensure Members receive the joined-up support they needed.

Delivery of in-person prosthetics support by all NHS limb centres continued in 2023. Staff levels remain a concern in some areas. Most limb centres in England now manufacture new sockets off-site using a central fabrication approach which, on occasions, led to additional delays, particularly when problems with sockets were identified at the fit and delivery stage. In 2023 we continued to monitor developments in prosthetic provision to our Members across the UK. At an individual level, Blesma advocated directly for Members who required support locally at their NHS Limb Centres. We continued to raise

awareness of living with physical disability through regional GP veteran's awareness training sessions over the year.

The Complex Prosthetics Assessment Clinic received 11 referrals for provision of prosthetic sockets. The Veterans Trauma Network was renamed Op Restore and Blesma attended the official launch as key partners in the network, Blesma was represented on the Op Restore programme board and was actively involved in 22 Multi-Disciplinary Teams meetings which directly benefited our Members. In 2023 Op Restore received 358 referrals into the service.

Blesma continued to maintain close links with the Defence Medical Rehabilitation Centre at Stamford Hall, where we enjoy good working relationships with both the clinical staff and the Veteran Welfare Service. Blesma's support recovered to pre-Covid levels with regular visits to Stanford Hall by BSO Midlands.

For those with Service attributable amputations, the Veterans Prosthetic Panel continued to provide an excellent route for funding components in England. In 2023, the VPP authorised 376 successful advanced prosthetic component applications for veterans valued at £2,111,591. Eligible Members living in the devolved administrations had similar access to enhanced prosthetics through national care pathways, again supported by Blesma.

Blesma's BSO Prosthetics continues as a member of the NHS England Prosthetic Service Review board which is at the stage of designing and drafting an NHS-wide Service specification which will be publicised and subject to public consultation in due course. Blesma were also represented on the Direct Skeletal Fixation (Osseointegration) Policy Working Group which submitted a policy draft and evidence review to NHS England for consideration of further surgical intervention for prosthetic users who have a low tolerance of conventional prosthetic sockets. Despite a successful completion of outstanding Osseointegration surgeries, NHS England were unable to commission this intervention during the funding round for 2023/24 due to other funding priorities.

**The Pattenmakers.** In 2023, Blesma was pleased to remain engaged with the Worshipful Company of Pattenmakers, and particularly delighted that through their generous donation, we were able to assist another member to have a pair of bespoke leather shoes made by Bill Bird Shoes which supported the use of orthotics to aid mobility. The Member was proud to wear the shoes at the National Remembrance Parade at the Cenotaph in London in November. We look forward to further engagement and support in 2024.

Blesma's membership enquiries and application process continued to benefit from the move to an online process in 2023 with 217 new members joining the Association during the year, some applications were received from veterans whilst still recovering in hospital, helping to reduce anxiety and stress about what will happen next for them.

Blesma's Benefits and Social Care Advisor successfully resolved 63 benefit enquiries submitted via BSOs and a further 31 directly from members. She also conducted at home consultations with BSOs to advise and support members with particularly complex cases as well as video message consultations. Blesma continued to engage with the DWP and its providers to ensure the Association kept staff and members up to date with legislation and processes. BSOs also continued to directly support individual Members who wished to challenge their War Pensions, Armed Forces Compensation Scheme Awards or DWP benefits. This also included representing them at 10 Hearings or Tribunals. Blesma continued to engage with the DWP and delivery partners, highlighting issues affecting veterans. This included monitoring and publishing changes to existing policy which may affect Members.

### **Work with Devolved Governments.**

Blesma continued to work with Social Security Scotland to help shape their new disability benefit system, specifically where it has impact on veterans. The Adult Disability Payment is the Scottish equivalent to the Personal Independence Payment.

In Wales, Blesma continued to attend the Cross-Party Group for Armed Forces and maintained a strong relationship with the Welsh Government Armed Forces Team. The Association continued to highlight gaps in support for Veterans and their families in Wales, while supporting initiatives to improve service provision, reduce social isolation for veterans and improve prosthetics provision. BSO (Wales and West) collaborated directly with the new Wales Veterans Commissioner and now sits as Vice Chair of the Wales Veterans Advisory and Pensions Committee (VAPC).

In Northern Ireland the Association worked closely with the NI Veterans Support Office (NIVSO) to coordinate support and raise awareness of veteran's issues. Blesma also contributed to the success of six veteran's information roadshows hosted by the Veterans Commissioner. BSO (Prosthetics) and BSO Scotland & Northern Ireland are members of the NI Armed Forces Liaison Forum and work with the Musgrave Park Limb Centre on issues affecting prosthetic provision in the Province.

### **Branch Network**

Blesma's five remaining branches continued to support and connect our members through their local networks of Members and volunteers, supported by regional Blesma Support Officers and Outreach Officers.

In 2023 the Bournemouth and District Branch reported that they had a good year and kept in touch with all their Branch Members by letter. They held regular meetings and well attended events in both Bournemouth and

Dorchester, to ensure that they reached those that are out of Bournemouth's catchment area. In December they enjoyed hosting Vivienne Buck CBE, Blesma's new Chief Executive, at their Branch Christmas lunch. Last year, a proposal was put forward to share a joint venture with Southampton Branch, and this will come into fruition in 2024.

Merton Sutton and Districts Branch have welcomed quite a few new Members who regularly attend the Branch meetings. They hold five to six meetings a year and all are very well attended. The Branch Members are inspiring and take on challenges that most would baulk at, including skiing, car rallying to Gibraltar, horse riding, amongst a host of others. Pete Turner, the Chelsea Pensioner Branch Member, successfully organised a few trips to The Royal Chelsea Hospital in 2023. It was an honour for the Branch to visit this great establishment and dine in the magnificent Great Hall. The Branch looks forward to celebrating its 75th year in 2024.

Nottingham Branch continues to flourish, regularly welcoming new Members who attended meetings throughout the year. During 2023 they ran six Branch meetings and lunches, at The Vale Hotel in Daybrook, Nottingham. These were all well attended with on average 15–20 Members. Unfortunately, poor weather resulted in the cancellation of a Blesma and Branch fundraising and awareness event at Thoresby Park, but this will be re-organised for summer 2024. After an absence of 3 years, the Nottingham Branch summer evening meal was held at Colwick Hall. A fabulous event where 24 members gathered in the once ancestral home of the famous poet Lord Byron. The Branch Christmas Lunch was held on the 5<sup>th</sup> December at The Orchard Hotel. Around 30 members enjoyed this spectacular venue set in the beautiful grounds of Nottingham University and Lakeside Park. They were also welcomed the new Chief Executive who gave an update on Blesma's activities.

Great Yarmouth & Lowestoft Branch held three social events in 2023, with the AGM being held during the March lunch. Existing Committee Members were re-elected by Members. Branch membership was 33, but sadly in 2023 two Members passed away. The Branch held a stall at the Lowestoft Armed Forces Day event on 24<sup>th</sup> June, raising awareness of the support Blesma offers its Members, and raise funds to support branch activities. This continues to be the biggest fundraising activity. Local support for the branch is strong with regular attendance by both the Great Yarmouth and the Norfolk Broads Lions Club at the Christmas lunch, and donations from other supporters.

In 2023 Southampton Branch gained four new Members but sadly had three bereavements. At the AGM, all Committee Members continued to stand except for one who retired. The Branch made grants of £5,350 and also provided M&S vouchers and Post Office cards to its Members. The Mayor of Winchester was the main guest at the Summer Lunch and the Lord Mayor of Southampton and Mayor of Winchester at the Christmas Lunch at the Woodland Lodge Hotel. Blesma's Chief Executive, Vivienne Buck CBE, Support Officer Pat Donnachie, and Outreach Officer Amy Barnes also attended. The Branch held two

enjoyable trips in the Solent, which they hope to repeat in 2024. The Honorary Secretary laid the Branch Wreath at the Remembrance Service at Winchester Cathedral in November in memory of Fallen Comrades.

## **IDENTITY**

A varied programme of international activities took place throughout the year. These including skiing in France, Winter Sports in Colorado, golf in Portugal and sailing in Greece.

There was also an excellent programme of national activities for Blesma Members ranging from Family Glamping to Gaming. The programme was also used to help deliver the Armed Forces Covenant Funded Afghan Veterans Fund project that focussed on those injured in recent conflicts including a trip to a Safari Park.

Blesma was awarded funding, again by the Armed Forces Covenant Trust, to deliver a Women's Veterans Fund programme. Meetings with female Members took place and programme to be delivered in 2024 has been designed.

After the decision to bring Making Generation R to a close in 2022 the programme finally ended in June 2023 with a Closing Celebration in West Midlands Arts Centre which brought together Member participants from throughout the programme.

Making Generation R has been succeeded by a new Storytelling Wellbeing programme again delivered by our partner The Drive Project. The uptake of the new programme has been very successful with new and a wide range of Members signing up. The Storytelling programme included bringing Blesma Members injured in Afghanistan together with injured Ukrainian soldiers to share their experiences.

Members Weekend once again took place in Chesford Lodge, Warwickshire and included an in person Annual General Meeting. The Weekend included a Remembrance Service and a range of activities on the Sunday along with evening meals and plenty of opportunities to meet friends, new and old.

The Remembrance Cenotaph Parade took place in November and included a range of Members and the Chief Executive.

The Venture Fund continued to support Members taking part in personal sporting challenges and endeavours and in sporting pathways including the Paralympics. Members supported via the Venture Fund accomplished some amazing feats including climbing Everest, motorsports, diving, bodybuilding and representing the country a range of competitions.

Coordination of the delivery of the Office of Veteran's Affairs Health Innovation Fund project on Assistive Technology was carried out with our research partner Anglia Ruskin University and is due to end early 2024.

## **CONNECTIVITY**

Four Blesma magazines were produced throughout the year focussing on Member stories and updates about the Association. Highlights included stories of Members injured in the Second Iraq War to mark its 20<sup>th</sup> Anniversary, Hari Budha Magar's successful and record-breaking ascent of Everest, and the announcement of the successful bid and official launch of the Veteran's Mobility Fund.

The Blesma website started undergoing a significant upgrade to its engine and online performance with the work scheduled to end in Spring 2024. Website traffic hit its highest ever level during the year. Blesma continued to have a strong presence across social media with particular growth seen on LinkedIn. Stories covered including Second Iraq War commemoration and Members supported via the Venture Fund.

Press coverage continued to be secured with the accomplishment of Hari Budha Magar, in particular boosting Blesma in the news, including the BBC. There was close cooperation between Blesma, Help for Heroes and the Office of Veterans Affairs concerning the award of the Veterans Mobility Fund to Help for Heroes in partnership with Blesma. An official announcement took place in the Union Jack Club in October with the Minister for Veterans Affairs Rt Hon Johnny Mercer MP in attendance.

## **RESOURCING**

In 2023, 77% (2022: 76%) of all income came from general fundraising in the form of donations and legacies; 18% came from the investment portfolio and investment property (rental income); and 5% from grants and miscellaneous sources. General fundraising income (excluding legacies) was above 2022's income by 12% and above the set target by 24%, a significant achievement considering the economic headwinds at the start of 2023. Legacy income exceeded 2022's income by 70% and was above target by 111%. The Association plans to use 17p (2022: 22p) in every pound of income raised in 2023 to raise funds in 2024.

The Association is registered with the Fundraising Regulator and continues to abide by GDPR requirements in all its fundraising activities e.g., obtaining consent and being transparent. Blesma does not employ agencies to raise funds from the public and our fundraising activities are monitored closely. Our fundraising ethics and promise, complaints policy and privacy policy are published. Our safeguarding policy toward vulnerable people is adhered to in

our fundraising activities. There were no formal complaints relating to Blesma's fundraising methods in 2023.

## **PLANS FOR THE FUTURE**

The Board of Trustees regularly review Blesma's 5 year rolling Strategic Plan in step with the Board's annual cycle of governance. A review of the Plan will be undertaken in 2024. The purpose of the Plan is to:

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Ensure that Blesma delivers the most effective support to our Members, achieving the best possible improvement to their quality of life and happiness in the most efficient manner, whilst achieving the best value for money and sustaining an excellent reputation for the Association.

In future the Plan will address:

### **Security:**

- a) Mitigating where possible the long-term effects of the pandemic and economic upheaval on the delivery of statutory Health and Social Care services to Members.
- b) Sponsoring and contributing to relevant academic research for the benefit of Blesma Members and their families.
- c) Continuing to develop close working relationships with key agencies and regional/local staff. and local staff.
- d) Influencing the future organisation of NHS mobility/limb services within the context of a national integrated care system.
- e) Seeking government funding for the Veterans Mobility Fund, so that those injured in service can be confident that they will continue to receive appropriate support in the future.

### **Identity:**

- a) Deliver a diverse and inclusive Activities programme that supports the needs and aspirations of Members.
- b) Continuing to take part in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.
- c) Delivery of the pilot to Storytelling programme for Blesma Members.

**Connectivity:**

- a) Communicating to Blesma Members and external audiences through a range of print and digital means.
- b) Continuing to deliver a broad and varied range of outreach activities that link our Members in comradeship.
- c) Maintaining productive relationships with government ministries, statutory agencies and other charities in order to advocate appropriately and coordinate appropriate responses to the needs of Members.

**Resourcing:**

- a) Ensuring that Blesma's future is secure in a particularly demanding economic environment.
- b) Ensuring that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- c) Continuing to ensure that Blesma is structured appropriately to deliver its outputs.
- d) Maintaining a broad range of fundraising capabilities so that the Association is able to respond to changing economic circumstances.

# **FINANCIAL REVIEW**

## **GENERAL PERFORMANCE IN 2023**

During the year ended 31 December 2023, the Association recorded an operating loss of **£717,697** (2022: £2,398,491). The net income after the gain on investments of **£1,327,170** was **£609,473** (2022: £5,800,840 net expenditure after investment loss of £3,402,348) largely due to comparatively positive macroeconomic indicators as inflation driven by energy prices continued to fall post the pandemic era despite the continuation of the war in Ukraine.

Donations, legacies, grants and other income amounted to **£5,365,543** (2022: £3,956,288) and these included:

- a) **£2,108,800** (2022: £1,240,673) of Legacy Income – an increase of 70% on the previous year largely due to the relaxation of the bottlenecks in the probate administration process associated with the pandemic.
- b) **£3,256,743** (2022: £2,715,615) of General Income (total income less legacies) – an increase of 20% from the previous year owing to good performance from trusts and foundations and general fundraising income.

*Total Incoming Resources less the cost of generating funds amounted to **£4,202,842** (2022: £2,893,816). This included net Investment Income of **£816,701** (2022: £537,670). The total increase in income was 36% on the previous year overall.*

Expenditure on Blesma's charitable activities was **£4,920,539** (2022: £5,292,307), a decrease of 7% over the previous year largely due to the pulldown effect of falling energy prices on inflation. This included:

- a) **£3,716,911** (2022: £3,861,705) - Welfare delivery (Security) – a decrease of 4% over the previous year, largely due to reduced demand for services, welfare and hardship grants post pandemic and the cost of living crisis in 2022.
- b) **£896,153** (2022: £1,117,831) - Activities (Identity)– a decrease of 20% largely due to a reduction in overseas activities and events.
- c) **£307,475** (2022: £312,771) - Representational work (Connectivity) – a decrease of 2% largely due to a reduction in staffing costs.

## **FUNDRAISING**

Total fundraising income was **£4,110,227** (2022: £3,024,554), an increase on of 36% on the previous year largely due to positive economic outlook. The performance of selected individual income streams in 2023 was as follows:

- a) **Direct Mail: £362,788** (2022: £355,518), an increase of 2% on the previous year mainly due to well targeted marketing.
- b) **Trusts and Foundations: £742,994** (2022: £640,727), an increase of 16% on the previous year largely due to an increase in grant income.
- c) **Lottery Income: £220,760** (2022: £165,373), a sizable increase of 33% due to growth in the number of players and corresponding royalty payments from the *Make a Smile* Lottery.
- d) **Community and Events: £392,703** (2022: £247,766), a significant increase of 58% as life returned to normal post pandemic accentuated by the easing of the cost of living crisis.
- e) **Corporate Donations: £156,507** (2022: £50,894), a noteworthy increase of 208% largely attributable to falling inflation and interest rates thereby increasing disposable income available to corporate donors to give to charitable causes.
- f) **Major Donations: £125,675** (2022: £166,125), a decrease of 24% largely due to over reliance on a few major donors.

## **INVESTMENT POLICY AND PERFORMANCE**

The Association's funds are invested in line with direction given by Trustees to its Fund Managers, Cazenove Capital Management, in the form of investment policy. Trustees delegate matters of policy development and general supervision to the Finance and Investment Sub Committee. It delegates day-to-day policy management to the National Treasurer and the Finance and Support Director and the Chief Executive who remain in close contact with Fund Managers. The Fund Managers present the Investment Report to the Finance & Investment Sub Committee twice a year, and Trustees receive quarterly Reports. An ethical 'look through' is conducted annually.

### **Investment Objective**

Blesma's investment objective is to have an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. The return for 2023 was based on a total return basis (i.e., income and capital).

## Asset Allocation and Benchmarks

During 2023 Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

|                                   | Strategy | Ranges    |
|-----------------------------------|----------|-----------|
| UK Equities                       | 22%      | 50% - 80% |
| Overseas Equities                 | 43%      | 50% - 80% |
| Fixed Income                      | 14%      | 5% - 30%  |
| Alternatives (including Property) | 19%      | 5% - 30%  |
| Cash                              | 2%       | 0 - 10%   |

## Investment Restrictions

Not to invest in unquoted securities, individual Futures, Warrants or Commodities, in property directly, or to participate in underwriting. Fund Managers are not to invest directly in foreign currencies or Chinese government securities without prior agreement with Trustees. Total equity allocation should not exceed 80% and not fall below 50%.

## Investment Performance

Invested funds increased to **£33m** (2022:£32.8m) over the period. The net income was **£816,701** (2022: £537,669) - a yield of 2.5% (2022: 1.6%). In Q4 of 2023, the performance of the equity market was up by 9% led by the 'Magnificent 7' or the 'Big 7' stocks (i.e., Tesla, Apple, Amazon, Facebook, Google, Microsoft, NVIDIA) which represent circa 28% of the US or the S & P 500 US market. Minus the 'top 7' stocks the performance of the equity market was flat. The bonds market performed below par largely due to high interest rates whereas the commodities market (oil and gold) was helped by the war in Ukraine. The strategic allocation of bonds increased slightly whereas the balance on the cash portfolio slightly reduced to 6% of the total fund value. The inflation objective of CPI + 3.5% can only be achieved over the long term. The trustees approach in 2023 was to cut through the noise and focus on the long term performance of the portfolio because Blesma aims to be there for its Members for life.

## RISK MANAGEMENT

At a strategic level the Charity Commission's guidance, Charities and Risk Management, on the four basic approaches of transferring, avoiding, managing or accepting risk has been followed. Strategic and operational level risks are reviewed quarterly by the Board using a traffic light system of risks against

performance and management, including mitigation and trend analysis. The two most concerning strategic risks are:

- a) Demand for Services. An inability to cope with the demands of increasingly complex injuries and sophisticated treatment in the longer term, as well as a backlog as statutory services return to normal provision over time. Blesma's short to long term financial planning has also been conducted in anticipation of an increased demand for financial support. Current Reserves are adequate for the implementation of these and the Strategic Plan remains robust. Mitigations include prioritising membership services / welfare support over other activities/programmes if necessary.
- b) Income Generation. The approach to diversify income generation has proved to be a sensible strategy, however, the impact of significant economic upheaval and high inflation in the last 3 years is likely to continue to impact upon fundraising and legacy income generation. Mitigations include drawdowns from the investment cash buffer if necessary.

In the opinion of the Trustees the Association has the established resources and the review systems in place, which should allow risks identified by them to be managed appropriately.

### **CHARITY RESERVES**

Blesma's Free Reserves (i.e. investment portfolio plus cash at bank) at the balance sheet date stood at **£35.7m** (2022: £36m), broadly the same as 2022. The total Fund balance was **£39,238,072** (2022: £38,628,599) of which Unrestricted Funds stood at **£38,692,580** (2022: £38,081,435) and Restricted Funds **£545,492** (2022: £547,164). Blesma's resources are managed in a sustainable manner in order to achieve its charitable objectives of supporting its Members for life. The need to maintain contingency for the casualties of future conflict requires readiness, as do unforeseen issues such as those we have experienced in the recent past. Blesma's main assets are its office building and the investment portfolio managed by Cazenove.

20 per cent of Free Reserves is allocated to an increase in spending on more comprehensive services to Members as defined in the Strategic Plan.

20 per cent of Free Reserves is allocated to funding the increased cost of supporting care for the most infirm and those in later life, specifically in the longer term under the Blesma grants scheme. The demand for welfare grants remains elevated though not as high as in 2022. The government continues to be under pressure to deliver appropriate health and social care provision, particularly for those in later life. This is reflected across the NHS and at Local Authority/ Integrated Care Board level. Where State provision is found wanting in a definite way, and on the understanding Blesma is not replacing the State

in a wholesale manner, grants are made to relieve distress and meet immediate need.

20 per cent of Free Reserves is allocated to providing instant funds for the support of casualties in a future conflict and to absorb increased costs in the provision of services resulting from medical advances and a more holistic approach. Blesma must be ready for unexpected and violent scenarios.

40 per cent of Free Reserves will remain as such (approximately 28 months of operating costs) to ensure business continuity, thus demonstrating to beneficiaries, funders and the public the charity's continuing resilience and capacity to manage unforeseen financial difficulties. Free Reserves are the only asset available to Blesma to meet ongoing, and future, commitments to support the membership for life should current income streams be jeopardised.

At the balance sheet date, the Trustees are satisfied that the level of Free Reserves is adequate for the purpose, given the requirement to address a backlog in health provision, ongoing economic uncertainty and increasing pressure on household incomes that is likely to continue to impact on charitable donations. The Board will continue to review the Association's reserves and its policy annually; more frequently if circumstances dictate. Trustees pay particular attention to the ratio of Free Reserves to operating costs.

### **GOING CONCERN**

Despite reporting a comparatively lower operating loss during 2023 (*70% below the operating loss reported in 2022*), the Trustees are content that Blesma retains sufficient free reserves to meet its commitments in the foreseeable future and is therefore a going concern. The Blesma Strategic Plan continually looks forward five years matching policy, resources, programmes and projects, ensuring prudent balance is maintained. In 2023 Blesma partially applied its reserves to cover excess expenditure over income in furtherance of its charitable objectives as planned.

# **GOVERNANCE AND ADMINISTRATIVE REPORT**

## **STRUCTURE, GOVERNANCE & MANAGEMENT**

### **CONSTITUTION**

Charity Number 1084189

Company Limited by Guarantee Number 4102768

Registered in Scotland SC010315

Blesma The Limbless Veterans is a national charity for those who lose limbs or the permanent use of limbs, or lose the sight of eyes, or suffer permanent loss of speech or hearing, in Service or as a result of Service in Her Majesty's Forces, or Auxiliary Forces, and for ex-Service men and women who lose limbs or sight of eyes, or in certain circumstances use of limbs, after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving. Membership is also open to all men and women of civilian status who lose a limb or an eye, or suffer the loss of use of limb as a result of War Service or enemy action, or terrorist action against Her Majesty's Forces with which those of civilian status are employed, or volunteer, to provide direct support, or in exceptional circumstances subject to the approval of Trustees.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows as beneficiaries. The Association is governed by its most recent Articles of Association and Rules adopted at the Annual General Meeting on 25 June 2023.

### **ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES**

The Blesma AGM was held during the 2023 Members Weekend on 25<sup>th</sup> June 2023. A full report on proceedings was included in the Autumn Association Magazine.

- a) The Annual Report and Accounts for the year ended 31 December 2022 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Mr S Croxford and Mr B Watts resigned as Trustees.
- d) Mr A Mistlin CBE, Mr N Heritage and Mr C Whitworth were elected as Trustees.

The maximum number of elected Trustees is 11. One third of trustees are required to resign and stand for re-election, if they so wish, at each AGM.

Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims to achieve an appropriate balance of knowledge and experience; at least half the trustees should be full or associate Blesma Members while the remainder are granted honorary membership. This promotes connectivity across the Association and the right blend of experience, knowledge and expertise to fulfil all Board responsibilities. Blesma acknowledges the Charity Governance Code, abides by the Code's principles and works to implement the recommended practice. Blesma is a full Member of the Confederation of Service Charities.

## **TRAINING OF TRUSTEES**

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on issues affecting charities at their quarterly meetings. New Trustees receive a full induction programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

## **ORGANISATIONAL STRUCTURE**

**The Board.** The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (March/April), Performance and Risk (June), Strategy Review and Programme Proposal (September) and Programme Approval (December).

The Board of Trustees:

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL

Vice Chairman: Mr S White

Honorary Treasurer: Mr M Ambler

Mr R Gilbert

Ms A Grant

Mr N Heritage

Mr R Kerrigan

Mr L Maguire

Mr A Mistlin CBE

Mr C Rouse MBE

Mr C Whitworth

Mr C Rouse was extended in post as a trustee for 2023/24 in order to retain his specialist knowledge of Member events and activities.

The Finance & Investment Sub Committee (FISC). The FISC meets twice a year under the chairmanship of the Honorary Treasurer. Its terms of reference including delegated powers are laid down in an appropriate Blesma

Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited.

The Remuneration Sub Committee (RSC). The RSC meets once a year routinely, under the chairmanship of the Vice Chairman. It reports to the full Board to make recommendations upon the specific remuneration and terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

The Governance Sub Committee (GSC). Governance matters and Blesma's policies are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. Blesma's Governance Standing Instructions are reviewed annually.

The Executive. The Chief Executive Ms V W Buck CBE runs the Association on a day-to-day basis from Chelmsford in Essex.

The key structure is:

- a) Director of Operations - Mr T R Bloomfield. Responsible for communications across the Association and externally – this includes all aspects of public relations, maintaining profile and raising funds to enable our charitable work. The Director of Operations is also responsible for national and international activities and acts as the deputy Chief Executive.
- b) Interim Director of Independence and Well-being – Mr B Chenier MBE from April 2023 to February 2024. Responsible for all membership matters, including welfare support to Members, liaison with MoD recovery services the National Health Service and the Department of Work and Pensions, prosthetic provision, the conduct of academic research and grant making.
- c) Finance and Support Director – Mr B C Mwense. Responsible for financial management and control, reporting and administration as well as logistics, office management, contracts and HR.

There are no trading subsidiaries of Blesma.

## **KEY MANAGEMENT – REMUNERATION**

The remuneration of key management personnel is set by the Trustees, upon recommendation of the Remuneration Sub Committee, with the policy objective of ensuring that they are provided with appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of remuneration is reviewed annually, in particular noting role

responsibilities and including reference to comparisons with sector and national statistics to ensure that Blesma remains sensitive to the broader issues of pay and employment conditions elsewhere. The key management are the Chief Executive, the Director of Operations, the Director of Independence and Wellbeing and the Finance and Support Director, collectively known as the Senior Management Team (SMT). The staff salary bands and sum of remuneration are noted in the Charity Accounts. The Chief Executive and SMT are employed on the same terms as all other staff and the Charity does not pay bonuses. Trustees normally receive no remuneration or benefits other than expenses incurred.

## **DATA PROTECTION**

Trustees are briefed regularly on matters surrounding data protection and personal information, and ensure policies are appropriate and kept up to date. Blesma continues to closely monitor its compliance with General Data Protection Regulations and the Blesma Privacy policy is published on the Blesma website.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

The trustees, who are also the directors under company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Statement of Recommended Practice for Charities (SORP 2015) issued October 2019, Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.
- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- d) Observe the methods and principles in the Charities SORP.

- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all the steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This Report which incorporates the Strategic Report, was approved by the Trustees on 4<sup>th</sup> April 2024, and signed on their behalf.



**General Sir Adrian Bradshaw KCB OBE DL**  
**National Chairman**

**4<sup>th</sup> April 2024**

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BRITISH LIMBLESS EX- SERVICE MEN'S ASSOCIATION**

## **OPINION ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, 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 charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities 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 charitable company 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**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Other information**

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 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 requires 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 set out on page 30, 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and fundraising regulations, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were fundraising regulations, and General Data Protection Regulation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and

assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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

26 April 2024

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                                  |       | UNRESTRICTED      | RESTRICTED     | 2023              | 2022               |
|--------------------------------------------------|-------|-------------------|----------------|-------------------|--------------------|
|                                                  | Notes | FUNDS             | FUNDS          | TOTAL             | TOTAL              |
|                                                  |       | £                 | £              | £                 | £                  |
| <b>Income</b>                                    |       |                   |                |                   |                    |
| Donations and Legacies                           | 2     | 3,770,416         | 339,811        | <b>4,110,227</b>  | 3,024,554          |
| Investment Income                                |       | 936,451           | -              | <b>936,451</b>    | 664,868            |
| Investment Income - Other                        |       | 67,133            | -              | <b>67,133</b>     | 44,849             |
| Grants                                           |       | -                 | 230,180        | <b>230,180</b>    | 198,934            |
| Other Income                                     |       | 21,552            | -              | <b>21,552</b>     | 23,084             |
|                                                  |       | 1,025,136         | 230,180        | <b>1,255,316</b>  | 931,734            |
| <b>Total Income</b>                              |       | <b>4,795,552</b>  | <b>569,991</b> | <b>5,365,543</b>  | <b>3,956,288</b>   |
| <b>Expenditure</b>                               |       |                   |                |                   |                    |
| <b>Expenditure on raising funds</b>              |       |                   |                |                   |                    |
| <b>Resourcing</b>                                |       |                   |                |                   |                    |
| Fundraising                                      | 5     | 1,039,601         | 3,350          | <b>1,042,951</b>  | 935,274            |
| Investment Management fees                       |       | 119,750           | -              | <b>119,750</b>    | 127,198            |
|                                                  |       | 1,159,351         | 3,350          | <b>1,162,701</b>  | 1,062,472          |
| <b>Expenditure on charitable activities</b>      |       |                   |                |                   |                    |
| <b>Security</b>                                  |       |                   |                |                   |                    |
| Membership Services - Welfare                    | 6     | 3,253,386         | 463,525        | <b>3,716,911</b>  | 3,861,705          |
| <b>Identity</b>                                  |       |                   |                |                   |                    |
| Membership Services - Activities                 | 7     | 796,749           | 99,404         | <b>896,153</b>    | 1,117,831          |
| <b>Connectivity</b>                              |       |                   |                |                   |                    |
| Awareness and Representation                     | 8     | 302,091           | 5,384          | <b>307,475</b>    | 312,771            |
|                                                  |       | 4,352,225         | 568,313        | <b>4,920,539</b>  | 5,292,307          |
| <b>Total Expenditure</b>                         |       | <b>5,511,577</b>  | <b>571,663</b> | <b>6,083,240</b>  | <b>6,354,779</b>   |
| <b>Operating (loss)/surplus</b>                  |       | <b>(716,025)</b>  | <b>(1,672)</b> | <b>(717,697)</b>  | <b>(2,398,491)</b> |
| <b>Net gain / (loss) on investments</b>          | 12    | 1,327,170         | -              | <b>1,327,170</b>  | (3,402,348)        |
| <b>Net income/(expenditure)</b>                  |       | <b>611,145</b>    | <b>(1,672)</b> | <b>609,473</b>    | <b>(5,800,840)</b> |
| Transfers between funds                          |       | -                 | -              | -                 | -                  |
| Net movement in funds for the year               |       | <b>611,145</b>    | <b>(1,672)</b> | <b>609,473</b>    | <b>(5,800,840)</b> |
| Balances brought forward 1 January 2023          | 17/18 | 38,081,435        | 547,164        | 38,628,599        | 44,429,439         |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2023</b> |       | <b>38,692,580</b> | <b>545,492</b> | <b>39,238,072</b> | <b>38,628,599</b>  |

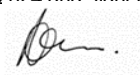
The Notes on pages 41-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**BALANCE SHEET (Company number: 04102768)**  
**AS AT 31 DECEMBER 2023**

|                                                |        | 2023              | 2022              |
|------------------------------------------------|--------|-------------------|-------------------|
|                                                |        | TOTAL             | TOTAL             |
|                                                | Notes  | £                 | £                 |
| <b>Fixed assets</b>                            |        |                   |                   |
| Tangible fixed assets                          | 11     | 2,079,694         | 2,143,755         |
| Intangible fixed assets                        | 11(b)  | 8,951             | 18,023            |
| Investment properties                          | 11(a)  | 820,398           | 839,345           |
| Investments                                    | 12     | 32,970,630        | 32,769,056        |
|                                                |        | <b>35,879,673</b> | <b>35,770,179</b> |
| <b>Current Assets</b>                          |        |                   |                   |
| Stocks                                         |        | 22,310            | 15,771            |
| Debtors                                        | 13     | 1,087,717         | 515,210           |
| Balances at bank and in hand                   |        | 2,771,802         | 2,838,237         |
|                                                |        | <b>3,881,828</b>  | <b>3,369,218</b>  |
| Creditors: amounts falling due within one year | 14     | 466,616           | 458,363           |
| Provision for liabilities and charges          | 14 (a) | 56,812            | 52,434            |
| <b>Net current assets</b>                      |        | <b>3,358,399</b>  | <b>2,858,420</b>  |
| <b>Net Assets</b>                              |        | <b>39,238,072</b> | <b>38,628,599</b> |
| <b>FUNDS</b>                                   |        |                   |                   |
| Unrestricted funds                             | 17     | 38,692,580        | 38,081,435        |
| Restricted funds                               | 18     | 545,492           | 547,164           |
| <b>Total Funds</b>                             |        | <b>39,238,072</b> | <b>38,628,599</b> |

Approved by the Board of Trustees on 4 April 2024 and signed on its behalf by:

General Sir Adrian Bradshaw KCB OBE



M Ambler



V Buck CBE



The Notes on pages 41-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                                                               | 2023              | 2023                      | 2022             | 2022                      |
|-------------------------------------------------------------------------------|-------------------|---------------------------|------------------|---------------------------|
|                                                                               | £                 | £                         | £                | £                         |
| <b>Cash flows from operating activities:</b>                                  |                   |                           |                  |                           |
| <b>Net cash provided by (used in) operating activities</b>                    |                   | <b>(2,186,407)</b>        |                  | <b>(2,906,458)</b>        |
| <b>Cash flows from investing activities:</b>                                  |                   |                           |                  |                           |
| Investment income                                                             | 1,003,585         |                           | 709,717          |                           |
| Purchase of investments                                                       | (9,438,050)       |                           | (8,607,825)      |                           |
| Purchase of property, plant and equipment                                     | (9,209)           |                           | (50,883)         |                           |
| Proceeds from the sale of investments                                         | <u>11,414,210</u> |                           | <u>9,264,224</u> |                           |
| <b>Net cash provided by (used in) investing activities</b>                    |                   | <b>2,970,537</b>          |                  | <b>1,315,234</b>          |
| <b>Cash flows from financial activities</b>                                   |                   |                           |                  |                           |
| (Increase)/decrease in amounts awaiting investment                            | <u>(850,565)</u>  |                           | <u>(166,733)</u> |                           |
| <b>Net cash provided in (used by) financial activities</b>                    |                   | <b>(850,565)</b>          |                  | <b>(166,733)</b>          |
| <b>Change in cash and cash equivalents in the reporting period</b>            |                   | <b>(66,435)</b>           |                  | <b>(1,757,957)</b>        |
| <b>Cash and cash equivalents at the beginning of the reporting period</b>     |                   | <b>2,838,237</b>          |                  | <b>4,596,194</b>          |
| <b>Cash and cash equivalents at the end of the reporting period</b>           |                   | <b><u>2,771,802</u></b>   |                  | <b><u>2,838,237</u></b>   |
| <b>(a) Analysis of cash and cash equivalents</b>                              |                   | <b>2023</b>               |                  | <b>2022</b>               |
|                                                                               |                   | <b>£</b>                  |                  | <b>£</b>                  |
| Cash at bank and in hand                                                      |                   | <u>2,771,802</u>          |                  | <u>2,838,237</u>          |
|                                                                               |                   | <b><u>2,771,802</u></b>   |                  | <b><u>2,838,237</u></b>   |
| <b>(b) Reconciliation of cash flows from operating activities</b>             |                   | <b>2023</b>               |                  | <b>2023</b>               |
|                                                                               |                   | <b>£</b>                  |                  | <b>£</b>                  |
| <b>Net (expenditure)/ income as per the Statement of Financial Activities</b> |                   | <b>609,473</b>            |                  | <b>(5,800,840)</b>        |
| <i>Adjustments for:</i>                                                       |                   |                           |                  |                           |
| Net (gain)/loss on investments                                                |                   | (1,327,170)               |                  | 3,402,348                 |
| Investment income                                                             |                   | (1,003,585)               |                  | (709,717)                 |
| Depreciation and amortisation                                                 |                   | 100,591                   |                  | 163,269                   |
| (Increase) / decrease in stocks                                               |                   | (6,539)                   |                  | (2,017)                   |
| (Increase) / decrease in debtors                                              |                   | (572,506)                 |                  | (83,370)                  |
| Increase/(decrease) in creditors                                              |                   | <u>12,631</u>             |                  | <u>96,377</u>             |
| Prior year adjustment                                                         |                   | <u>697</u>                |                  | <u>27,491</u>             |
| <b>Net cash provided by (used in) operating activities</b>                    |                   | <b><u>(2,186,407)</u></b> |                  | <b><u>(2,906,458)</u></b> |

The Notes on pages 41-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**1. CHARITY INFORMATION AND ACCOUNTING POLICIES**

British Limbless Ex-Service Men's Association is a Member charity specialising in and helping limbless and loss of use of limbs veterans.

The charity is a private company limited by guarantee (registered number 4102768) and was established in 1932 (charity number 1084189) and incorporated in 2000. The charity is also registered in Scotland (registered number SC010315). The address of the registered office is 115 New London Road, Chelmsford, Essex, CM2 0QT.

**Accounting policies**

The following accounting policies have been applied consistently for all years in dealing with items that are considered material in relation to the financial statements of the Charity.

**i) Basis of preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities under the historic cost convention, as modified for the revaluation of certain investments and properties measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) *Accounting and Reporting by Charities*, 2<sup>nd</sup> edition, published in 2019, Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*', the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

**ii) Going concern.** As stated in the Trustee's Report, Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the Charity is a going concern. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

**iii) Fund accounting.** Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under Note 18. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred from the fixed asset fund to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

**iv) Income.** All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- a) Investment income is accounted for on a receivable basis or when its future receipt is probable.
- b) Grant income is recognised when the criteria for entitlement, measurement and probability of receipt are met. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.
- c) Donations income is accounted for on a receivable basis or when its future receipt is probable.
- d) Legacies and bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted, whichever comes earlier.
- e) Rental income is recognised when receivable.

**v) Expenditure.** Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all the costs related to a category. Where costs cannot be directly attributed to particular category they have been allocated to activities based on staff head count full time equivalents (FTE), as shown in Note 10. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**vi) Estimates and judgements.** Estimates and judgements are continually evaluated and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimations that have a significant effect on the amounts recognised in the financial statements are summarised below:

Depreciation – is calculated based on the useful life of the asset and written off accordingly.

Provision for Care Home Residents – is an estimate for third party assistance to care for Blesma Members resettled in care homes shown as part of Note 14(a).

**vii) Governance Costs.** Governance costs are those incurred in compliance with constitutional and statutory requirements and are shown as part of Note 10.

**viii) Tangible Fixed Assets.** Tangible Fixed Assets are stated at cost less depreciation and are capitalised at a value of £1,000 and above. They are depreciated at rates intended to reduce their cost to their residual value over their estimated useful life on a straight-line basis as detailed below:

|                                     |               |
|-------------------------------------|---------------|
| ○ Freehold Property                 | 2.0% on cost  |
| ○ Furniture, Fittings and Equipment | 10.0% on cost |
| ○ Computer Equipment                | 33.3% on cost |
| ○ Motor Vehicles                    | 25.0% on cost |
| ○ Coaches and Buses                 | 12.5% on cost |

**ix) Intangible Fixed Assets.** Intangible fixed assets are capitalised at a value of £1,000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

**x) Investment Properties.** Investment properties are included in the accounts measured at fair value. The properties are reviewed annually for impairment. Any change in fair value is reflected through the Statement of Financial Activities.

**xi) Investments.** Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial activities.

**xii) Stocks.** Stocks are valued at the lower of cost and net realisable value.

**xiii) Pension Costs.** The charity contributes to a Group Personal Pension scheme with AEGON which is a defined contribution scheme. The amounts charged in the accounts are the employer's contributions payable in the financial year.

**xiv) Operating Leases.** Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates. Operating lease commitments are highlighted under Note 20.

**xv) Financial assets and liabilities.** Financial assets and financial liabilities are recognised when BLESMA becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently re-measured where applicable at amortised cost.

Financial assets held at amortised cost comprise of cash and bank, together with accrued interest and other debtors.

Financial liabilities held at amortised cost comprise of creditors and accruals.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
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|                                  | 2023             | 2022      |
|----------------------------------|------------------|-----------|
|                                  | £                | £         |
| <b>2. Donations and legacies</b> |                  |           |
| Community and Lotteries          | <b>559,146</b>   | 492,251   |
| Corporate                        | <b>156,507</b>   | 50,894    |
| Direct mail                      | <b>362,788</b>   | 355,518   |
| Major donors                     | <b>125,675</b>   | 166,125   |
| Organised events                 | <b>54,316</b>    | 78,366    |
| Trusts and foundations           | <b>742,994</b>   | 640,727   |
| Legacies                         | <b>2,108,801</b> | 1,240,673 |
|                                  | <b>4,110,227</b> | 3,024,554 |

Included in Trusts and foundations income is an amount of £350,000 (2022: £175,000) from the Antioch Settlement Trust.

**Legacy Pipeline**

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £159,186 (2022: £267,533). The bequests have not yet met all criteria for income recognition.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023

|                                                                     | 2023<br>TOTAL           | 2022<br>TOTAL           |
|---------------------------------------------------------------------|-------------------------|-------------------------|
|                                                                     | £                       | £                       |
| <b>4. Total Staff Costs</b>                                         |                         |                         |
| Salaries and wages                                                  | <b>1,904,410</b>        | 1,870,324               |
| Social security                                                     | <b>205,280</b>          | 204,684                 |
| Pension and life cover                                              | <b>100,797</b>          | 96,889                  |
| Other staff costs                                                   | <b>57,210</b>           | 47,962                  |
|                                                                     | <b><u>2,267,698</u></b> | <b><u>2,219,859</u></b> |
| Actual number of staff employed (headcount average over 12 months): |                         |                         |
| Membership Services                                                 | <b>28.3</b>             | 27.6                    |
| Activities and Events                                               | <b>3.0</b>              | 4.0                     |
| Fundraising                                                         | <b>12.0</b>             | 10.6                    |
| Awareness and Representation                                        | <b>1.3</b>              | 2.8                     |
| Support                                                             | <b>8.1</b>              | 6.9                     |
|                                                                     | <b><u>52.7</u></b>      | <b><u>51.9</u></b>      |

Total redundancies and settlement costs of £0 (2022: £0) were made in the year.

**Key personnel**

The charity has four key personnel in the salary bands shown below (there are no bonus or benefit schemes).

Staff salary bands:

|                    |   |   |
|--------------------|---|---|
| £60,000 - £70,000  | - | 1 |
| £70,000 - £80,000  | 2 | 1 |
| £80,000 - £90,000  | 1 | 1 |
| £90,000 - £100,000 | 1 | 1 |

Total remuneration paid to key management personnel during the year is £379,284 (2022: £366,809).

BLESMA contributes to a Group Personal Pension scheme with AEGON and new employees are auto-enrolled upon joining.

Total reimbursement of travel and other expenses to members of the Board of Trustees was £4,698.93 (2022: £2,206).

Trustees are remunerated when they undertake paid work for Blesma approved by the Board of Trustees. The total paid in 2023 was: £0 (2022: £2,700).

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023

|                             | 2023<br>£        | 2022<br>£      |
|-----------------------------|------------------|----------------|
| <b>5. Fundraising Costs</b> |                  |                |
| Staff costs                 | 399,000          | 376,778        |
| Database costs              | 41,080           | 26,642         |
| Advertising costs           | 11,708           | 12,787         |
| Community                   | 9,329            | 13,160         |
| Challenge and Events        | 22,142           | 17,121         |
| Direct Mail costs           | 277,176          | 259,446        |
| Other related costs         | 52,005           | 43,081         |
| Attributable support costs  | 230,512          | 186,258        |
|                             | <b>1,042,951</b> | <b>935,274</b> |

|                                                  | 2023<br>£        | 2022<br>£        |
|--------------------------------------------------|------------------|------------------|
| <b>6. Membership Services - Welfare</b>          |                  |                  |
| Staff costs                                      | 1,208,107        | 1,185,696        |
| Welfare grants to members (all categories)       | 1,174,623        | 1,413,585        |
| Continuing assistance to widows (all categories) | 2,080            | 1,040            |
| Chiropody                                        | 1,945            | 1,772            |
| Welfare visiting                                 | 23,063           | 27,287           |
| Other related costs                              | 399,514          | 378,226          |
| Members' annual conference                       | 86,078           | 91,234           |
| Special events                                   | 9,443            | 41,068           |
| Research                                         | 15,300           | 16,822           |
| Members' BLESMA costs                            | 197,645          | 184,850          |
| Branch welfare activities                        | 13,223           | 11,788           |
| Branch support costs                             | 746              | 880              |
| Attributable support costs                       | 585,145          | 507,457          |
|                                                  | <b>3,716,911</b> | <b>3,861,705</b> |

Included in welfare grants is a total of £0 (2022: £368K) one-off cost of living grants paid to Members due to high energy prices caused by the war in Ukraine. A total of 1,397 grants were paid in 2023.

|                                                    | 2023<br>£      | 2022<br>£        |
|----------------------------------------------------|----------------|------------------|
| <b>7. Membership Services - Activities</b>         |                |                  |
| Staff costs                                        | 160,487        | 159,163          |
| Activities and Events                              | 364,258        | 451,129          |
| Venturers program                                  | 119,990        | 131,321          |
| Inspiration and Individual Recovery (Includes MGR) | 209,232        | 302,915          |
| Other related costs                                | (2,143)        | 8,864            |
| Attributable support costs                         | 44,329         | 64,439           |
|                                                    | <b>896,153</b> | <b>1,117,831</b> |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
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2023                      2022  
£                              £

**8. Awareness and Representation**

|                            |                |                |
|----------------------------|----------------|----------------|
| Staff costs                | 84,260         | 129,540        |
| General media costs        | 180,158        | 116,998        |
| Subscriptions and fees     | 9,998          | 9,761          |
| Other related costs        | 6,461          | 8,142          |
| Attributable support costs | 26,597         | 48,329         |
|                            | <b>307,475</b> | <b>312,771</b> |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
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**10. SUPPORT COSTS**

Expenditure recognised in notes 5 to 9 includes Support Costs apportioned by full time employee equivalents (FTE) and is detailed below.

|                                     | FUNDRAISING    | MEMBERSHIP SERVICES | ACTIVITIES    | AWARENESS & REPRESENTATION | 2023           | 2022           |
|-------------------------------------|----------------|---------------------|---------------|----------------------------|----------------|----------------|
| <i>Basis of apportionment (FTE)</i> |                |                     |               |                            | <b>TOTAL</b>   | <b>TOTAL</b>   |
|                                     | £              | £                   | £             | £                          | £              | £              |
| Salaries and related costs          | 115,977        | 294,404             | 22,303        | 13,382                     | 446,067        | 379,955        |
| Travel and meetings                 | 320            | 813                 | 62            | 37                         | 1,232          | 1,750          |
| Motor vehicle expenses              | 8,821          | 22,392              | 1,696         | 1,018                      | 33,927         | 24,653         |
| Postage                             | 1,933          | 4,908               | 372           | 223                        | 7,436          | 10,916         |
| Telephone & office supplies         | 2,457          | 6,236               | 472           | 283                        | 9,449          | 11,490         |
| Pensions to retired staff           | 233            | 591                 | 45            | 27                         | 896            | 864            |
| Headquarters premises cost          | 34,420         | 87,373              | 6,619         | 3,972                      | 132,384        | 102,113        |
| Publications and subscriptions      | 2,208          | 5,606               | 425           | 255                        | 8,494          | 8,398          |
| Office equipment maintenance        | 12,117         | 30,758              | 2,330         | 1,398                      | 46,603         | 46,775         |
| Other professional fees             | 6,009          | 15,253              | 1,156         | 693                        | 23,111         | 4,803          |
| Governance costs                    | 17,099         | 43,404              | 3,288         | 1,973                      | 65,764         | 43,999         |
| Bank charges                        | 495            | 1,255               | 95            | 57                         | 1,902          | 2,321          |
| Depreciation                        | 26,342         | 66,869              | 5,066         | 3,039                      | 101,316        | 163,269        |
| Sundries & Presentations            | 2,081          | 5,283               | 400           | 240                        | 8,004          | 5,175          |
|                                     | <b>230,512</b> | <b>585,145</b>      | <b>44,329</b> | <b>26,597</b>              | <b>886,583</b> | <b>806,483</b> |

Governance costs include the gross annual audit fee of £31,500 incl VAT (2022: £30,500).

**FISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**11. Tangible Fixed Assets**

|                            | Freehold<br>Premises<br>£ | Computer<br>Equipment<br>£ | Fittings &<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£              |
|----------------------------|---------------------------|----------------------------|------------------------------|------------------------|-------------------------|
| Cost or valuation:         |                           |                            |                              |                        |                         |
| At 1 January 2023          | 2,373,003                 | 149,545                    | 147,239                      | 69,613                 | <b>2,739,400</b>        |
| Additions                  | -                         | 6,784                      | -                            | -                      | <b>6,784</b>            |
| Disposals                  | -                         | -                          | -                            | (69,613)               | <b>(69,613)</b>         |
| At 31 December 2023        | <u>2,373,003</u>          | <u>156,329</u>             | <u>147,239</u>               | <u>-</u>               | <u><b>2,676,571</b></u> |
| Depreciation:              |                           |                            |                              |                        |                         |
| At 1 January 2023          | 309,344                   | 128,571                    | 88,841                       | 68,889                 | <b>595,645</b>          |
| Charge for the year        | 46,583                    | 13,439                     | 10,099                       | -                      | <b>70,121</b>           |
| Depreciation on disposal   | -                         | -                          | -                            | (68,889)               | <b>(68,889)</b>         |
| At 31 December 2023        | <u>355,927</u>            | <u>142,010</u>             | <u>98,940</u>                | <u>-</u>               | <u><b>596,877</b></u>   |
| <b>Net book value</b>      | <u><b>2,017,076</b></u>   | <u><b>14,319</b></u>       | <u><b>48,299</b></u>         | <u><b>-</b></u>        | <u><b>2,079,694</b></u> |
| <i>At 31 December 2022</i> | <u><i>2,063,659</i></u>   | <u><i>20,974</i></u>       | <u><i>58,398</i></u>         | <u><i>724</i></u>      | <u><i>2,143,755</i></u> |

**11(a)** The investment properties value of £820,398 is apportioned on the basis of floor space (sq ft).

|                                |                       |
|--------------------------------|-----------------------|
| <b>Investment Property</b>     | £                     |
| Fair value at 1 January 2023   | 839,345               |
| Loss during the period         | (18,947)              |
| Fair value at 31 December 2023 | <u><b>820,398</b></u> |

**11(b) Intangible Fixed Assets**

|                                   | Computer<br>Software<br>£ |
|-----------------------------------|---------------------------|
| Brought forward at 1 January 2023 | 209,051                   |
| Additions                         | 2,425                     |
| At 31 December 2023               | <u><b>211,476</b></u>     |
| Amortisation:                     |                           |
| At 1 January 2023                 | 191,028                   |
| Charge for the year               | 11,497                    |
| At 31 December 2023               | <u>202,525</u>            |
| <b>Net book value</b>             |                           |
| <b>At 31 December 2023</b>        | <u><b>8,951</b></u>       |
| <i>At 31 December 2022</i>        | <u><i>18,023</i></u>      |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023

| 12. Investments                                    | 2023<br>£         | 2022<br>£   |
|----------------------------------------------------|-------------------|-------------|
| <b>Market Value</b>                                |                   |             |
| At 1 January 2023                                  | 32,085,271        | 36,144,018  |
| Purchases                                          | 9,438,050         | 8,607,825   |
| Sales                                              | (11,414,210)      | (9,264,224) |
| Net Investment gain/ (loss)                        | 1,327,170         | (3,402,348) |
| At 31 December 2023                                | 31,436,280        | 32,085,271  |
| Add: Cash awaiting investment                      | 1,534,350         | 683,785     |
| <b>Market Value at 31 December 2023</b>            | <b>32,970,630</b> | 32,769,056  |
| <b>Cost at 31 December 2023</b>                    | <b>27,860,684</b> | 30,015,784  |
| <b>Analysis of investments at 31 December 2023</b> |                   |             |
| UK Quoted investments                              |                   |             |
| <b>Equities:</b>                                   |                   |             |
| United Kingdom                                     | 1,178,100         | 3,087,517   |
| Europe / Asia                                      | 3,498,626         | 3,947,112   |
| North America                                      | 6,547,334         | 5,842,532   |
| Global                                             | 10,560,182        | 8,445,845   |
| <b>Total Equities</b>                              | 21,784,242        | 21,323,006  |
| <b>Bonds:</b>                                      |                   |             |
| United Kingdom                                     | 1,529,349         | 1,595,454   |
| Global                                             | 2,124,396         | 1,356,908   |
| <b>Total Bonds</b>                                 | 3,653,745         | 2,952,362   |
| <b>Alternatives:</b>                               |                   |             |
| Multi-Asset                                        | 401,620           | 594,224     |
| Hedge Funds                                        | 507,935           | 574,118     |
| Property                                           | 2,302,255         | 2,614,627   |
| Commodities & Others                               | 2,786,483         | 4,026,934   |
| <b>Total Alternatives</b>                          | 5,998,293         | 7,809,903   |
| Cash                                               | 1,534,350         | 683,785     |
|                                                    | <b>32,970,630</b> | 32,769,056  |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023

|                                | 2023<br>£        | 2022<br>£      |
|--------------------------------|------------------|----------------|
| <b>13. Debtors</b>             |                  |                |
| Rent incentive debtor          | 2,813            | 6,563          |
| Other debtors                  | -                | 700            |
| Prepayments and accrued income | 678,872          | 392,842        |
| Accrued legacy income          | 406,033          | 115,106        |
|                                | <u>1,087,717</u> | <u>515,210</u> |

|                                          | 2023<br>£      | 2022<br>£      |
|------------------------------------------|----------------|----------------|
| <b>14. Creditors due within one year</b> |                |                |
| Trade creditors                          | 228,438        | 82,687         |
| Accruals                                 | 231,076        | 375,646        |
| Other creditors (incl pension scheme)    | 7,102          | 30             |
|                                          | <u>466,616</u> | <u>458,363</u> |

**14 (a). Provision**

The sum of £56,812 (2022: £52,434) is a provision for third party assistance to care for Blesma Members resettled in care homes as detailed below.

|                                      | £             |
|--------------------------------------|---------------|
| Carehome provision bal at 01.01.2023 | 52,434        |
| Movement/ addition during the year   | 4,378         |
| Carehome provision bal at 31.12.2023 | <u>56,812</u> |

|                                           | 2023<br>£  | 2022<br>£  |
|-------------------------------------------|------------|------------|
| <b>15. Financial assets at fair value</b> |            |            |
| Investments                               | 32,970,630 | 32,769,056 |
| Investment Property                       | 820,398    | 839,345    |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**16. Related party transactions**

BLESMA has a 20% interest in WSY Holdings Limited (in liquidation), a company established to distribute legacies arising from an estate. During the year BLESMA received £150,000 (2022: £0). WSY Holdings Limited was liquidated in 2023.

Other related party transactions to report are at note 4.

| <b>17. Unrestricted Funds</b> | <b>1 Jan 2023</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 Dec 2023</b> |
|-------------------------------|-------------------|------------------|--------------------|-----------------------------------|------------------|--------------------|
|                               | <b>£</b>          | <b>£</b>         | <b>£</b>           | <b>£</b>                          |                  | <b>£</b>           |
| General Fund                  | 35,080,313        | 4,795,552        | (5,511,577)        | 1,327,170                         | 92,080           | 35,783,538         |
| Investment Properties         | 839,345           | -                | -                  | -                                 | (18,947)         | 820,398            |
| Intangible Fixed Assets       | 18,023            | -                | -                  | -                                 | (9,072)          | 8,951              |
| Fixed Asset Fund              | 2,143,755         | -                | -                  | -                                 | (64,061)         | 2,079,694          |
|                               | <b>38,081,436</b> | <b>4,795,552</b> | <b>(5,511,577)</b> | <b>1,327,170</b>                  | <b>(0)</b>       | <b>38,692,580</b>  |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b> | <b>1 Jan 2023</b> | <b>Income</b> | <b>Expenditure</b> | <b>31 Dec 2023</b> |
|-----------------------------|-------------------|---------------|--------------------|--------------------|
|                             | <b>£</b>          | <b>£</b>      | <b>£</b>           | <b>£</b>           |

All restricted funds are held as part of balances at bank and in hand.

Welfare:-

|                                             |                |                |                  |                |
|---------------------------------------------|----------------|----------------|------------------|----------------|
| Geographic specific                         | 436,170        | 229,476        | (269,035)        | 396,611        |
| Specific restrictions - various individuals | 97,166         | 340,515        | (296,389)        | 141,292        |
| Wives and widows                            | (0)            | -              | -                | (0)            |
| Libor Funds                                 | 3,994          | -              | (3,994)          | (0)            |
|                                             | <b>537,329</b> | <b>569,991</b> | <b>(569,418)</b> | <b>537,902</b> |
| Research                                    | 3,523          | -              | (300)            | 3,223          |
| Chiropody Fund                              | 6,313          | -              | (1,945)          | 4,368          |
|                                             | <b>547,164</b> | <b>569,991</b> | <b>(571,663)</b> | <b>545,492</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2023</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,079,694           | -                 | <b>2,079,694</b>         |
| Intangible Fixed Assets                             | 8,951               | -                 | <b>8,951</b>             |
| Investment Properties                               | 820,398             | -                 | <b>820,398</b>           |
| Investments                                         | 32,970,630          | -                 | <b>32,970,630</b>        |
| Current Assets                                      | 3,336,336           | 545,492           | <b>3,881,828</b>         |
| Creditors                                           | (523,428)           | -                 | <b>(523,428)</b>         |
|                                                     | <u>38,692,580</u>   | <u>545,492</u>    | <u><b>39,238,072</b></u> |

**20. Operating lease commitments**

As at 31 December 2023, the charity had annual commitments under non-cancellable operating leases of:

|                            | <b>Motor<br/>Vehicles<br/>£</b> | <b>Office<br/>Equipment<br/>£</b> | <b>2023<br/>£</b>     |
|----------------------------|---------------------------------|-----------------------------------|-----------------------|
| Within one year            | 219,015                         | 26,316                            | <b>245,331</b>        |
| Between two and five years | <u>294,858</u>                  | <u>70,590</u>                     | <u><b>365,448</b></u> |
|                            | <u>513,873</u>                  | <u>96,907</u>                     | <u><b>610,779</b></u> |

## 21. COMPARATIVE NOTES 2022

### (a) Comparative Statement of Activities

#### BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2022

|                                             | Notes | UNRESTRICTED<br>FUNDS | RESTRICTED<br>FUNDS | 2022<br>TOTAL             |
|---------------------------------------------|-------|-----------------------|---------------------|---------------------------|
|                                             |       | £                     | £                   | £                         |
| <b>Income</b>                               |       |                       |                     |                           |
| Donations and Legacies                      | 2     | 2,718,267             | 306,287             | <b>3,024,554</b>          |
| Investment Income                           |       | 664,868               | -                   | <b>664,868</b>            |
| Investment Income - Other                   |       | 44,849                | -                   | <b>44,849</b>             |
| Grants                                      |       | -                     | 198,934             | <b>198,934</b>            |
| Other Income                                |       | 23,084                | -                   | <b>23,084</b>             |
|                                             |       | <u>732,801</u>        | <u>198,934</u>      | <u><b>931,734</b></u>     |
| <b>Total Income</b>                         |       | <b>3,451,067</b>      | <b>505,220</b>      | <b>3,956,288</b>          |
| <b>Expenditure</b>                          |       |                       |                     |                           |
| <b>Expenditure on raising funds</b>         |       |                       |                     |                           |
| <b>Resourcing</b>                           |       |                       |                     |                           |
| Fundraising                                 | 5     | 934,274               | 1,000               | <b>935,274</b>            |
| Investment Management fees                  |       | <u>127,198</u>        | <u>-</u>            | <u><b>127,198</b></u>     |
|                                             |       | <u>1,061,472</u>      | <u>1,000</u>        | <u><b>1,062,472</b></u>   |
| <b>Expenditure on charitable activities</b> |       |                       |                     |                           |
| <b>Security</b>                             |       |                       |                     |                           |
| Membership Services - Welfare               | 6     | 3,249,893             | 611,812             | <b>3,861,705</b>          |
| <b>Identity</b>                             |       |                       |                     |                           |
| Membership Services - Activities            | 7     | 1,078,668             | 39,163              | <b>1,117,831</b>          |
| <b>Connectivity</b>                         |       |                       |                     |                           |
| Awareness and Representation                | 8     | <u>312,771</u>        | <u>-</u>            | <u><b>312,771</b></u>     |
|                                             |       | <u>4,641,332</u>      | <u>650,975</u>      | <u><b>5,292,307</b></u>   |
| <b>Total Expenditure</b>                    |       | <b>5,702,804</b>      | <b>651,975</b>      | <b>6,354,779</b>          |
| <b>Operating (loss)/surplus</b>             |       | <b>(2,251,737)</b>    | <b>(146,755)</b>    | <b>(2,398,491)</b>        |
| <b>Net (loss)/gain on investments</b>       | 12    | <u>(3,402,348)</u>    | <u>-</u>            | <u><b>(3,402,348)</b></u> |
| <b>Net income/(expenditure)</b>             |       | <b>(5,654,085)</b>    | <b>(146,755)</b>    | <b>(5,800,840)</b>        |
| Transfers between funds                     |       | -                     | -                   | -                         |
| Net movement in funds for the year          |       | <b>(5,654,085)</b>    | <b>(146,755)</b>    | <b>(5,800,840)</b>        |
| Balances brought forward 1 January 2022     | 17/18 | <u>43,735,520</u>     | <u>693,919</u>      | <u>44,429,439</u>         |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER</b> |       | <b>38,081,435</b>     | <b>547,164</b>      | <b>38,628,599</b>         |

**21. COMPARATIVE NOTES 2022 (continued)**  
**(b,c) Comparative Unrestricted Funds**

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

| <b>17. Unrestricted Funds</b> | <b>1 January 2022</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2022</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | <b>£</b>              | <b>£</b>         | <b>£</b>           | <b>£</b>                          |                  | <b>£</b>                |
| General Fund                  | 40,594,520            | 3,451,067        | (5,702,804)        | (3,402,348)                       | 139,878          | 35,080,313              |
| Investment Properties         | 857,150               | -                | -                  | -                                 | (17,805)         | 839,345                 |
| Intangible Fixed Assets       | 66,095                | -                | -                  | -                                 | (48,072)         | 18,023                  |
| Fixed Asset Fund              | 2,217,756             | -                | -                  | -                                 | (74,001)         | 2,143,755               |
|                               | <b>43,735,520</b>     | <b>3,451,067</b> | <b>(5,702,804)</b> | <b>(3,402,348)</b>                | <b>(1)</b>       | <b>38,081,435</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b>                                            | <b>1 January 2022</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 December 2022</b> |
|------------------------------------------------------------------------|-----------------------|----------------|--------------------|------------------|-------------------------|
|                                                                        | <b>£</b>              | <b>£</b>       | <b>£</b>           |                  | <b>£</b>                |
| All restricted funds are held as part of balances at bank and in hand. |                       |                |                    |                  |                         |
| Welfare:-                                                              |                       |                |                    |                  |                         |
| Geographic specific                                                    | 468,788               | 254,586        | (369,433)          | 82,229           | 436,170                 |
| Residential Fees                                                       | 82,229                | -              | -                  | (82,229)         | -                       |
| Specific restrictions - various individuals                            | 2,867                 | 250,634        | (156,335)          | -                | 97,166                  |
| Wives and widows                                                       | 110,347               | -              | (110,347)          | -                | (0)                     |
| Libor Funds                                                            | 7,182                 | -              | (3,188)            | -                | 3,994                   |
| General Welfare                                                        | -                     | -              | -                  | -                | -                       |
|                                                                        | <b>671,412</b>        | <b>505,220</b> | <b>(639,303)</b>   | <b>-</b>         | <b>537,329</b>          |
| Prosthetic Aids                                                        | -                     | -              | -                  | -                | -                       |
| Research                                                               | 3,823                 | -              | (300)              | -                | 3,523                   |
| Chiropody Fund                                                         | 8,085                 | -              | (1,772)            | -                | 6,313                   |
| Branch specific                                                        | 10,600                | -              | (10,600)           | -                | (0)                     |
|                                                                        | <b>693,919</b>        | <b>505,220</b> | <b>(651,975)</b>   | <b>-</b>         | <b>547,164</b>          |

21. COMPARATIVE NOTES 2022 (continued)

(d) Comparative Net Assets

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

| 19. Net Assets                                      | Unrestricted      | Restricted     | Total<br>2022     |
|-----------------------------------------------------|-------------------|----------------|-------------------|
|                                                     | £                 | £              | £                 |
| The net assets of the charity are summarised below: |                   |                |                   |
| Fixed Assets                                        | 2,143,755         | -              | 2,143,755         |
| Intangible Fixed Assets                             | 18,023            | -              | 18,023            |
| Investment Properties                               | 839,345           | -              | 839,345           |
| Investments                                         | 32,769,056        | -              | 32,769,056        |
| Current Assets                                      | 2,822,053         | 547,164        | 3,369,218         |
| Creditors                                           | (510,797)         | -              | (510,797)         |
|                                                     | <u>38,081,434</u> | <u>547,164</u> | <u>38,628,599</u> |

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# Accounts

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**BRITISH LIMBLESS EX-  
SERVICEMEN'S ASSOCIATION**

**ANNUAL TRUSTEES' REPORT  
AND FINANCIAL STATEMENTS  
FOR YEAR END  
31 DECEMBER 2022**



# **BLESMA - The Limbless Veterans**

**British Limbless Ex Service Men's Association**

## **REFERENCE AND ADMINISTRATION**

Charity Number 1084189 Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

**Head Office: 115 NEW LONDON ROAD, CHELMSFORD, ESSEX, CM2 0QT**

Tel: 020 8590 1124  
E-Mail: [info@blesma.org](mailto:info@blesma.org)  
Website: [www.blesma.org](http://www.blesma.org)

**Patron: HRH The Duke of Gloucester KG GCMG**

**Vice Patron: The Rt Hon the Baroness Willoughby de Eresby DL**

### **The Board of Trustees**

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL  
Vice Chairman: Mr S White  
Honorary Treasurer: Mr M Ambler  
Mr S Croxford (until February 2023)  
Ms A Grant  
Mr R Gilbert  
Mr R Kerrigan  
Mr L Maguire  
Mr C Rouse MBE  
Mr R Watts  
Mr B West (until June 2022)

### **Head Office Blesma:**

Chief Executive:  
Mr J D Bryant OBE  
Operations Director:  
Mr T R Bloomfield  
Director Independence and Wellbeing:  
Mr I G Harper (until April 2023)  
Finance and Support Director:  
Mr B C Mwense

### **Solicitors:**

Forsters LLP, 31 Hill Street, London W1J 5LS

### **Bankers:**

National Westminster Bank plc, Princes Street, London EC2R 8PA

### **Auditors:**

Crowe U.K. LLP, Chartered Accountants, 2<sup>nd</sup> Floor, 55 Ludgate Hill, London, EC4M 7JW

#### Investment Managers:

Cazenove Capital Management, 1 London Wall Place, London, EC2Y 5AU

## OUR THANKS AND ACKNOWLEDGEMENTS

We are a charity and we seek to use every donation wisely and well. We also gratefully accept all manner of support and collaboration in our various endeavours. This Report cannot possibly thank and acknowledge all who have helped us make a difference in 2022 so, as ever, the list below is but an example:

- All our supporters: those who donate, those who fundraise for the Association, those who provide grants to support our work, those who partner with us to assist our Members, all those who enable our Members to push their boundaries and achieve amazing things, those who give up their time for us, advise us and spread the word.
- All the organisations who provided restricted funding this year including, but not limited to:

The Armed Forces Covenant Fund Trust for generously supporting aspects of our Activities programme, Blesma Support Services in the North of England and Outreach work in both Scotland and the South-West of England.

The Office of Veterans' Affairs *Afghan Veterans' Fund* managed by the Armed Forces Covenant Fund Trust, for supporting specific regional and national Blesma activities to support recent conflict veterans.

The Forces in Mind Trust for sponsoring the second *Caring & Coping* study into the family experience of living with loss of use of limb, which will report in 2023.

The National Lottery Community Fund, Awards for All programme for supporting specific Outreach activities for Blesma Members and their families in Yorkshire and the North East of England.

The Sir James Reckitt Charity who kindly supported our work with Blesma Members this year with a one-off donation from their Centenary Fund, in addition to their regular donation.

- To our corporate supporters who have engaged staff, held fundraising events and sponsored a range of fundraising activities. In particular JP Morgan Chase, Brace Creative Agency, Corps of Commissionaires Management Ltd, MBDA UK, Agility plc and BAE UK staff from sites throughout the UK.
- Our colleagues in Cobseo – The Confederation of Service Charities, who work on behalf of service charities for the benefit of the whole service community.
- The Staff at the Defence Medical Rehabilitation Centre, Stanford Hall and the Defence Personnel Recovery Centres, for all they continue to do for our present and

future Members and for supporting Blesma's work.

- The Staff of Veterans UK at Norcross, Blackpool, for their assistance and advice to our Members and those who support them.
- Officials and Ministers in the Ministry of Defence, the Office of Veteran's Affairs and the Department of Health. NHS England and the devolved National Health Services, Armed Forces Health and all those staff who understand our needs and strive to deliver, particularly through the Limb Centres.
- All those who partner with Blesma in our ventures at home and abroad, for helping our Members to push their boundaries and realise their potential.

## HOW YOU CAN HELP Blesma

We need to raise at least £2.7m in 2023 in order to continue all our vital work.

At present, Blesma looks after over 2,600 Members and Widow beneficiaries and provides support to their families. Our elderly membership continues to increase and all Members face uncertainty over the provision of adequate care. Serving personnel and veterans also continue to suffer accidents and injuries.

Your support means we can ensure that our oldest Members can continue to live a dignified life and that our youngest Members can face the challenge of a lifetime dealing with disability. All those we support know that they can reach out to others in similar circumstances. Limb loss is for life - so Blesma is too.

Our Members have been busy supporting each other throughout this difficult year by volunteering, fundraising, sharing their experiences and looking out for each other. Our welfare services continue to advise and assist our Members from Head Office, through our regional Support and Outreach Officers and our Branch and Volunteer networks. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on **020 8548 7089**; by email on [fundraising@blesma.org](mailto:fundraising@blesma.org); through our website on [www.blesma.org](http://www.blesma.org) or write to us at the address below:

Fundraising Team  
Blesma – The Limbless Veterans  
115 New London Road  
Chelmsford  
Essex  
CM2 0QT

Your contribution towards Blesma will make a real difference to the lives of our disabled servicemen and women who have given so much.

# **TRUSTEES' REPORT 2022**

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## **THE Blesma MISSION**

To assist limbless veterans to lead  
independent and fulfilling lives

## **STRATEGIC REPORT**

### **INTRODUCTION**

Blesma is a specialist Service charity, an Association. Its Members are the war wounded, disabled veterans and their dependants. Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help its Members realise their fullest potential.

Blesma entered its 90<sup>th</sup> year in 2022 anticipating a challenging year as the country took time to recover from the Covid pandemic. The Russian invasion of Ukraine in February had significant economic consequences that were then made worse by considerable political and economic upheaval at home. The cost-of-living crisis caused by huge increases in global energy prices had a major effect on household incomes towards the end of the year, while market uncertainty also impacted on investment performance. The consequences for Blesma were an increase in the need for charitable support for its Members, a more difficult fundraising environment and a loss on the market value of the Association's reserves. Whilst the Charity made a conscious decision to maintain existing levels of service by drawing on these reserves in 2022, it will continue to closely scrutinise and prioritise its spending in order to meet its commitment to provide life-long support.

Our Blesma Support Officers, Outreach Officers and volunteers maintained close contact with our Members throughout the year, visiting in person whenever possible and increasing the number and scope of regional and online outreach events that kept Members in touch with each other. Although the backlog from the pandemic continues to affect the delivery of statutory services, staff have been actively engaged with other agencies to overcome obstacles and help coordinate the delivery of support. The Association also took the decision to assist Members when energy prices rose significantly in the Autumn, offering all our Members a £200 grant to help with high inflation and the additional living costs that are often incurred by people with disabilities.

Approximately two thirds of the membership took up this offer, with many commenting on the difference Blesma's support made at a critical time.

With the ending of most Covid restrictions in March, Blesma was finally able to re-start a full activities programme at home and overseas. As well as skiing trips, sailing, cycling events and fitness and lifestyle courses, Members travelled to Flanders for a battlefield tour. Closer to home others took part in family glamping events, widows and seniors weeks and a wide range of group activities across the UK. Other Members were supported in their own personal challenges, including mountaineering, motor sports, endurance events and competitive sport. Our 90<sup>th</sup> Anniversary was commemorated at a hugely popular Members Weekend in June, and the Association thanked its many partners and supporters for their unstinting commitment to our injured veterans at a special Anniversary Reception at the Royal Hospital, Chelsea in October.

Although UK Forces were not directly involved in major combat operations in 2022, UK personnel were once again heavily committed. As well as deterrence operations, soldiers, sailors, marines and airmen conducted intensive training and provided vital logistic support. Others stood-in at short notice to sustain essential services during industrial action. The year reminded us that conflict is never far away and the world remains a dangerous place. Blesma will maintain its ability to react to conflict when necessary.

This year Blesma conducted a Membership Survey in order to ensure that the views of Members would inform its next strategy review in 2023. The initial survey will be followed-up with Member interviews from across the Association.

During 2022 we welcomed 152 new Members into the Association, providing advice, assistance and the friendship and support of others familiar with the experience of limb loss. Sadly we also learned of the loss of 164 Blesma Members, widows and widowers over the year. Our sympathies go out to their families and friends.

This report summarises Blesma's objectives, activities and financial position for 2022. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

The Association remains steadfast in its determination to be there for its Members, through life.

## **OBJECTIVES FOR 2022**

### **OUR CHARITABLE OBJECTS**

Blesma is there:

To promote the welfare and wellbeing of all serving and Ex-Service men and women who have lost a limb or limbs or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and Ex-Service men and women who suffer loss of a limb, permanent loss of speech, hearing; or the loss of sight in one or both eyes; or the loss of use of a limb.

To assist needy Widows, Widowers and dependants of the above.

### **LINES OF OPERATION**

Blesma is not just a charity provider that has beneficiaries in the normal sense; it is an Association with the Membership (contributors and beneficiaries) central to all aspects of its existence and purpose. As a matter of principle and as far as practicable, Member is encouraged to help Member to overcome the challenges of serious injury.

The membership's interests are pursued in 4 principal ways, termed Lines of Operation, these being: **Security, Identity, Connectivity** and **Resourcing**. Within these lines in 2022 we sought to achieve the following:

#### **Security:**

- a) Mitigate the effects of the pandemic on the delivery of statutory Health and Social Care services to Members.
- b) Sponsor and contribute to relevant academic research for the benefit of Blesma Members and their families, including the "Caring and Coping 2" project to understand the impact on families living with the loss of use of limbs.
- c) Work with central and national governments to promote consistent standards across England, Scotland, Wales and Northern Ireland.
- d) Continue to develop robust working relationships with key agencies, for example the Defence Medical Rehabilitation Centre, Veterans UK and the Department of Work and Pensions acting as a "critical friend" in the interests of our Members.
- e) Mitigate the impact of the closure of the Veterans' Mobility Fund and work with the Help for Heroes Charity to seek replacement government funding to support those injured by conflict.
- f) Influence the future organisation of NHS mobility/limb services within the context of a national integrated care system.

#### **Identity:**

- a) Re-start a full Activities programme at home and abroad once COVID-19 restrictions allow.

- b) Support Member's personal and professional development through training.
- c) Take part in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.
- d) Commemorate Blesma's 90<sup>th</sup> anniversary throughout the year.

### **Connectivity:**

- a) Keep all Blesma Members closely linked to the Association and each other. Develop the programme of face to face and online outreach activities for Members across the UK and abroad.
- b) Maintain close and productive links between Branches, volunteers, Blesma Support Officers and Outreach Officers.
- c) Regularly communicate to Blesma Members and external audiences through print and digital means.
- d) Conduct an independent external evaluation of the Making Generation R Programme and decide on its future.
- e) Actively promote the Association, making sure that all who are eligible to join the Association know of us and our offer.

### **Resourcing:**

- a) Ensure that Blesma's future is secure in the Post-Covid economic environment.
- b) Ensure that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- c) Continue to explore new methods of raising funds for our Members, for example by expanding the use of digital platforms.
- d) Ensure that Blesma's Long Term Financial Plan is up to date and relevant.

Looking forward, the priority for the Board was to continue to provide appropriate support to Blesma Members during the recovery from the Covid pandemic.

### **PUBLIC BENEFIT**

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's three-part guidance on public benefit.

Living with limb loss or loss of use of limbs is an everyday challenge, often a painful one. It is a condition that must be managed for the rest of life. For many Blesma Members the effects can be compounded, battlefield blast injury in particular carrying complications far beyond those that might be experienced with other elective and non-elective forms of amputation. The most severely injured of recent conflicts benefit from the advance of medical treatments and are grateful to have their lives, but we have little experience of the long-term effects. Other veterans are affected by limb loss in later life. Our Members and

their families must learn to cope with all this; Blesma is here to help them take their full and rightful place in society. The Association continues to push the bounds of rehabilitation, prosthetic knowledge and capabilities for veterans and the wider nation alike, encouraging deeper expertise in health services and supporting academic research. Knowing Blesma is there, should they suffer traumatic incident, reassures the Service community. This is Blesma's contribution to the nation.

## **ACTIVITIES IN 2022**

With its focus on meeting the needs of its Members, Blesma acts as the specialist Service charity dedicated to those serving or ex-Service personnel who have lost limbs or the use of limbs. It will know all its Members individually and will strive to understand and meet their needs to live independent and fulfilling lives. It will be recognised as the authoritative voice in its field. In 2022 its ongoing operations are summarized as:

- **Security - wellbeing, the physical and mental essentials.**  
Blesma continues to provide professional welfare and outreach services, backed up by a body of volunteers providing comradeship, advice and informed support to Members across the UK and overseas. This support includes professional counselling, securing proper provision of pensions and allowances, supporting and informing the delivery of statutory services, making grants to alleviate the effects of disability and a range of activity to connect Members in comradeship and reduce social isolation.
- **Identity – respect and realisation of potential.**  
A broad range of activities, both face to face and virtual, range from challenging expeditions, playing sport at all levels to online activities and local days out, all arranged within a social framework of Members working together and sharing their particular knowledge and experience. We hold to the belief that providing Members with a relevant and engaging range of activities contributes significantly to Member's wellbeing, confidence and self-belief.
- **Connectivity – external outreach, and internal community communications.**  
Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications to foster close links between its Members and with other agencies. The Association participated on many bodies of influence in 2022. These included:
  - The MoD Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group
  - The Armed Forces Casework Steering Group

- The Cobseo Executive Committee - The Confederation of Service Charities (Board Member)
- The Executive Committee of Veterans Scotland (Board Member)
- The Northern Ireland Veterans Support Committee
- The NHS England Veterans Prosthetics Panel
- The NHS England Prosthetics Service Review
- The Centre for Blast Injury Studies Amputee Advisory Board
- The Veterans Trauma Network and the Direct Skeletal Fixation Policy working group

In broader context we played a role and consulted widely with:

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Security and the Department for Work and Pensions
- Devolved governments across the UK
- NHS England and the Health Services of Scotland, Wales and Northern Ireland
- Prosthetic Providers
- **Resourcing – finance, people, knowledge and training.**  
Our capacity to support our Membership is enabled by Blesma's ability to raise funds and its organisational efficiency. Our fundraising staff conduct a wide range of fundraising activities, while our Finance and Support Directorate manage the Charity's resources from Head Office, keeping tight control, ensuring compliance and reducing costs. The Association is focussed on getting the most out of every pound raised.

## **OUR ACHIEVEMENTS and PERFORMANCE** **IN 2022**

The fundamental principles that guide Blesma's operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis, in person wherever possible, as it always has been. The vital support our Members themselves and their families provide each other comes from lived experience and first-hand knowledge, gained over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes and we strive to understand and to deliver appropriate and timely support. Our principal beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

### **DELIVERING THE PRIORITIES**

In accordance with the Blesma Strategic Plan, the Charity's Lines of Operation, Priorities and Outputs are mapped out in the Table below. Explanatory notes follow.

| Line of Operation and Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Delivery                                                                                                                                                                                                                                                                                                                                                                                                               | Outputs and Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Security:</b><br/>Confirm the full extent of Members' needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full.</p> <p>Understand all Government and Administrations' position and provision for limb loss, and loss of use, and be geared to act on judged gaps.</p> <p>Deliver the Blesma position on later life care and the most vulnerable focusing upon any lack of, or distressing, statutory provision.</p> | <p>Personal access to the relevant support officer or outreach officer.</p> <p>Timely and responsive grant assistance.</p> <p>"In-person" specialist support on limb loss and loss of use treatment, compensation and social care provision to ensure prescribed standards are met fully, consistently and fairly.</p> <p>Support and representation with statutory bodies, specialist providers and Limb Centres.</p> | <p><b>950</b> home visits, <b>111</b> online meetings, <b>8,713</b> other contacts and communications, including letters, emails, texts, phone calls and social media contact.</p> <p><b>1,003</b> grants to <b>603</b> recipients.</p> <p><b>163</b> referrals to other charities. <b>47</b> collaborative grants.</p> <p>A total of <b>2,008</b> Hardship grants paid to Blesma Members.</p> <p><b>11</b> active tribunal cases, in addition to PIP Assessments and Mandatory Reconsiderations.</p> <p><b>370</b> Veteran's Prosthetic Panel grants secured in 2022, totalling £2,345,148.</p> <p><b>190</b> Referrals to the NHS Veterans Trauma Network</p> <p><b>328</b> individual counselling sessions.</p> |
| <p><b>Identity:</b><br/>Continue to bring Members' Activity programmes, including high-end events such as the Paralympics, to a position of prominence.</p> <p>Extend the programmes to meet the widest possible range of individual membership and whole Association needs, for example the <i>Making Generation R</i> Programme.</p>                                                                                                                                             | <p>Opportunity to lead, support and partake in activities of interest.</p> <p>Communication to Members to inspire and motivate fellow Members.</p> <p>Access to physical, mental and social engagement focused activities, to unfold new horizons, potential, confidence and self-respect.</p>                                                                                                                         | <p><b>242</b> live and <b>46</b> virtual activities conducted, with <b>3,654</b> Members, family members and carers participating. <b>21</b> Member-led events.</p> <p><b>28</b> Members supported at elite level by the Venture programme (4 in 2020).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Line of Operation and Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Delivery                                                                                                                                                                                                                                                                                                                                                               | Outputs and Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Connectivity:</b><br/>Grow our inclusive, positive and crisply responsive communications network, exploiting the latest communication technology but not to the exclusion of those unfamiliar with the digital age.</p> <p>Grow voluntary support across the network, at the hub of communities, and reaching out, including best use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p> <p>Actively promote the Association, making sure that all who are eligible to join the Association know of us and our offer.</p> | <p>A connected Outreach programme.</p> <p>Regular magazine, bulletin, website and social media news.</p> <p>Introduction to fellow Members and civilian user groups.</p> <p>Opportunity to volunteer and support Blesma and its members.</p>                                                                                                                           | <p><b>14.4 million</b> people saw Blesma content on social media in 2022.</p> <p>Blesma has <b>68,000</b> followers across social media.</p> <p><b>£21,000</b> of donations raised via Facebook and Instagram.</p> <p>Blesma was featured <b>34</b> times in national and local print media articles with <b>982</b> online articles.</p> <p><i>Making Generation R</i> – <b>58</b> active Members reached an audience of <b>14,959</b> - this brings the total number of people who have heard a Blesma Member's story through the MGR programme to <b>141,799</b> since 2016.</p> <p><b>86</b> active volunteers gave <b>819</b> working days in support of our Members in 2022.</p> <p><b>152</b> new Members in 2022</p> |
| <p><b>Resourcing:</b><br/>Establish a broad range of Fundraising functions that are able to engage with funders/ donors across multiple mediums from video calls to live streamed events.</p> <p>Provide a welcoming, safe, and covid free environment for Members, staff, volunteers and supporters.</p> <p>Operate a fit for purpose support and operational structure for Blesma.</p>                                                                                                                                                                                          | <p>A well-established, cost effective, agile, and efficient fundraising function with the ability to quickly adapt to new methods of fundraising as the situation dictates.</p> <p>Prioritise g the Health and wellbeing of Members, staff, volunteers and supporters.</p> <p>Efficient and timely delivery of support services to the Association while keeping a</p> | <p>A return on investment of <b>3.02</b> (2021: 2.7).</p> <p><b>22</b> Pence of every Pound of income in 2022 is planned to be spent to raise funds in 2023 (2021: 21p)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|  |                                                   |  |
|--|---------------------------------------------------|--|
|  | tight lid on overheads and related support costs. |  |
|--|---------------------------------------------------|--|

## **SECURITY**

Throughout 2022 Blesma's Support and Outreach Officers, supported by specialist head office staff have continued to deliver advice, assistance and welfare support to our 2,697 Members in the UK and abroad. In addition, our 86 active volunteers selflessly provided over 800 days of additional support to Members and their families.

In the early part of 2022, a spike in Covid cases partially interrupted "face to face" service provision. The experience gained throughout the pandemic was put to good use before we were able to revert back to the more traditional model of welfare delivery, supplemented by online and telephone services being provided by Support Officers, Outreach Officers and Branch and regional welfare volunteers. In total there were 9,774 contacts with our members during 2022, of which, 950 were home visits and 111 were on-line consultations. Our work to counter digital isolation has continued throughout 2022 with Members engaging online with families, friends and other Members across the country and overseas.

In total, Blesma awarded 1,003 welfare grants to 603 members in 2022, providing support across a range of member's needs including powered and manual wheelchairs, mobility scooters, stairlifts, disabled bicycles, and white and brown goods. We also assisted with adaptations to bathrooms, kitchens, access to homes, car ports and gardens. Members were also provided with equipment and training for employment.

Feedback from Blesma's Support Officers indicated that casework during 2022 continued to follow a similar theme to 2021 by becoming more complex, professionally demanding and time intensive. This was largely attributed to the impact of the Covid legacy and financial pressures on statutory service delivery, particularly where support to Members required a multi-agency intervention. Where this was evident, Support Officers continued to coordinate with other providers in multi-disciplinary teams to ensure Members receive the joined-up support they needed.

During 2022, all NHS limb centres returned to a delivery model of in-person prosthetics support. Many centres reported longer than normal waiting times for appointments as most were required to maintain social distancing on site which reduced the numbers of patients that could be seen on any given day. This, coupled with an increase in complexity of issues post-Covid, led to waiting times of around 6 weeks after the request, compared to 2 weeks pre pandemic. Most limb centres in England now manufacture new sockets off-site using a central fabrication approach which, on occasions, led to additional delays, particularly when problems with sockets were identified at the fit and delivery stage. In 2022 we continued to monitor developments in prosthetic

provision to our Members across the UK. At an individual level, Blesma advocated directly for 106 Members who required support locally at their NHS Limb Centres. We continued to raise awareness of limb loss within the NHS, delivering four regional GP veteran's awareness training sessions over the year.

Blesma's support to the Defence Recovery Capability was affected by Covid restrictions as visits by Members to Complex Prosthetics Assessment Clinics were suspended during the year. However, the Association helped 190 members with attributable injuries access specialist clinical care via the NHS Veterans Trauma Network (VTN). Blesma was represented on the VTN programme board and was actively involved in 22 VTN Multi-Disciplinary Teams which directly benefited our Members. We were pleased that the vital work of the Network was recognised by the award of the 2022 Health Service Journal Awards in the category of "Military and Civilian Partnership Award" this year.

Blesma continued to maintain its close links with the Defence Medical Rehabilitation Centre at Stamford Hall, where we enjoy good working relationships with both the clinical staff and the Veteran Welfare Service. There were significant pressures on the social care team due to staff vacancies and absences in 2022, however, they maintained close contact with Blesma and continued to send referrals for new Members whom we directly supported at this critical stage. Although in-person visits were suspended, the Complex Prosthetic Assessment Clinics continued to run smoothly, accepting 10 member referrals. Following the re-introduction of the successful Osseo-integration programme, several Blesma Members completed their rehabilitation at Stamford Hall during the latter part of the year, with positive outcomes for all.

For those with Service attributable amputations, the Veterans Prosthetic Panel continued to provide an excellent route for funding components in England. In 2022, Blesma achieved 370 successful advanced prosthetic component applications (95% success rate in submissions) for our members valued at £2,345,148. The Veterans Prosthetic Panel and NHS England continued to support Blesma Member applications to replace out of warranty prosthetics through residual funds. Eligible Members living in the devolved administrations had similar access to prosthetics through national care pathways, again supported by Blesma.

Blesma's BSO Prosthetics continues as a member of the NHS England Prosthetic Service Review board which is at the stage of designing and drafting an NHS-wide Service specification which will be publicised and subject to public consultation in 2023. Blesma are also represented on the Direct Skeletal Fixation (Osseointegration) Policy Working Group which has submitted a policy draft and evidence review to NHS England for consideration of further surgical intervention for prosthetic users who have a low tolerance of conventional prosthetic sockets.

**The Pattenmakers.** In 2022, Blesma was pleased for the first time to engage with the Worshipful Company of Pattenmakers, and particularly delighted that through their generous donation, we were able to assist one member to have a pair of bespoke leather boots made by Bill Bird Shoes which corrected a significant mobility issue. We look forward to further engagement and support in 2023.

Blesma has been grateful for the financial support provided by the Armed Forces Covenant Fund Trust (AFCFT) scheme which has helped fund activities in several Blesma regions. Of note was the success of the South West photography group which delivered a total of 100 activity sessions including, 15 physical activities, 15 online craft activities, 70 photography workshops and a photography exhibition staged at the University of Plymouth. The AFCFT also facilitated a grant from the Office of Veteran's Affairs in support of veterans of recent conflicts.

Blesma's membership enquiries and application process continued to benefit from the move to an online process in 2021 with 152 new members joining the Association during the year. At any one time, Blesma has around 30 applications underway awaiting confirmation of Service or eligibility criteria.

Blesma's Benefits and Social Care Advisor successfully resolved 75 benefit enquiries submitted via BSOs and a further 88 directly from members. She also conducted at home consultations with BSOs to advise and support members with particularly complex cases. Blesma continued to engage with the DWP and its providers to ensure the Association kept staff and members up to date with legislation and processes.

BSOs also continued to directly support individual Members who wished to challenge their War Pensions, Armed Forces Compensation Scheme Awards or DWP benefits. This also included representing them at Hearings and Tribunals. Blesma continued to engage with the DWP and delivery partners, highlighting issues affecting veterans. This included monitoring and publishing changes to existing policy which may affect Members.

**Research.** In 2022 Blesma and Anglia Ruskin University concluded a two year research study into living with loss of use of limb, in particular the effects on families. This followed an earlier study on the effects of living with limb loss. The project was kindly and generously funded and supported by the Forces in Mind Trust, who also allowed for further investigation into the experiences of female veterans and their families. The final report promises to shine a light on some key areas of need whilst proposing a practitioner's tool that will help inform and improve future clinical practice.

Blesma also applied for a £200,000 research grant from the Office for Veteran's Affairs through the Health Innovation Fund. If funded, this research

will examine the benefits of using commercially available mobility devices to enhance the quality of life of users.

### **Work with Devolved Governments.**

Blesma continued to work with Social Security Scotland to help shape their new disability benefit system, specifically where it has impact on veterans. The Adult Disability Payment is the Scottish equivalent to the Personal Independence Payment. Staff have taken part in stakeholder events to help develop the claim process and help design the claim form. The Association has also inputted into the Scottish Government's Enhanced Administration and Compensation Recovery consultation process.

In Wales, Blesma continued to attend the Cross-Party Group for Armed Forces and maintained a strong relationship with the Welsh Government Armed Forces Team. The Association continued to highlight gaps in support for Veterans and their families in Wales, while supporting initiatives to improve service provision, reduce social isolation for veterans and improve prosthetics provision. BSO (Wales and West) collaborated directly with the new Wales Veterans Commissioner and now sits as Vice Chair of the Wales Veterans Advisory and Pensions Committee (VAPC).

In Northern Ireland the Association worked closely with the NI Veterans Support Office (NIVSO) to coordinate support and raise awareness of veteran's issues. Blesma also contributed to the success of six veteran's information roadshows hosted by the Veterans Commissioner. BSO (Prosthetics) and BSO Scotland & Northern Ireland are members of the NI Armed Forces Liaison Forum and work with the Musgrave Park Limb Centre on issues affecting prosthetic provision in the Province.

### **Branch Network**

Blesma's five regional branches continued to support and connect our Members through their local networks of Members and volunteers, supported by regional BSOs and Outreach Officers.

In 2022 the Bournemouth and District Branch held its 75<sup>th</sup> anniversary to coincide with D Day on 6<sup>th</sup> June in Dorchester. Members were also able to congratulate their Branch Secretary on receiving the Blesma Earl of Ancaster award for exceptional volunteer services to the Association. The Branch were delighted to have also received a gracious response from Her Majesty to the Chairman's loyal greetings on her Diamond Jubilee, which in the light of her passing, has made her reply that more memorable.

Sutton and Merton and Districts branch met regularly throughout the year and saw several new members expanding its ranks. The Branch invited Merton Council to brief Members on their new initiative supporting veterans with

housing issues, employment and welfare support in early 2023. In June the Chairman received a Certificate and Shield in recognition of her Long and Meritorious Service to Blesma.

The Great Yarmouth and Lowestoft Branch was very active and increased its membership numbers in the year. The Branch looked to widen its membership catchment area and held an event in Norwich for the first time. Other highlights included a well-supported and attended Blesma stand at Armed Forces Day in Lowestoft and large Member get-togethers at Dunston Hall and Oulton Broad.

In a similar vein, the Nottingham Branch was very active supporting members both in person and via regular telephone call check-ins within its catchment area. The Branch are looking to continue to expand their numbers and diversify their activities and meeting times in 2023, in order to attract and engage a wider and younger cohort of membership.

Southampton Branch continued to actively support its members, with regular online advice and engagement augmented by face to face social meetings in Totton. Sadly, the Portsmouth Branch became unsustainable and closed down in 2022, although over half of its members transferred to the Southampton Branch to maintain their strong links with local Members.

## **IDENTITY**

Blesma's 90th year began under Covid restrictions, with some international events including January's skiing trip to France having to be cancelled due to travel restrictions imposed because of the Omicron covid variant. By March these restrictions were eased and international travel could restart, enabling the second planned skiing trip to France to take place. This was the first overseas Blesma activity to take place in two years.

The lifting of travel restrictions also meant that the twice-postponed Race Across America (RAAM) cycle event could take place in June. This event was probably the most challenging of any group activity that Blesma has organised, with Blesma's team of cyclists and support crew "digging deep" to overcome the loss of their captain after a bike crash as well as their team bus to a mechanical breakdown. Thanks to the determination of those taking part and the enthusiastic support of their American hosts the Blesma team were able to adapt, overcome and battle their way to the finish line.

National Activities were also able to take place throughout most of the year as the threat of Omicron receded. Family glamping trips, seniors and widows' weeks, fitness and lifestyle camps, Blesma's second surf week and a week-long photography event in Shetland all provided opportunities for Members and their families to re-connect.

Further to the Members Weekend taking place between lockdowns in October 2021, we were able to return to our usual month of June for Members Weekend 2022. Once again this event took place in Chesford Lodge in Warwickshire. Some 250 Members, family members and guests took part in a celebration and commemoration of Blesma's 90<sup>th</sup> Anniversary. The event included the first in-person Annual General Meeting since 2019, with some Members attending remotely. Once the formalities were over Members took part in a wide variety of games, workshops and displays. The weekend ended with a Barbeque and several promises to "see you next year!"

The 90<sup>th</sup> Anniversary commemorations continued with Blesma hosting a reception in the State Apartments of the Royal Hospital Chelsea. Members, trustees and staff from across the Association hosted a wide range of guests, including individual donors, corporate supporters, representatives from the armed forces, government ministries, the NHS and other military charities to say thank you for making Blesma's work possible.

Other representational events in 2022 included the Belfast Military Tattoo where Blesma was selected as the chosen military charity. Members were hugely touched as they received a standing ovation from the crowd. Remembrance events in November were well-supported, with Members attending the Cenotaph parade and conducting a wreath laying ceremony at West Ham Football Club's London Stadium.

Blesma's Venture Fund continued to support Members taking part in personal sporting challenges. Members competed in the Winter Paralympics and Invictus Games, while others were able to pursue their ambitions in a wide variety of sports including polo, aerobatic flying, motorsports, archery, ice hockey and sailing. Mountaineering successes included Member Les Binns summitting Mount Everest, Andy Reid's successful expedition to Mount Kilimanjaro and Martin Hewitt summitting Mt Vinson in Antarctica on his way to completing the incredible *Adaptive Grand Slam* of reaching both poles and summitting the highest peaks on all seven continents.

The Making Generation R programme was able to return to face-to-face training and presentations in 2022. After running this hugely successful programme for six years the Association commissioned an external evaluation of the programme to seek the views of Members, audiences and supporters before deciding on its future. After an extensive review, the Association decided to continue delivering presentations to youth audiences for one more year, then to transition into a Storytelling programme focusing upon Members being able to tell their story to audiences of their choice. This new programme is planned to launch in mid-2023 for a trial period of two years.

## **CONNECTIVITY**

Blesma continued to maintain the vital connectivity between our own Members through an expanding programme of social events and activities, delivered

regionally by our 10 Outreach Officers. This led to the successful delivery of 288 activities (46 virtual and 242 face to face) to 3,654 members and their families in 2022. Feedback was hugely positive and showed that these popular activities help maintain the comradeship between our Members. Online activities continued to link our regional networks with Members across the country and beyond. These included all manner of arts and craft activities, a drama project, health and wellbeing workshops, quizzes and get-togethers over home-cooked recipes. Face to face activities included a huge variety of days out, dry slope skiing and snowboarding, golf, target rifle and clay pigeon shooting, carriage driving, wheelchair sports, coarse fishing, canal boating and sailing.

More widely the Association continued to advocate on behalf of its Members with the Ministry of Defence, the Office of Veterans Affairs and the Ministry of Health and Social Care. Our Independence and Wellbeing staff maintained close ties with both national and local agencies to deliver joined up support, often through multi-disciplinary teams focussed on individual cases. Blesma continued to develop its working relationship with Veterans UK by holding regular meetings with staff. This collaboration was strengthened in 2022 with Blesma being invited to participate in a Veterans UK communications review, a Lived Experience event and two training sessions at Norcross for Veterans UK staff delivered by Blesma BSOs to promote a better understanding of the issues faced by our Members. This will be supplemented in 2023 by further online sessions provided to Veterans UK Welfare Service staff.

During the year the Association provided detailed feedback and advice on several government consultation papers on health, disability, and the provision of care services. We continued to work closely with the Scottish Parliament on the Scottish Social Security Review and represented veterans in Wales through the Welsh Armed Forces Prosthetic Forum.

Blesma continued to be represented on the executive boards of Cobseo, the Confederation of Service Charities and Veterans Scotland, while collaborating with other charities supporting disabled veterans through the Disabled Veterans Charity Partnership with Help for Heroes and Blind Veterans UK. The Association also submitted a joint case with Help for Heroes to the Treasury for the restoration of the Veterans Mobility Fund, which previously used money raised through LIBOR fines to provide prosthetics and mobility equipment to veterans with attributable injuries.

In 2022 Blesma streamlined its own Communications and Marketing operations in order to focus on informing Members, supporters and the wider public about our Members and the different ways in which Blesma assists them to live independent and fulfilling lives.

The year saw the successful relaunch of the Blesma magazine which now contains the Blesma Bulletin within it, rather than as a separate publication. This reduction in publications from seven to four meant that each issue of the

magazine could have more attention and the quality of the publication could increase. The new look magazine and bulletin was widely complimented by Members across the Association.

A review of the Blesma Connects app found that audience and usage figures had not met expectations and the app had struggled to meet its goals. A lot of the information on the app was available elsewhere and many of Blesma's Members preferred to use other social media platforms to communicate. The decision was made to close the app and focus on other digital media outputs.

In 2022 Blesma commissioned a Membership Survey in order to improve its understanding of Members in terms of numbers, lifestyles, work and family. Members were invited to describe how they had used Blesma's services and activities, in order to establish what kinds of needs they might have going forward in terms of welfare support, activities and communications. The intention is to use this information to make recommendations on how Blesma should develop its strategy over the next five years. The survey received over 400 responses, representing approximately 15% of the membership. These responses have been followed up with more detailed one-to-one interviews. Results will be shared with the membership in 2023.

Press and social media coverage of Blesma focussed upon the achievements of Members at the Paralympics and Invictus games, the Everest and Kilimanjaro climbs and the Land's End to John o' Groats fundraising challenges completed by Member trustee Stu Croxford and supporter George Bromley. Blesma Member Fran Townsend's experiences with the England polo team in Argentina were covered by The Daily Mirror in December. The 40<sup>th</sup> Anniversary of the Falklands War and Blesma's own 90<sup>th</sup> Anniversary were highlighted through videos describing our Member's experiences and the support provided by the Association. The best performing piece of social media content in 2022 was a tweet about Blesma Member Ricky Ferguson MC which reached 94,500 people. Our social media following has continued to grow, with an 11% increase since 2021 taking the number to 68,000 followers.

## **RESOURCING**

In 2022, 76% of all income came from general fundraising in the form of donations and legacies; 18% from the investment portfolio and investment property (rent); 5% from grants; and 1% from miscellaneous sources. Although general fundraising income (excluding legacies) was down 23% compared to 2021, it was above the target set at the start of the year by 9%, an achievement considering the significant economic and fundraising challenges experienced in 2022. Legacy fundraising recovered well from 2021, with an 80% increase in receipts. We anticipate that fundraising conditions will remain particularly challenging in 2023, and that 22p (2021:21p) in every pound of income raised in 2022 will be used to raise funds in 2023. The Association remains determined to make the most of every pound that is raised and prioritise outputs in support of its Members.

We remain vigilant and continue to abide by GDPR stipulations in all our fundraising activities and ensure that the Fundraising Regulator's guidelines on personal information and fundraising (consent, purpose and transparency) are adhered to. Blesma does not employ agencies to raise funds from the public in the name of Blesma. Our fundraising activities are monitored closely. Our fundraising ethics and promise, complaints policy and privacy policy are published. Our safeguarding policy toward vulnerable people is adhered to in our fundraising activities. There were no formal complaints relating to Blesma's fundraising methods in 2022.

## **PLANS FOR THE FUTURE**

The Board of Trustees regularly review Blesma's 5 year rolling Strategic Plan in step with the Board's annual cycle of governance. A thorough review of the Plan was undertaken in 2018 to take the horizon forward to 2023. The purpose of the Plan is to:

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Ensure that Blesma delivers the most effective support to our Members, achieving the best possible improvement to their quality of life and happiness in the most efficient manner, whilst achieving the best value for money and sustaining an excellent reputation for the Association.

The Blesma Board plans to include the views of Members in a strategy review in 2023. In future the Plan will address:

### **Security:**

- a) Mitigating where possible the long-term effects of the pandemic and economic upheaval on the delivery of statutory Health and Social Care services to Members.
- b) Sponsoring and contributing to relevant academic research for the benefit of Blesma Members and their families.
- c) Continuing to develop close working relationships with key agencies and regional/local staff. and local staff.
- d) Influencing the future organisation of NHS mobility/limb services within the context of a national integrated care system.

- e) Seeking government funding for the Veterans Mobility Fund, so that those injured in service can be confident that they will continue to receive appropriate support in the future.

**Identity:**

- a) Deliver a diverse and inclusive Activities programme that supports the needs and aspirations of Members.
- b) Continuing to take part in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.
- c) Transitioning the Making Generation R programme to Storytelling for Blesma Members.

**Connectivity:**

- a) Communicating to Blesma Members and external audiences through a range of print and digital means.
- b) Continuing to deliver a broad and varied range of outreach activities that link our Members in comradeship.
- c) Maintaining productive relationships with government ministries, statutory agencies and other charities in order to advocate appropriately and coordinate appropriate responses to the needs of Members.

**Resourcing:**

- a) Ensuring that Blesma's future is secure in a particularly demanding economic environment.
- b) Ensuring that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- c) Continuing to ensure that Blesma is structured appropriately to deliver its outputs.
- d) Maintaining a broad range of fundraising capabilities so that the Association is able to respond to changing economic circumstances.

## **FINANCIAL REVIEW**

### **GENERAL PERFORMANCE IN 2022**

During the year ended 31 December 2022, the Association recorded an operating loss of **£2,398,491** (2021: £1,173,351). The net expenditure after the loss on investments of **£3,402,348**, was **£5,800,840** (2021: £2,264,127 net income after investment gain of £3,437,478) owing to the major challenges facing the economy due to the legacy of the pandemic, the economic crisis impacting upon investment performance and the squeeze on incomes as inflation hit a 40-year high at the end of the year.

Donations, legacies, grants and other income amounted to **£3,956,288** (2021: **£4,225,724**) and these included:

- a) **£1,240,673** (2021: £687,583) of Legacy Income – a significant increase of 80% on the previous year, largely due to the easing of constraints in the probate administration process associated with the Covid pandemic in 2021. The Association also increased Blesma's Legacy fundraising capability during the year.
- b) **£2,715,615** (2021: £3,538,141) of General Income (total income less legacies) – a decrease of 23% from the previous year owing to the challenging fundraising environment and a decrease in miscellaneous/other income such as government grants which reduced from the levels seen during Covid.

*Total Incoming Resources less the cost of generating funds amounted to **£2,893,816** (2021: £3,118,440). This included net Investment Income of **£537,670** (2021: £475,241). The total decrease in income was 6% on the previous year overall.*

Expenditure on Blesma's charitable activities was **£5,292,307** (2021: £4,291,792), an increase of 23% over the previous year largely due to increasing demand for welfare grants, inflation and the one-off payment of hardship grants to our Members to cushion the impact of high energy prices caused by the war in Ukraine. This included:

- a) **£3,861,705** (2021: £3,152,136) - Welfare delivery (Security) – an increase of 23% over the previous year, largely due to increased need over the year caused by the Covid backlog and cost of living increases but also reflecting increased costs. This figure also includes £97K of expenditure for grants made in conjunction with other agencies that has been refunded. The Members' hardship grant represented an additional cost of £368K.
- b) **£1,117,831** (2021: £762,029) - Activities (Identity)– an increase of 47% following the lifting of lockdown restrictions resulting in more Members being accorded the opportunity to participate in local and overseas events.
- c) **£312,771** (2021: £377,626) - Representational work (Connectivity) – a decrease of 17%, due to a reduction in staffing and programme costs during the year.

## **FUNDRAISING**

Total fundraising income was **£3,024,554** (2021: £3,013,749), a slight increase on the previous year by 0.4% despite the significant economic challenges experienced. The performance of individual income streams in 2022 was as follows:

- a) **Direct Mail: £355,518** (2021: £407,713), a decrease of 13% on the previous year mainly due to reductions in household incomes.
- b) **Trusts and Foundations: £640,727** (2021: £978,989, 2020: £348,313), a decrease of 35% on the previous exceptional year largely because of the relatively high number of Trusts and Foundations donors who were willing to help charities weather the pandemic in 2021.
- c) **Lottery Income: £165,373** (2021: £108,040), a significant increase of 53% due to growth in the number of players and corresponding royalty payments from the *Make a Smile* Lottery.
- d) **Community and Events: £247,766** (2021: £362,266), a decrease of 32% largely due to the cost of living crisis and its impact on individual donations.
- e) **Corporate Donations: £50,894** (2021: £203,503), a significant decrease of 75% as corporate donors grappled with business costs largely attributable to high inflation and interest rates in the economy.
- f) **Major Donations: £166,125** (2021: £198,500), a decrease of 16%.

## **INVESTMENT POLICY AND PERFORMANCE**

The Association's funds are invested in line with direction given by Trustees to its Fund Managers, Cazenove Capital Management, in the form of investment policy. Trustees delegate matters of policy development and general supervision to the Finance and Investment Sub Committee. It delegates day-to-day policy management to the National Treasurer and to the Chief Executive and Finance and Support Director who remain in close contact with Fund Managers. The Fund Managers present the Investment Report to the Finance & Investment Sub Committee twice a year, and Trustees receive quarterly Reports. An ethical 'look through' is conducted annually.

### **Investment Objective**

Blesma's investment objective is to have an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. A total return target for income in 2022 was given to the Fund Managers and achieved.

### **Asset Allocation and Benchmarks**

During 2022 Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

|                                   | Strategy | Ranges    |
|-----------------------------------|----------|-----------|
| UK Equities                       | 22%      | 50% - 80% |
| Overseas Equities                 | 43%      | 50% - 80% |
| Fixed Income                      | 14%      | 5% - 30%  |
| Alternatives (including Property) | 19%      | 5% - 30%  |
| Cash                              | 2%       | 0 - 10%   |

## Investment Restrictions

Not to invest in unquoted securities, individual Futures, Warrants or Commodities, in property directly, or to participate in underwriting. Fund Managers are not to invest directly in foreign currencies or Chinese government securities without prior agreement with Trustees. Total equity allocation should not exceed 80% and not fall below 50%.

## Investment Performance

Invested funds decreased to **£32.8m** (2021:£36.7m) over the period. The net income was **£537,669** (2021: £475,241) - a yield of 1.6% (2021: 1.3%). Stock markets rounded off a tumultuous year with gains in the fourth quarter. Within the Blesma portfolio the return on equities exceeded the global equity benchmark. The most significant contribution came from the allocation to UK equities, which were aided in part by the country beginning to recover from the “mini-budget” crisis. Government bond yields edged up (meaning prices fell) towards the end of the fourth quarter, reflecting some market disappointment at the hawkish tone from some central banks despite mounting evidence of slowing economic growth.

## RISK MANAGEMENT

At a strategic level the Charity Commission’s guidance, Charities and Risk Management, on the four basic approaches of transferring, avoiding, managing or accepting risk has been followed. Strategic and operational level risks are reviewed quarterly by the Board using a traffic light system of risks against performance and management, including mitigation and trend analysis. The two most concerning strategic risks are:

- a) Demand for Services. An inability to cope with the demands of increasingly complex injuries and sophisticated treatment in the longer term, as well as a backlog as statutory services return to normal provision over time. Blesma's short to long term financial planning has also been conducted in anticipation of an increased demand for financial support. Current Reserves are adequate for the implementation of these and the Strategic Plan remains robust.

- b) Income Generation. The approach to diversify income generation has proved to be a sensible strategy, however, the impact of significant economic upheaval and high inflation on household and corporate incomes may well continue to impact upon fundraising and legacy income generation.

In the opinion of the Trustees the Association has the established resources and the review systems in place, which should allow risks identified by them to be managed appropriately.

### **CHARITY RESERVES**

Blesma's Free Reserves (i.e. investment portfolio plus cash at bank) at the balance sheet date stood at **£36m** (2021: £41m), a decrease of 12% as inflation surged to 40-year highs leading to an unprecedented series of interest-rate increases, with significant impact on markets that continued into the end of the year. The total Fund balance was **£38,628,599** (2021: £44,429,439) of which Unrestricted Funds stood at **£38,081,435** (2021: £43,735,520) and Restricted Funds **£547,164** (2021: £693,919). Blesma's resources are needed to meet its main charitable objectives. Through-life support for present Members must be sustainable. The need to maintain contingency for the casualties of future conflict requires readiness, as do unforeseen issues such as those we have experienced over the last three years. Apart from its office building Blesma has no assets of monetary value beyond the investment portfolio managed by Cazenove.

20 per cent of Free Reserves is allocated to an increase in spending on more comprehensive services to Members as defined in the Strategic Plan.

20 per cent of Free Reserves is allocated to funding the increased cost of supporting care for the most infirm and those in later life, specifically in the longer term under the Blesma grants scheme. There was increasing demand for welfare grants in 2022 and the State is under increasing and significant pressure to deliver appropriate health and social care provision, particularly for those in later life. This is reflected across the NHS and at Local Authority/ Integrated Care Board level. Where State provision is found wanting in a definite way, and on the understanding Blesma is not replacing the State in a wholesale manner, grants are made to relieve distress and meet immediate need.

20 per cent of Free Reserves is allocated to providing instant funds for the support of casualties in a future conflict and to absorb increased costs in the provision of services resulting from medical advances and a more holistic approach. Blesma must be ready for unexpected and violent scenarios.

40 per cent of Free Reserves will remain as such (approximately 26 months of operating costs) to ensure business continuity, thus demonstrating to beneficiaries, funders and the public the charity's continuing resilience and

capacity to manage unforeseen financial difficulties. Free Reserves are the only asset available to Blesma to meet ongoing, and future, commitments to support the membership for life should current income streams be jeopardised.

At the balance sheet date, the Trustees are satisfied that the level of Free Reserves is adequate for the purpose, given the requirement to address a backlog in health provision, ongoing economic uncertainty and increasing pressure on household incomes that is likely to continue to impact on charitable donations. The Board will continue to review the Association's reserves and its policy annually; more frequently if circumstances dictate. Trustees pay particular attention to the ratio of Free Reserves to operating costs.

### **GOING CONCERN**

Despite reporting an operating loss and a reduction in the value of investments during 2022, the Trustees are satisfied that Blesma retains sufficient free reserves to meet its commitments in the foreseeable future and is therefore a going concern. The Blesma Strategic Plan continually looks forward five years matching policy, resources, programmes and projects, ensuring prudent balance is maintained. In 2022 Blesma made use of its reserves to sustain charitable outputs as intended. Should the financial effects of economic uncertainty exceed expectations to the point that the reserves may be significantly reduced, savings measures such as structural adjustments and/or redundancies will be considered before significant reductions in expenditure on activities or welfare provision.

## **GOVERNANCE AND ADMINISTRATIVE REPORT**

### **STRUCTURE, GOVERNANCE & MANAGEMENT**

#### **CONSTITUTION**

Charity Number 1084189

Company Limited by Guarantee Number 4102768

Registered in Scotland SC010315

Blesma The Limbless Veterans is a national charity for those who lose limbs or the permanent use of limbs, or lose the sight of eyes, or suffer permanent loss of speech or hearing, in Service or as a result of Service in Her Majesty's Forces, or Auxiliary Forces, and for ex-Service men and women who lose limbs

or sight of eyes, or in certain circumstances use of limbs, after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving. Membership is also open to all men and women of civilian status who lose a limb or an eye, or suffer the loss of use of limb as a result of War Service or enemy action, or terrorist action against Her Majesty's Forces with which those of civilian status are employed, or volunteer, to provide direct support, or in exceptional circumstances subject to the approval of Trustees.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows as beneficiaries. The Association is governed by its most recent Articles of Association and Rules adopted at the Annual General Meeting on 3 June 2021.

### **ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES**

The Blesma AGM was held during the 2022 Members Weekend on 19<sup>th</sup> June 2022. A full report on proceedings was included in the Autumn Association Magazine.

- a) The Annual Report and Accounts for the year ended 31 December 2021 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Mr W Dixon, Mr S White and Ms A Grant resigned as Trustees.
- d) Mr S White and Ms A Grant were re-elected as trustees.
- e) Mr R Gilbert was elected as a Trustee.

The maximum number of elected Trustees is 11. One third of trustees are required to resign and stand for re-election, if they so wish, at each AGM. Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims to achieve an appropriate balance of knowledge and experience; at least half the trustees should be full or associate Blesma Members while the remainder are granted honorary membership. This promotes connectivity across the Association and the right blend of experience, knowledge and expertise to fulfil all Board responsibilities. Blesma acknowledges the Charity Governance Code, abides by the Code's principles and works to implement the recommended practice. Blesma is a full Member of the Confederation of Service Charities.

### **TRAINING OF TRUSTEES**

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on issues affecting charities at their quarterly meetings. New Trustees receive a full induction programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

## **ORGANISATIONAL STRUCTURE**

**The Board.** The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (March/April), Performance and Risk (June), Strategy Review and Programme Proposal (September) and Programme Approval (December).

The Board of Trustees:

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL

Vice Chairman: Mr S White

Honorary Treasurer: Mr M Ambler

Mr S Croxford

Ms A Grant

Mr R Gilbert

Mr R Kerrigan

Mr L Maguire

Mr C Rouse MBE

Mr R Watts

Mr B West (until June 2022)

Mr C Rouse was extended in post as a trustee for 2022/23 in order to retain his specialist knowledge of Member events and activities.

The Finance & Investment Sub Committee (FISC). The FISC meets twice a year under the chairmanship of the Honorary Treasurer. Its terms of reference including delegated powers are laid down in an appropriate Blesma Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited.

The Remuneration Sub Committee (RSC). The RSC meets once a year routinely, under the chairmanship of the Vice Chairman. It reports to the full Board to make recommendations upon the specific remuneration and terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

The Governance Sub Committee (GSC). Governance matters and Blesma's policies are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. Blesma's Governance Standing Instructions are reviewed annually.

The Executive. The Chief Executive Mr J D Bryant OBE runs the Association on a day-to-day basis from Chelmsford in Essex.

The key structure is:

- a) Director of Operations - Mr T R Bloomfield. Responsible for communications across the Association and externally – this includes all aspects of public relations, maintaining profile and raising funds to enable our charitable work. The Director of Operations is also responsible for national and international activities and acts as the deputy Chief Executive.
- b) Director of Independence and Well-being – Mr I G Harper. Responsible for all membership matters, including welfare support to Members, liaison with MoD recovery services the National Health Service and the Department of Work and Pensions, prosthetic provision, the conduct of academic research and grant making.
- c) Finance and Support Director – Mr B C Mwense. Responsible for financial management and control, reporting and administration as well as logistics, office management, contracts and HR.

There are no trading subsidiaries of Blesma.

### **KEY MANAGEMENT – REMUNERATION**

The remuneration of key management personnel is set by the Trustees, upon recommendation of the Remuneration Sub Committee, with the policy objective of ensuring that they are provided with appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of remuneration is reviewed annually, in particular noting role responsibilities and including reference to comparisons with sector and national statistics to ensure that Blesma remains sensitive to the broader issues of pay and employment conditions elsewhere. The key management are the Chief Executive, the Director of Operations, the Director of Independence and Wellbeing and the Finance and Support Director, collectively known as the Senior Management Team (SMT). The staff salary bands and sum of remuneration are noted in the Charity Accounts. The Chief Executive and SMT are employed on the same terms as all other staff and the Charity does not pay bonuses. Trustees normally receive no remuneration or benefits other than expenses incurred.

### **DATA PROTECTION**

Trustees are briefed regularly on matters surrounding data protection and personal information, and ensure policies are appropriate and kept up to date. Blesma continues to closely monitor its compliance with General Data Protection Regulations and the Blesma Privacy policy is published on the Blesma website.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

The trustees, who are also the directors under company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Statement of Recommended Practice for Charities (SORP 2015) issued October 2019, Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.
- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- d) Observe the methods and principles in the Charities SORP.
- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all the steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This Report which incorporates the Strategic Report, was approved by the Trustees on 6<sup>th</sup> April 2023, and signed on their behalf.

A handwritten signature in black ink, appearing to be 'A. Bradshaw', followed by a period.

**General Sir Adrian Bradshaw KCB OBE DL  
National Chairman**

**6<sup>th</sup> April 2023**

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BRITISH LIMBLESS EX- SERVICE MEN'S ASSOCIATION**

## **OPINION ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, 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 charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities 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 charitable company 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**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 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 requires 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 set out on page 30, 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and fundraising regulations, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, fundraising regulations, taxation legislation, employment legislation, General Data Protection Regulation (GDPR) and Health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory

correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Thomas  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
Date:

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                                  |       | UNRESTRICTED       | RESTRICTED       | 2022               | 2021               |
|--------------------------------------------------|-------|--------------------|------------------|--------------------|--------------------|
|                                                  | Notes | FUNDS              | FUNDS            | TOTAL              | TOTAL              |
|                                                  |       | £                  | £                | £                  | £                  |
| <b>Income</b>                                    |       |                    |                  |                    |                    |
| Donations and Legacies                           | 2     | 2,718,267          | 306,287          | <b>3,024,554</b>   | 3,013,749          |
| Investment Income                                |       | 664,868            | -                | <b>664,868</b>     | 599,509            |
| Investment Income - Other                        |       | 44,849             | -                | <b>44,849</b>      | 40,749             |
| Grants                                           |       | -                  | 198,934          | <b>198,934</b>     | 165,379            |
| Other Income                                     |       | 23,084             | -                | <b>23,084</b>      | 406,338            |
|                                                  |       | 732,801            | 198,934          | <b>931,734</b>     | 1,211,975          |
| <b>Total Income</b>                              |       | <b>3,451,067</b>   | <b>505,220</b>   | <b>3,956,288</b>   | <b>4,225,724</b>   |
| <b>Expenditure</b>                               |       |                    |                  |                    |                    |
| <b>Expenditure on raising funds</b>              |       |                    |                  |                    |                    |
| <b>Resourcing</b>                                |       |                    |                  |                    |                    |
| Fundraising                                      | 5     | 934,274            | 1,000            | <b>935,274</b>     | 983,016            |
| Investment Management fees                       |       | 127,198            | -                | <b>127,198</b>     | 124,268            |
|                                                  |       | 1,061,472          | 1,000            | <b>1,062,472</b>   | 1,107,284          |
| <b>Expenditure on charitable activities</b>      |       |                    |                  |                    |                    |
| <b>Security</b>                                  |       |                    |                  |                    |                    |
| Membership Services - Welfare                    | 6     | 3,249,893          | 611,812          | <b>3,861,705</b>   | 3,152,136          |
| <b>Identity</b>                                  |       |                    |                  |                    |                    |
| Membership Services - Activities                 | 7     | 1,078,668          | 39,163           | <b>1,117,831</b>   | 762,029            |
| <b>Connectivity</b>                              |       |                    |                  |                    |                    |
| Awareness and Representation                     | 8     | 312,771            | -                | <b>312,771</b>     | 377,626            |
|                                                  |       | 4,641,332          | 650,975          | <b>5,292,307</b>   | 4,291,792          |
| <b>Total Expenditure</b>                         |       | <b>5,702,804</b>   | <b>651,975</b>   | <b>6,354,779</b>   | <b>5,399,076</b>   |
| <b>Operating (loss)/surplus</b>                  |       | <b>(2,251,737)</b> | <b>(146,755)</b> | <b>(2,398,491)</b> | <b>(1,173,351)</b> |
| <b>Net (loss)/gain on investments</b>            | 12    | <b>(3,402,348)</b> | -                | <b>(3,402,348)</b> | <b>3,437,478</b>   |
| <b>Net income/(expenditure)</b>                  |       | <b>(5,654,085)</b> | <b>(146,755)</b> | <b>(5,800,840)</b> | <b>2,264,127</b>   |
| Transfers between funds                          |       | -                  | -                | -                  | -                  |
| Net movement in funds for the year               |       | <b>(5,654,085)</b> | <b>(146,755)</b> | <b>(5,800,840)</b> | <b>2,264,127</b>   |
| Balances brought forward 1 January 2022          | 17/18 | 43,735,520         | 693,919          | 44,429,439         | 42,165,312         |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2022</b> |       | <b>38,081,435</b>  | <b>547,164</b>   | <b>38,628,599</b>  | <b>44,429,439</b>  |

The Notes on pages 42-57 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**BALANCE SHEET (Company number: 04102768)**  
**AS AT 31 DECEMBER 2022**

|                                                |        | 2022<br>TOTAL            | 2021<br>TOTAL            |
|------------------------------------------------|--------|--------------------------|--------------------------|
|                                                | Notes  | £                        | £                        |
| <b>Fixed assets</b>                            |        |                          |                          |
| Tangible fixed assets                          | 11     | 2,143,755                | 2,217,756                |
| Intangible fixed assets                        | 11(b)  | 18,023                   | 66,095                   |
| Investment properties                          | 11(a)  | 839,345                  | 857,150                  |
| Investments                                    | 12     | <u>32,769,056</u>        | <u>36,661,070</u>        |
|                                                |        | <b>35,770,179</b>        | <b>39,802,071</b>        |
| <b>Current Assets</b>                          |        |                          |                          |
| Stocks                                         |        | 15,771                   | 13,754                   |
| Debtors                                        | 13     | 515,210                  | 431,840                  |
| Balances at bank and in hand                   |        | <u>2,838,237</u>         | <u>4,596,194</u>         |
|                                                |        | <b>3,369,218</b>         | <b>5,041,788</b>         |
| Creditors: amounts falling due within one year | 14     | 458,363                  | 285,811                  |
| Provision for liabilities and charges          | 14 (a) | 52,434                   | 128,609                  |
| <b>Net current assets</b>                      |        | <b>2,858,420</b>         | <b>4,627,368</b>         |
| <b>Net Assets</b>                              |        | <u><b>38,628,599</b></u> | <u><b>44,429,439</b></u> |
| <b>FUNDS</b>                                   |        |                          |                          |
| Unrestricted funds                             | 17     | 38,081,435               | 43,735,520               |
| Restricted funds                               | 18     | 547,164                  | 693,919                  |
| <b>Total Funds</b>                             |        | <u><b>38,628,599</b></u> | <u><b>44,429,439</b></u> |

Approved by the Board of Trustees on 6 April 2023 and signed on its behalf by:

General Sir Adrian Bradshaw KCB OBE

M Ambler

J Bryant OBE

The Notes on pages 42-57 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                                                               | 2022<br>£   | 2022<br>£          | 2021<br>£   | 2021<br>£          |
|-------------------------------------------------------------------------------|-------------|--------------------|-------------|--------------------|
| <b>Cash flows from operating activities:</b>                                  |             |                    |             |                    |
| <b>Net cash provided by (used in) operating activities</b>                    |             | <b>(2,906,458)</b> |             | <b>(1,497,807)</b> |
| <b>Cash flows from investing activities:</b>                                  |             |                    |             |                    |
| Investment income                                                             | 709,717     |                    | 599,509     |                    |
| Purchase of investments                                                       | (8,607,825) |                    | (9,580,445) |                    |
| Purchase of property, plant and equipment                                     | (50,883)    |                    | (19,942)    |                    |
| Proceeds from the sale of investments                                         | 9,264,224   |                    | 9,374,809   |                    |
| <b>Net cash provided by (used in) investing activities</b>                    |             | <b>1,315,234</b>   |             | <b>373,931</b>     |
| <b>Cash flows from financial activities</b>                                   |             |                    |             |                    |
| (Increase)/decrease in amounts awaiting investment                            | (166,733)   |                    | 742,818     |                    |
| <b>Net cash provided in (used by) financial activities</b>                    |             | <b>(166,733)</b>   |             | <b>742,818</b>     |
| <b>Change in cash and cash equivalents in the reporting period</b>            |             | <b>(1,757,957)</b> |             | <b>(381,058)</b>   |
| <b>Cash and cash equivalents at the beginning of the reporting period</b>     |             | <b>4,596,194</b>   |             | <b>4,977,252</b>   |
| <b>Cash and cash equivalents at the end of the reporting period</b>           |             | <b>2,838,237</b>   |             | <b>4,596,194</b>   |
| <b>(a) Analysis of cash and cash equivalents</b>                              |             | <b>2022</b>        |             | <b>2021</b>        |
|                                                                               |             | £                  |             | £                  |
| Cash at bank and in hand                                                      |             | 2,838,237          |             | 4,596,194          |
|                                                                               |             | <b>2,838,237</b>   |             | <b>4,596,194</b>   |
| <b>(b) Reconciliation of cash flows from operating activities</b>             |             | <b>2022</b>        |             | <b>2021</b>        |
|                                                                               |             | £                  |             | £                  |
| <b>Net (expenditure)/ income as per the Statement of Financial Activities</b> |             | <b>(5,800,840)</b> |             | <b>2,264,127</b>   |
| <i>Adjustments for:</i>                                                       |             |                    |             |                    |
| Net (gain)/loss on investments                                                |             | 3,402,348          |             | (3,415,402)        |
| Investment income                                                             |             | (709,717)          |             | (599,509)          |
| Depreciation and amortisation                                                 |             | 163,269            |             | 157,792            |
| (Increase) / decrease in stocks                                               |             | (2,017)            |             | 9,366              |
| (Increase) / decrease in debtors                                              |             | (83,370)           |             | 86,924             |
| Increase/(decrease) in creditors                                              |             | 96,377             |             | (1,105)            |
| Prior year adjustment                                                         |             | 27,491             |             | -                  |
| <b>Net cash provided by (used in) operating activities</b>                    |             | <b>(2,906,458)</b> |             | <b>(1,497,807)</b> |

The Notes on pages 42-57 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1. CHARITY INFORMATION AND ACCOUNTING POLICIES**

British Limbless Ex-Service Men's Association is a Member charity specialising in and helping limbless and loss of use of limbs veterans.

The charity is a private company limited by guarantee (registered number 4102768) and was established in 1932 (charity number 1084189) and incorporated in 2000. The charity is also registered in Scotland (registered number SC010315). The address of the registered office is 115 New London Road, Chelmsford, Essex, CM2 0QT.

**Accounting policies**

The following accounting policies have been applied consistently for all years in dealing with items that are considered material in relation to the financial statements of the Charity.

**i) Basis of preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities under the historic cost convention, as modified for the revaluation of certain investments and properties measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) *Accounting and Reporting by Charities*, 2<sup>nd</sup> edition, published in 2019, Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*', the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

**ii) Going concern.** As stated in the Trustee's Report, Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the Charity is a going concern. In light of the current climate in relation to the Covid-19 pandemic the Trustees have reviewed the charities finances. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

**iii) Fund accounting.** Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under Note 18. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred

from the fixed asset fund to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

**iv) Income.** All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- a) Grant income is recognised when the criteria for entitlement, measurement and probability of receipt are met. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.
- b) Donations income is accounted for on a received basis or when its future receipt is probable.
- c) Legacies and bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted, whichever comes earlier.
- d) Rental income is recognised when receivable.

**v) Expenditure.** Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all the costs related to a category. Where costs cannot be directly attributed to particular category they have been allocated to activities based on staff head count full time equivalents (FTE), as shown in Note 10. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**vi) Estimates and judgements.** Estimates and judgements are continually evaluated and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimations that have a significant effect on the amounts recognised in the financial statements are summarised below:

Depreciation – is calculated based on the useful life of the asset and written off accordingly.

Provision for Care Home Residents – is an estimate for third party assistance to care for Blesma Members resettled in care homes shown as part of Note 14(a).

**vii) Governance Costs.** Governance costs are those incurred in compliance with constitutional and statutory requirements and are shown as part of Note 10.

**viii) Tangible Fixed Assets.** Tangible Fixed Assets are stated at cost less depreciation and are capitalised at a value of £1,000 and above. They are depreciated at rates intended to reduce their cost to their residual value over their estimated useful life on a straight-line basis as detailed below:

|                                     |               |
|-------------------------------------|---------------|
| ○ Freehold Property                 | 2.0% on cost  |
| ○ Furniture, Fittings and Equipment | 10.0% on cost |
| ○ Computer Equipment                | 33.3% on cost |
| ○ Motor Vehicles                    | 25.0% on cost |
| ○ Coaches and Buses                 | 12.5% on cost |

**ix) Intangible Fixed Assets.** Intangible fixed assets are capitalised at a value of £1,000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

**x) Investment Properties.** Investment properties are included in the accounts measured at fair value. The properties are reviewed annually for impairment. Any change in fair value is reflected through the Statement of Financial Activities.

**xi) Investments.** Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial activities.

**xii) Stocks.** Stocks are valued at the lower of cost and net realisable value.

**xiii) Pension Costs.** The charity contributes to a Group Personal Pension scheme with AEGON which is a defined contribution scheme. The amounts charged in the accounts are the employer's contributions payable in the financial year.

**xiv) Operating Leases.** Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates. Operating lease commitments are highlighted under Note 20.

**xv) Financial assets and liabilities.** Financial assets and financial liabilities are recognised when BLESMA becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently re-measured where applicable at amortised cost.

Financial assets held at amortised cost comprise of cash and bank, together with accrued interest and other debtors.

Financial liabilities held at amortised cost comprise of creditors and accruals.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

|                                  | 2022                    | 2021                    |
|----------------------------------|-------------------------|-------------------------|
|                                  | £                       | £                       |
| <b>2. Donations and legacies</b> |                         |                         |
| Community and Lotteries          | <b>492,251</b>          | 462,181                 |
| Corporate                        | <b>50,894</b>           | 203,503                 |
| Direct mail                      | <b>355,518</b>          | 407,713                 |
| Major donors                     | <b>166,125</b>          | 198,500                 |
| Organised events                 | <b>78,366</b>           | 75,281                  |
| Trusts and foundations           | <b>640,727</b>          | 978,989                 |
| Legacies                         | <b>1,240,673</b>        | 687,583                 |
|                                  | <b><u>3,024,554</u></b> | <b><u>3,013,749</u></b> |

Included in Trusts and foundations income is an amount of £175,000 (2021: £450,000) from the Antioch Settlement Trust.

**Legacy Pipeline**

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £267,533 (2021: £650,606). The bequests have not yet met all criteria for income recognition.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                                                     | 2022<br>TOTAL           | 2021<br>TOTAL           |
|---------------------------------------------------------------------|-------------------------|-------------------------|
| <b>4. Total Staff Costs</b>                                         | <b>£</b>                | <b>£</b>                |
| Salaries and wages                                                  | <b>1,870,324</b>        | 1,760,484               |
| Social security                                                     | <b>204,684</b>          | 183,072                 |
| Pension and life cover                                              | <b>96,889</b>           | 95,422                  |
| Other staff costs                                                   | <b>47,962</b>           | 49,698                  |
|                                                                     | <b><u>2,219,859</u></b> | <b><u>2,088,676</u></b> |
|                                                                     |                         |                         |
| Actual number of staff employed (headcount average over 12 months): |                         |                         |
| Membership Services                                                 | <b>27.6</b>             | 25.3                    |
| Activities and Events                                               | <b>4.0</b>              | 4.0                     |
| Fundraising                                                         | <b>10.6</b>             | 10.5                    |
| Awareness and Representation                                        | <b>2.8</b>              | 4.0                     |
| Support                                                             | <b>6.9</b>              | 6.3                     |
|                                                                     | <b><u>51.9</u></b>      | <b><u>50.1</u></b>      |

Total redundancies and settlement costs of £0 (2021: £0) were made in the year.

**Key personnel**

The charity has four key personnel in the salary bands shown below (there are no bonus or benefit schemes).

Staff salary bands:

|                    |          |   |
|--------------------|----------|---|
| £60,000 - £70,000  | <b>1</b> | 2 |
| £70,000 - £80,000  | <b>1</b> | 1 |
| £80,000 - £90,000  | <b>1</b> | - |
| £90,000 - £100,000 | <b>1</b> | 1 |

Total remuneration paid to key management personnel during the year is £366,809 (2021: £347,885).

BLESMA contributes to a Group Personal Pension scheme with AEGON and new employees are auto-enrolled upon joining.

Total reimbursement of travel and other expenses to members of the Board of Trustees was £2,206 (2021: £435). Trustees are remunerated when they undertake paid work for Blesma approved by the Board of Trustees. The total paid in 2022 was: £2,700 (2021: £3,010).

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                             | 2022           | 2021           |
|-----------------------------|----------------|----------------|
|                             | £              | £              |
| <b>5. Fundraising Costs</b> |                |                |
| Staff costs                 | 376,778        | 361,341        |
| Database costs              | 26,642         | 23,680         |
| Advertising costs           | 12,787         | 12,181         |
| Community                   | 13,160         | 14,727         |
| Challenge and Events        | 17,121         | 13,225         |
| Direct Mail costs           | 259,446        | 340,071        |
| Other related costs         | 43,081         | 38,942         |
| Attributable support costs  | 186,258        | 178,849        |
|                             | <b>935,274</b> | <b>983,016</b> |

|                                                  | 2022             | 2021             |
|--------------------------------------------------|------------------|------------------|
|                                                  | £                | £                |
| <b>6. Membership Services - Welfare</b>          |                  |                  |
| Staff costs                                      | 1,185,696        | 1,079,178        |
| Welfare grants to members (all categories)       | 1,413,585        | 951,480          |
| Continuing assistance to widows (all categories) | 1,040            | 2,600            |
| Chiropody                                        | 1,772            | 1,157            |
| Welfare visiting                                 | 27,287           | 16,249           |
| Other related costs                              | 378,226          | 362,328          |
| Members' annual conference                       | 91,234           | 85,696           |
| Special events                                   | 41,068           | 10,235           |
| Research                                         | 16,822           | 5,000            |
| Members' BLESMA costs                            | 184,850          | 144,569          |
| Branch welfare activities                        | 11,788           | 9,402            |
| Branch support costs                             | 880              | 1,938            |
| Attributable support costs                       | 507,457          | 482,305          |
|                                                  | <b>3,861,705</b> | <b>3,152,136</b> |

Included in welfare grants is a total of £368K (one-off individual grants of £200) paid to Members to help cope with high energy prices caused by the war in Ukraine.

|                                                    | 2022             | 2021           |
|----------------------------------------------------|------------------|----------------|
|                                                    | £                | £              |
| <b>7. Membership Services - Activities</b>         |                  |                |
| Staff costs                                        | 159,163          | 151,720        |
| Activities and Events                              | 451,129          | 104,794        |
| Venturers program                                  | 131,321          | 145,726        |
| Inspiration and Individual Recovery (Includes MGR) | 302,915          | 284,031        |
| Other related costs                                | 8,864            | 11,451         |
| Attributable support costs                         | 64,439           | 64,307         |
|                                                    | <b>1,117,831</b> | <b>762,029</b> |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

|                                        | 2022           | 2021    |
|----------------------------------------|----------------|---------|
|                                        | £              | £       |
| <b>8. Awareness and Representation</b> |                |         |
| Staff costs                            | <b>129,540</b> | 173,717 |
| General media costs                    | <b>116,998</b> | 106,338 |
| Subscriptions and fees                 | <b>9,761</b>   | 9,958   |
| Other related costs                    | <b>8,142</b>   | 7,229   |
| Attributable support costs             | <b>48,329</b>  | 80,384  |
|                                        | <b>312,771</b> | 377,626 |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

**10. SUPPORT COSTS**

Expenditure recognised in notes 5 to 9 includes Support Costs apportioned by full time employee equivalents (FTE) and is detailed below.

|                                     | FUNDRAISING    | MEMBERSHIP SERVICES | ACTIVITIES    | AWARENESS & REPRESENTATION | 2022           | 2021           |
|-------------------------------------|----------------|---------------------|---------------|----------------------------|----------------|----------------|
| <i>Basis of apportionment (FTE)</i> |                |                     |               |                            | <b>TOTAL</b>   | <b>TOTAL</b>   |
|                                     | £              | £                   | £             | £                          | £              | £              |
| Salaries and related costs          | 87,390         | 239,372             | 30,396        | 22,797                     | <b>379,955</b> | 340,748        |
| Travel and meetings                 | 402            | 1,102               | 140           | 105                        | <b>1,750</b>   | 715            |
| Motor vehicle expenses              | 5,670          | 15,531              | 1,972         | 1,479                      | <b>24,653</b>  | 35,417         |
| Postage                             | 2,511          | 6,877               | 873           | 655                        | <b>10,916</b>  | 12,276         |
| Telephone & office supplies         | 2,643          | 7,239               | 919           | 689                        | <b>11,490</b>  | 11,956         |
| Pensions to retired staff           | 199            | 544                 | 69            | 52                         | <b>864</b>     | 829            |
| Headquarters premises cost          | 23,486         | 64,331              | 8,169         | 6,127                      | <b>102,113</b> | 82,158         |
| Publications and subscriptions      | 1,932          | 5,291               | 672           | 504                        | <b>8,398</b>   | 7,189          |
| Office equipment maintenance        | 10,758         | 29,469              | 3,742         | 2,807                      | <b>46,775</b>  | 39,503         |
| Other professional fees             | 1,105          | 3,026               | 384           | 288                        | <b>4,803</b>   | 27,816         |
| Governance costs                    | 10,120         | 27,719              | 3,520         | 2,640                      | <b>43,999</b>  | 51,614         |
| Bank charges                        | 534            | 1,462               | 186           | 139                        | <b>2,321</b>   | 3,668          |
| Depreciation                        | 38,318         | 102,233             | 12,982        | 9,736                      | <b>163,269</b> | 185,323        |
| Sundries & Presentations            | 1,190          | 3,260               | 414           | 310                        | <b>5,175</b>   | 6,634          |
|                                     | <b>186,258</b> | <b>507,457</b>      | <b>64,439</b> | <b>48,329</b>              | <b>806,483</b> | <b>805,845</b> |

Governance costs include the gross annual audit fee of £30,500 incl VAT (2021: £28,500).

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**11. Tangible Fixed Assets**

|                            | Freehold<br>Premises<br>£ | Computer<br>Equipment<br>£ | Fittings &<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£              |
|----------------------------|---------------------------|----------------------------|------------------------------|------------------------|-------------------------|
| Cost or valuation:         |                           |                            |                              |                        |                         |
| At 1 January 2022          | 2,369,081                 | 119,171                    | 139,161                      | 69,613                 | <b>2,697,026</b>        |
| Additions                  | <u>3,922</u>              | <u>30,374</u>              | <u>8,078</u>                 | <u>-</u>               | <b>42,374</b>           |
| At 31 December 2022        | <u>2,373,003</u>          | <u>149,545</u>             | <u>147,239</u>               | <u>69,613</u>          | <b>2,739,400</b>        |
| Depreciation:              |                           |                            |                              |                        |                         |
| At 1 January 2022          | 261,645                   | 88,357                     | 69,081                       | 60,187                 | <b>479,270</b>          |
| Charge for the year        | <u>47,699</u>             | <u>40,214</u>              | <u>19,760</u>                | <u>8,702</u>           | <b>116,375</b>          |
| At 31 December 2022        | <u>309,344</u>            | <u>128,571</u>             | <u>88,841</u>                | <u>68,889</u>          | <b>595,645</b>          |
| <b>Net book value</b>      | <u><b>2,063,659</b></u>   | <u><b>20,974</b></u>       | <u><b>58,398</b></u>         | <u><b>724</b></u>      | <u><b>2,143,755</b></u> |
| <i>At 31 December 2021</i> | <u><i>2,107,436</i></u>   | <u><i>30,814</i></u>       | <u><i>-</i></u>              | <u><i>9,426</i></u>    | <u><i>2,217,756</i></u> |

**11(a)** The investment properties value of £839,345 is apportioned on the basis of floor space (sq ft).

| Investment Property            | £                     |
|--------------------------------|-----------------------|
| Fair value at 1 January 2022   | 857,150               |
| Loss during the period         | <u>(17,805)</u>       |
| Fair value at 31 December 2022 | <u><b>839,345</b></u> |

**11(b) Intangible Fixed Assets**

|                                   | Computer<br>Software<br>£ |
|-----------------------------------|---------------------------|
| Brought forward at 1 January 2022 | 200,543                   |
| Additions                         | <u>8,508</u>              |
| At 31 December 2022               | <u>209,051</u>            |
| Amortisation:                     |                           |
| At 1 January 2022                 | 134,448                   |
| Charge for the year               | <u>56,580</u>             |
| At 31 December 2022               | <u>191,028</u>            |
| <b>Net book value</b>             |                           |
| <b>At 31 December 2022</b>        | <u><b>18,023</b></u>      |
| <i>At 31 December 2021</i>        | <u><i>66,095</i></u>      |

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

| 12. Investments                                    | 2022<br>£         | 2021<br>£         |
|----------------------------------------------------|-------------------|-------------------|
| <b>Market Value</b>                                |                   |                   |
| At 1 January 2022                                  | 36,144,018        | 32,500,903        |
| Purchases                                          | 8,607,825         | 9,580,445         |
| Sales                                              | (9,264,224)       | (9,374,809)       |
| Net Investment gain/ (loss)                        | (3,402,348)       | 3,437,478         |
| At 31 December 2022                                | 32,085,271        | 36,144,018        |
| Add: Cash awaiting investment                      | 683,785           | 517,052           |
| <b>Market Value at 31 December 2022</b>            | <b>32,769,056</b> | <b>36,661,070</b> |
| <b>Cost at 31 December 2022</b>                    | <b>30,015,784</b> | <b>29,599,972</b> |
| <b>Analysis of investments at 31 December 2022</b> |                   |                   |
| UK Quoted investments                              |                   |                   |
| <b>Equities:</b>                                   |                   |                   |
| United Kingdom                                     | 3,087,517         | 3,798,912         |
| Europe / Asia                                      | 3,947,112         | 1,082,896         |
| North America                                      | 5,842,532         | 6,395,512         |
| Global                                             | 8,445,845         | 13,907,425        |
| <b>Total Equities</b>                              | <b>21,323,006</b> | <b>25,184,745</b> |
| <b>Bonds:</b>                                      |                   |                   |
| United Kingdom                                     | 772,308           | -                 |
| North America                                      | 823,146           | 1,715,706         |
| Global                                             | 1,356,908         | 1,574,395         |
| <b>Total Bonds</b>                                 | <b>2,952,362</b>  | <b>3,290,101</b>  |
| <b>Alternatives:</b>                               |                   |                   |
| Multi-Asset                                        | 594,224           | 617,485           |
| Hedge Funds                                        | 574,118           | 540,581           |
| Property                                           | 2,614,627         | 2,856,538         |
| Commodities & Others                               | 4,026,934         | 3,654,568         |
| <b>Total Alternatives</b>                          | <b>7,809,903</b>  | <b>7,669,172</b>  |
| Cash                                               | 683,785           | 517,052           |
|                                                    | <b>32,769,056</b> | <b>36,661,070</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                | 2022           | 2021           |
|--------------------------------|----------------|----------------|
|                                | £              | £              |
| <b>13. Debtors</b>             |                |                |
| Rent incentive debtor          | 6,563          | 10,313         |
| Other debtors                  | 700            | 7,500          |
| Prepayments and accrued income | 392,842        | 414,027        |
| Accrued legacy income          | 115,106        | -              |
|                                | <u>515,210</u> | <u>431,840</u> |

|                                          | 2022           | 2021           |
|------------------------------------------|----------------|----------------|
|                                          | £              | £              |
| <b>14. Creditors due within one year</b> |                |                |
| Trade creditors                          | 82,687         | 63,211         |
| Accruals                                 | 375,646        | 218,669        |
| Other creditors (incl pension scheme)    | 30             | 3,931          |
|                                          | <u>458,363</u> | <u>285,811</u> |

**14 (a). Provision**

The sum of £52,434 (2021: £128,609) is a provision for third party assistance to care for Blesma Members resettled in care homes. £76,175 of the provision made in 2021 was released in 2022.

|                                           | 2022       | 2021       |
|-------------------------------------------|------------|------------|
|                                           | £          | £          |
| <b>15. Financial assets at fair value</b> |            |            |
| Investments                               | 32,769,056 | 36,661,070 |
| Investment Property                       | 839,345    | 857,150    |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**16. Related party transactions**

BLESMA has a 20% interest in WSY Holdings Limited (in liquidation), a company established to distribute legacies arising from an estate. During the year BLESMA received £0.

Other related party transactions to report are at note 4.

| <b>17. Unrestricted Funds</b> | <b>1 January 2022</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2022</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                  | £                       |
| General Fund                  | 40,594,520            | 3,451,067        | (5,702,804)        | (3,402,348)                       | 139,878          | 35,080,313              |
| Investment Properties         | 857,150               | -                | -                  | -                                 | (17,805)         | 839,345                 |
| Intangible Fixed Assets       | 66,095                | -                | -                  | -                                 | (48,072)         | 18,023                  |
| Fixed Asset Fund              | 2,217,756             | -                | -                  | -                                 | (74,001)         | 2,143,755               |
|                               | <b>43,735,520</b>     | <b>3,451,067</b> | <b>(5,702,804)</b> | <b>(3,402,348)</b>                | <b>(1)</b>       | <b>38,081,435</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b> | <b>1 January 2022</b> | <b>Income</b> | <b>Expenditure</b> | <b>Transfers</b> | <b>31 December 2022</b> |
|-----------------------------|-----------------------|---------------|--------------------|------------------|-------------------------|
|                             | £                     | £             | £                  |                  | £                       |

All restricted funds are held as part of balances at bank and in hand.

Welfare:-

|                                             |                |                |                  |          |                |
|---------------------------------------------|----------------|----------------|------------------|----------|----------------|
| Geographic specific                         | 468,788        | 254,586        | (369,433)        | 82,229   | 436,170        |
| Residential Fees                            | 82,229         | -              | -                | (82,229) | -              |
| Specific restrictions - various individuals | 2,867          | 250,634        | (156,335)        | -        | 97,166         |
| Wives and widows                            | 110,347        | -              | (110,347)        | -        | (0)            |
| Libor Funds                                 | 7,182          | -              | (3,188)          | -        | 3,994          |
| General Welfare                             | -              | -              | -                | -        | -              |
|                                             | <b>671,412</b> | <b>505,220</b> | <b>(639,303)</b> | <b>-</b> | <b>537,329</b> |
| Prosthetic Aids                             | -              | -              | -                | -        | -              |
| Research                                    | 3,823          | -              | (300)            | -        | 3,523          |
| Chiropody Fund                              | 8,085          | -              | (1,772)          | -        | 6,313          |
| Branch specific                             | 10,600         | -              | (10,600)         | -        | (0)            |
|                                             | <b>693,919</b> | <b>505,220</b> | <b>(651,975)</b> | <b>-</b> | <b>547,164</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2022</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,143,755           | -                 | <b>2,143,755</b>         |
| Intangible Fixed Assets                             | 18,023              | -                 | <b>18,023</b>            |
| Investment Properties                               | 839,345             | -                 | <b>839,345</b>           |
| Investments                                         | 32,769,056          | -                 | <b>32,769,056</b>        |
| Current Assets                                      | 2,822,053           | 547,164           | <b>3,369,218</b>         |
| Creditors                                           | (510,797)           | -                 | <b>(510,797)</b>         |
|                                                     | <u>38,081,434</u>   | <u>547,164</u>    | <u><b>38,628,599</b></u> |

**20. Operating lease commitments**

As at 31 December 2022, the charity had annual commitments under non-cancellable operating leases of:

|                            | <b>Motor<br/>Vehicles<br/>£</b> | <b>Office<br/>Equipment<br/>£</b> | <b>2022<br/>£</b>     |
|----------------------------|---------------------------------|-----------------------------------|-----------------------|
| Within one year            | 155,712                         | 26,738                            | <b>182,451</b>        |
| Between two and five years | <u>85,588</u>                   | <u>80,925</u>                     | <u><b>166,513</b></u> |
|                            | <u>241,300</u>                  | <u>107,663</u>                    | <u><b>348,963</b></u> |

## 21. COMPARATIVE NOTES 2021

### (a) Comparative Statement of Activities

| BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION<br>STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)<br>FOR THE YEAR ENDED 31 DECEMBER 2021 |       |                            |                          |                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------|--------------------------|--------------------------|
|                                                                                                                                                                          | Notes | UNRESTRICTED<br>FUNDS<br>£ | RESTRICTED<br>FUNDS<br>£ | 2021<br>TOTAL<br>£       |
| <b>Income</b>                                                                                                                                                            |       |                            |                          |                          |
| Donations and Legacies                                                                                                                                                   | 2     | 2,577,811                  | 435,938                  | <b>3,013,749</b>         |
| Investment Income                                                                                                                                                        |       | 599,509                    | -                        | <b>599,509</b>           |
| Investment Income - Other                                                                                                                                                |       | 40,749                     | -                        | <b>40,749</b>            |
| Grants                                                                                                                                                                   |       | -                          | 165,379                  | <b>165,379</b>           |
| Other Income                                                                                                                                                             | 2 (a) | 406,338                    | -                        | <b>406,338</b>           |
|                                                                                                                                                                          |       | <u>1,046,596</u>           | <u>165,379</u>           | <u><b>1,211,975</b></u>  |
| <b>Total Income</b>                                                                                                                                                      |       | <b>3,624,408</b>           | <b>601,317</b>           | <b>4,225,724</b>         |
| <b>Expenditure</b>                                                                                                                                                       |       |                            |                          |                          |
| <b>Expenditure on raising funds</b>                                                                                                                                      |       |                            |                          |                          |
| <b>Resourcing</b>                                                                                                                                                        |       |                            |                          |                          |
| Fundraising                                                                                                                                                              | 5     | 983,016                    | -                        | <b>983,016</b>           |
| Investment Management fees                                                                                                                                               |       | 124,268                    | -                        | <b>124,268</b>           |
|                                                                                                                                                                          |       | <u>1,107,284</u>           | <u>-</u>                 | <u><b>1,107,284</b></u>  |
| <b>Expenditure on charitable activities</b>                                                                                                                              |       |                            |                          |                          |
| <b>Security</b>                                                                                                                                                          |       |                            |                          |                          |
| Membership Services - Welfare                                                                                                                                            | 6     | 2,590,820                  | 561,316                  | <b>3,152,136</b>         |
| <b>Identity</b>                                                                                                                                                          |       |                            |                          |                          |
| Membership Services - Activities                                                                                                                                         | 7     | 629,420                    | 132,609                  | <b>762,029</b>           |
| <b>Connectivity</b>                                                                                                                                                      |       |                            |                          |                          |
| Awareness and Representation                                                                                                                                             | 8     | 377,626                    | -                        | <b>377,626</b>           |
| National Volunteer Office                                                                                                                                                | 9     | -                          | -                        | <b>-</b>                 |
|                                                                                                                                                                          |       | <u>3,597,867</u>           | <u>693,925</u>           | <u><b>4,291,792</b></u>  |
| <b>Total Expenditure</b>                                                                                                                                                 |       | <b>4,705,151</b>           | <b>693,925</b>           | <b>5,399,076</b>         |
| <b>Operating surplus/(loss)</b>                                                                                                                                          |       | <b>(1,080,743)</b>         | <b>(92,608)</b>          | <b>(1,173,351)</b>       |
| <b>Net gain/(loss) on investments</b>                                                                                                                                    | 12    | <u>3,437,478</u>           | <u>-</u>                 | <u><b>3,437,478</b></u>  |
| <b>Net income</b>                                                                                                                                                        |       | <b>2,356,735</b>           | <b>(92,608)</b>          | <b>2,264,127</b>         |
| Transfers between funds                                                                                                                                                  |       | -                          | -                        | -                        |
| Net movement in funds for the year                                                                                                                                       |       | <b>2,356,735</b>           | <b>(92,608)</b>          | <b>2,264,127</b>         |
| Balances brought forward 1 January 2021                                                                                                                                  | 17/18 | <u>41,378,785</u>          | <u>786,527</u>           | <u>42,165,312</u>        |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2021</b>                                                                                                                         |       | <u><b>43,735,520</b></u>   | <u><b>693,919</b></u>    | <u><b>44,429,439</b></u> |

**21. COMPARATIVE NOTES 2021 (continued)**  
**(b,c) Comparative Unrestricted Funds**

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

| <b>17. Unrestricted Funds</b> | <b>1 January 2021</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2021</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                  | £                       |
| General Fund                  | 38,077,856            | 3,624,408        | (4,705,151)        | 3,437,478                         | 159,928          | 40,594,520              |
| Investment Properties         | 879,228               | -                | -                  | -                                 | (22,078)         | 857,150                 |
| Intangible Fixed Assets       | 123,769               | -                | -                  | -                                 | (57,674)         | 66,095                  |
| Fixed Asset Fund              | 2,297,932             | -                | -                  | -                                 | (80,175)         | 2,217,756               |
|                               | <b>41,378,785</b>     | <b>3,624,408</b> | <b>(4,705,151)</b> | <b>3,437,478</b>                  | <b>(0)</b>       | <b>43,735,520</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b>                                            | <b>1 January 2021</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 December 2021</b> |
|------------------------------------------------------------------------|-----------------------|----------------|--------------------|------------------|-------------------------|
|                                                                        | £                     | £              | £                  |                  | £                       |
| All restricted funds are held as part of balances at bank and in hand. |                       |                |                    |                  |                         |
| Welfare:-                                                              |                       |                |                    |                  |                         |
| Geographic specific                                                    | 392,360               | 249,858        | (173,430)          | -                | 468,788                 |
| Residential Fees                                                       | 97,229                | -              | (15,000)           | -                | 82,229                  |
| Specific restrictions - various individuals                            | -                     | 304,981        | (302,115)          | -                | 2,867                   |
| Wives and widows                                                       | 197,552               | -              | (87,205)           | -                | 110,347                 |
| Libor Funds                                                            | 68,463                | 602            | (61,883)           | -                | 7,182                   |
| General Welfare                                                        | -                     | 45,876         | (45,876)           | -                | -                       |
|                                                                        | <b>755,604</b>        | <b>601,317</b> | <b>(685,509)</b>   | <b>-</b>         | <b>671,412</b>          |
| Prosthetic Aids                                                        | 2                     | -              | (2)                | -                | -                       |
| Research                                                               | 8,823                 | -              | (5,000)            | -                | 3,823                   |
| Chiropody Fund                                                         | 9,242                 | -              | (1,157)            | -                | 8,085                   |
| Branch specific                                                        | 12,857                | -              | (2,257)            | -                | 10,600                  |
|                                                                        | <b>786,526</b>        | <b>601,317</b> | <b>(693,925)</b>   | <b>-</b>         | <b>693,919</b>          |

The Residential fees fund is restricted to resettled residents of our former Blackpool home.

The Wives and widows fund is restricted to wives and widows of Blesma's members.

The Libor fund is restricted to Blesma's Outreach programme and one Support Officer (BSO) in Wales.

**21. COMPARATIVE NOTES 2021 (continued)**  
**(d) Comparative Net Assets**

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b>      | <b>Restricted</b>     | <b>Total<br/>2021</b>    |
|-----------------------------------------------------|--------------------------|-----------------------|--------------------------|
|                                                     | <b>£</b>                 | <b>£</b>              | <b>£</b>                 |
| The net assets of the charity are summarised below: |                          |                       |                          |
| Fixed Assets                                        | 2,217,756                | -                     | <b>2,217,756</b>         |
| Intangible Fixed Assets                             | 66,095                   | -                     | <b>66,095</b>            |
| Investment Properties                               | 857,150                  | -                     | <b>857,150</b>           |
| Investments                                         | 36,661,070               | -                     | <b>36,661,070</b>        |
| Current Assets                                      | 4,347,869                | 693,919               | <b>5,041,788</b>         |
| Creditors                                           | <u>(414,420)</u>         | <u>-</u>              | <b><u>(414,420)</u></b>  |
|                                                     | <b><u>43,735,519</u></b> | <b><u>693,919</u></b> | <b><u>44,429,439</u></b> |

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# Accounts

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**BRITISH LIMBLESS EX-  
SERVICEMEN'S ASSOCIATION**

**ANNUAL TRUSTEES' REPORT  
AND FINANCIAL STATEMENTS  
FOR YEAR END  
31 DECEMBER 2021**



**BLESMA - The Limbless Veterans**

## **REFERENCE AND ADMINISTRATION**

Charity Number 1084189 Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

**Head Office: 115 NEW LONDON ROAD, CHELMSFORD, ESSEX, CM2 0QT**

Tel: 020 8590 1124

E-Mail: [info@blesma.org](mailto:info@blesma.org)

Website: [www.blesma.org](http://www.blesma.org)

**Patron: HRH The Duke of Gloucester KG GCVO**

**Vice Patron: The Rt Hon the Baroness Willoughby de Eresby DL**

### **The Board of Trustees**

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL

Vice Chairman: Mr W L Dixon

Honorary Treasurer: Mr M Ambler

Mr S Croxford

Ms A Grant

Mr A K Mudd BEM (until June 2021)

Mr R Kerrigan (from June 2021)

Mr L Maguire (from June 2021)

Mr C Rouse MBE

Mr R Watts

Mr S White

Mr B West (From June 2021)

### **Head Office Blesma:**

Chief Executive:

Mr J D Bryant OBE

Operations Director:

Mr T R Bloomfield

Director Independence and Wellbeing:

Mr I G Harper

Finance and Support Director:

Mr B C Mwense

### **Solicitors:**

Forsters LLP, 31 Hill Street, London W1J 5LS

### **Bankers:**

National Westminster Bank plc, Princes Street, London EC2R 8PA

### **Auditors:**

Crowe U.K. LLP, Chartered Accountants, 2<sup>nd</sup> Floor, 55 Ludgate Hill, London, EC4M 7JW

## Investment Managers:

Cazenove Capital Management, 1 London Wall Place, London, EC2Y 5AU

## OUR THANKS AND ACKNOWLEDGEMENTS

We are a charity and we seek to use every donation wisely and well. We also gratefully accept all manner of support in our various endeavours. This Report cannot possibly thank and acknowledge all who have helped us make a difference in 2021 so, as ever, the list below is but an example:

- All our supporters: those who donate, those who take part in fundraising activities, those who provide grants to support our work, those who enable our Members to push their boundaries and achieve amazing things, those who give up their time for us, who think of us, advise us and spread the word.
- All the organisations who provided restricted funding this year including, but not limited to, the Armed Forces Covenant Fund Trust for supporting aspects of the Making Generation R programme, the Activities programme, Blesma Support Services in the North of England and Outreach work in both Scotland and the South West of England.
- The government and organisations who generously provided funding in 2021. Specifically, Lloyd's of London and the Scottish Government Armed Forces Third Sector Resilience Fund managed by the Corra Foundation.
- To our corporate supporters who have engaged staff, held fundraising events and sponsored a range of fundraising activities. In particular Safeguard Engineering, Corps of Commissionaires Management Ltd, Churchills International Consulting and the Military Memories company.
- Our colleagues in Cobseo – The Confederation of Service Charities, who work on behalf of service charities for the benefit of the whole service community.
- The Staff at the Defence Medical Rehabilitation Centre Stanford Hall and the Defence Personnel Recovery Centres, for all they continue to do for our present and future Members and for their continuing support of Blesma's work.
- The Staff of Veterans UK at Norcross, Blackpool, for their assistance and advice to our Members and those who support them.
- Officials and Ministers in the Ministry of Defence, the Office of Veteran's Affairs and the Department of Health. NHS England and the devolved National Health Services, Armed Forces Health and all those staff who understand our needs and strive to deliver, particularly through the Limb Centres.
- All those who partner with Blesma in our ventures at home and abroad, in their places of work and across the virtual environment, for helping our Members to push their boundaries and realise their potential.

## HOW YOU CAN HELP Blesma

We need to raise at least £2.9M in 2022 in order to continue all our vital work.

At present, Blesma looks after over 2700 Members and Widows and provides support to their families. Our elderly membership continues to increase and faces uncertainty over the provision of adequate care in later life. Serving personnel and veterans also continue to suffer accidents and injuries.

Your support means we can ensure that our oldest Members can continue to live a dignified life and that our youngest Members can face the challenge of a lifetime with disability with renewed confidence and self-belief, knowing that they are supported by other Members in similar circumstances. Limb loss is for life - so Blesma is too.

Our Members have been busy supporting each other this year by volunteering, fundraising, keeping in close touch and inspiring resilience through the Making Generation R project. Our welfare services continue to reach out to Members through our regional Support and Outreach Officers as well as our Branch and Volunteer network. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on **020 8548 7089**; by email on [fundraising@blesma.org](mailto:fundraising@blesma.org); through our website on [www.blesma.org](http://www.blesma.org) or write to us at the address below:

Fundraising Team  
Blesma – The Limbless Veterans  
115 New London Road  
Chelmsford  
Essex  
CM2 0QT

Your contribution towards Blesma will make a real difference to the lives of our disabled servicemen and women who have given so much.

# **TRUSTEES' REPORT 2021**

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# **THE Blesma MISSION**

To assist limbless veterans to lead  
independent and fulfilling lives

## **STRATEGIC REPORT**

### **INTRODUCTION**

Blesma is a specialist Service charity, an Association. Its Members are the war wounded, disabled veterans and their dependants. Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help its Members realise their fullest potential.

The COVID-19 crisis continued to affect the ways in which Blesma supported its Members throughout 2021. As the country went through varying degrees of lockdown our ability to conduct activities and meet face to face changed accordingly. The pandemic also continued to have a significant impact on the delivery of statutory services, and continued to affect our ability to raise funds in traditional ways.

Our Blesma Support Officers, Outreach Officers and volunteers worked very hard to maintain contact with Members, visiting in person whenever possible and keeping up a steady flow of emails and telephone calls when lockdown restrictions prevented this. Learning the lessons from 2020, our online activities programme was expanded and broadened, with a number of Members being provided with IT and advice in order to enable them to keep in contact with friends, family and other Blesma Members across the Association.

Although we were forced to call off our planned Members' Weekend and AGM in June, we were able to take advantage of a gap between lockdowns to deliver a hugely successful event at the Chesford Lodge in October. This was the first opportunity for Members to gather together as an Association for over two years and acted as a reminder that Blesma is an Association of friends who share ideas and support each other.

Although there were no major combat operations in 2021, UK personnel were deployed across the world in peacekeeping, deterrence and advisory roles. They also played a key part in the government's response to Covid at home. The unexpected events in Afghanistan in August reminded us that our military personnel can very quickly find themselves in harm's way, and also that the after-effects of conflict can last a lifetime.

During 2021 we welcomed 118 new Members into the Association. We continue to maintain very close links with the Defence Medical Rehabilitation Centre at Stanford Hall as well as NHS Limb Centres across the country. These enable us to provide immediate specialist advice and assistance as patients come to terms with limb loss, as well as the ongoing support they need.

Sadly we lost 193 Blesma Members, widows and widowers over the year. Our sympathies go out to their families and friends.

This report summarises Blesma's objectives, activities and financial position for 2021. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

The Association remains steadfast in its determination to be there for its Members, through life.

## **OBJECTIVES FOR 2021**

### **OUR CHARITABLE OBJECTS**

Blesma is there:

To promote the welfare and wellbeing of all serving and Ex-Service men and women who have lost a limb or limbs or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and Ex-Service men and women who suffer loss of a limb, permanent loss of speech, hearing; or the loss of sight in one or both eyes; or the loss of use of a limb.

To assist needy Widows, Widowers and dependants of the above.

### **LINES OF OPERATION**

Blesma is not just a charity provider that has beneficiaries in the normal sense; it is an Association with the Membership (contributors and beneficiaries) central to all aspects of its existence and purpose. As a matter of principle and as far as practicable, Member is encouraged to help Member to overcome the challenges of serious injury.

The membership's interests are pursued in 4 principal ways, termed Lines of Operation, these being: **Security, Identity, Connectivity** and **Resourcing**. Within these lines in 2021 we sought to achieve the following:

- **Security:**

- Continue to care for the most infirm and those in later life, provide support for families and carers and relieve distress caused by limits on statutory provision.
  - Work with central and national governments to promote consistent standards across England, Scotland, Wales and Northern Ireland.
  - Mitigate the impact of the closure of the Veterans' Mobility Fund and work with the Help for Heroes Charity to seek replacement government funding to support those injured by conflict.
  - Contribute to the review of National Health Services' mobility/limb services.
  - Continue to implement the findings of Blesma's research project 'Caring and Coping: The Family Perspective on Living with Limb Loss.' Conduct a second research project to understand the impact on families living with the loss of use of limbs.
  - Tackle social isolation amongst our Members, particularly in the face of COVID-19.
  - Continue engagement with the Defence Rehabilitation Centre at Stanford Hall to encourage provision for military veterans.
  - Enable those with complex and multiple service injuries to access specialist care through the Complex Prosthetics Assessment Clinic (CPAC).
  - Remain positioned for economic austerity and increasing requirements for support to those in later life.
  - Strengthen our close links with statutory service providers, acting as a "critical friend" in support of our Members.
- **Identity:**
    - Sustain and expand both live and virtual activity programmes, emphasising Member to Member support and the development of independence and wellbeing through participation.
    - Increase Venture funding to enable individual and collective challenge activities.
    - Develop the MGR programme in order to enable members to help promote and develop resilience in youth. Expand the MGR audience to include first responders and NHS staff.
    - Ensure that the inherent risks of challenging activities and events are appropriately managed.
    - Support Member's personal and professional development through training.
- **Connectivity:**
    - Keep all Blesma Members closely linked to the Association and each other.
    - Continue to apply the universal code of conduct across the Association.
    - Maintain close and productive links between Branches, volunteers, Blesma Support Officers and Outreach Officers.
    - Continue to grow an inclusive, positive and responsive communications network across all media.

- Exploit the latest communication technology via Blesma Connects and the Digital Inclusion programme, without ever excluding those less familiar with digital communications.
  - Keep Blesma in the public consciousness, spread the values and good news of the Association.
  - Actively promote the Association, making sure that all who are eligible to join the Association know of us and our offer.
- **Resourcing:**
    - Continue to build a solid and diverse fundraising capability.
    - Continue to ensure resources are used efficiently and effectively.
    - Optimise the structure and function of Blesma's head office in Chelmsford.
    - Combine the Finance and Support functions into a single directorate within Blesma.
    - Establish a common grants process across the Association.
    - Establish a hybrid working system and ensure a safe working environment for our Members, staff and volunteers..
    - Ensure financial controls are robustly applied across the Association.
    - Ensure that Blesma's Long Term Financial Plan is up to date and relevant.

Looking forward, the priority for the Board was to continue to provide support to Blesma Members, in particular those Members most infirm and those in later life, despite the effects of the Covid-19 pandemic.

## **PUBLIC BENEFIT**

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's three-part guidance on public benefit.

Living with limb loss or loss of use of limbs is an everyday challenge, often a painful one. It is a condition that must be managed for the rest of life. For Blesma Members the effects can be compounded, battlefield blast injury in particular carrying complications far beyond those that might be experienced with other elective and non-elective forms of amputation. The most severely injured of recent conflicts benefit from the advance of medical treatments and are grateful to have their lives, but we have little experience of the long-term effects. Other veterans are affected by limb loss in later life. Our Members and their families must learn to cope with all this; Blesma is here to help them take their full and rightful place in society. Blesma Members continue to push the bounds of rehabilitation, prosthetic knowledge and capabilities for veterans and the wider nation alike, encouraging deeper expertise in health services and supporting academic research. Knowing Blesma is there, should they suffer traumatic incident, reassures the Service community. This is Blesma's contribution to the nation.

# **ACTIVITIES IN 2021**

With its focus on meeting the needs of its Members, Blesma develops its role as the specialist Service charity dedicated to those serving or ex-Service personnel who have lost limbs or the use of limbs. It will know all its Members individually and will strive to understand and meet their needs to live independent and fulfilling lives. It will be recognised as the authoritative voice in its field. In 2021 its ongoing operations are summarized as:

- **Security - wellbeing, the physical and mental essentials.**  
Blesma continues to provide professional welfare and outreach services, backed up by a body of volunteers providing comradeship, advice and support to Members across the UK and overseas. This support includes professional counselling, securing proper provision of Veterans UK and DWP pensions and allowances, mitigating the impacts of the pandemic on the delivery of statutory services, making grants to alleviate distress through disability and a range of activity to reduce social isolation.
- **Identity – respect and realisation of potential.**  
Stimulating and challenging activities, both face to face and virtual, range from expeditions to fitness training to art and craft workshops, gardening, cookery and days out, all arranged within a social framework of Members working together. Although the pandemic significantly affected our programme, the Association saw significant increases in the number of activities and the level of participation this year, largely due to the expansion of online activities and an increasing number of family members and careers taking part. We hold to the belief that providing an engaging range of activities through life is a foundation that contributes significantly to wellbeing, confidence and self-belief. The link between security and identity remains strong.
- **Connectivity – external outreach, and internal community communications.**  
Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications means to foster close links internally and externally. Our longstanding and collective representational role continued in 2021. The Association participated on many bodies of influence - normally represented by the Chief Executive. These included:
  - The Ministry of Defence Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group
  - The Armed Forces Casework Steering Group
  - The Cobseo Executive Committee - The Confederation of Service Charities
  - The Veterans UK Customer Group, Lived Experience and Communications working groups.
  - The Executive Committee of Veterans Scotland

- The Northern Ireland Veterans Support Committee
- The NHS England Veterans Prosthetics Panel
- The NHS England Prosthetics Service Review
- The Centre for Blast Injury Studies Amputee Advisory Board

In broader context we played a role and consulted widely with:

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Security and the Department for Work and Pensions
- The Health Services of Scotland, Wales and Northern Ireland
- NHS England, NHS Armed Forces Networks and NHS national and regional bodies
- Motability
- Prosthetic Providers
- **Resourcing – finance, people, knowledge and training.**  
Our capacity to support our Membership is enabled by Blesma's ability to raise funds and its organisational efficiency. Our fundraising staff supervise all fundraising revenue streams at Head Office, keeping tight control, ensuring compliance and reducing costs. The Association is focussed on getting the most out of every pound raised. Blesma, whilst not being complacent, has faith in its values and their application.

## **OUR ACHIEVEMENTS and PERFORMANCE** **IN 2021**

The fundamental principles that guide Blesma's operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis as it always has been. At its heart is the ethos identified by those who founded Blesma in the shadows that followed the First World War - that Member shall support Member. This support is moral, practical and effective. The rich background we have in supporting each other comes from the hard-won knowledge and experience of our many Members over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes. We strive to understand and to deliver appropriate and timely support. Our principal beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

### **DELIVERING THE PRIORITIES**

In accordance with the Blesma Strategic Plan, the Charity's Lines of Operation, Priorities and Outputs are mapped out in the Table below. Explanatory notes follow.

| Line of Operation and Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Delivery                                                                                                                                                                                                                                                                                                                                                   | Outputs and Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Security:</b><br/>Confirm the full extent of Members' needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full.</p> <p>Understand all Government and Administrations' position and provision for limb loss, and loss of use, and be geared to act on judged gaps.</p> <p>Deliver the Blesma position on later life care and the most vulnerable focusing upon any lack of, or distressing, statutory provision.</p> | <p>Timely access to the relevant support officer or outreach officer.</p> <p>Responsive grant assistance.</p> <p>"In-person" support on limb loss and loss of use treatment, compensation and social care provision to ensure prescribed standards are met fully, consistently and fairly.</p> <p>Access to counselling services and financial advice.</p> | <p><b>514</b> home visits, <b>196</b> other visits, <b>21,060</b> contacts/communications.</p> <p><b>1,325</b> grants to <b>754</b> recipients.</p> <p><b>62</b> collaborative grants with other charities to <b>47</b> recipients.</p> <p><b>10</b> active tribunal cases, in addition to PIP Assessments and Mandatory Reconsiderations.</p> <p><b>Over £3million</b> of Veteran's Prosthetic Panel grants secured in 2021.</p> <p><b>410</b> successful applications for NHS advanced prosthetic components.</p> <p><b>4</b> Members referred to the Complex Prosthetics Assessment Clinic (CPAC)</p> <p><b>328</b> individual counselling sessions.</p> <p><b>4</b> care home residents.</p> <p><b>5</b> respite stays supported.</p> |
| <p><b>Identity:</b><br/>Continue to bring Members' Activity programmes, including high-end events such as the Paralympics, to a position of prominence.</p> <p>Extend the programmes to meet the widest possible range of individual membership and whole Association needs, for example the <i>Making Generation R</i> Programme.</p>                                                                                                                                             | <p>Opportunity to lead, support and partake in activities of interest.</p> <p>Communication to Members to inspire and motivate fellow Members.</p> <p>Access to physical, mental and social engagement focused activities, to unfold new horizons, potential, confidence and self-respect.</p>                                                             | <p><b>136</b> live activities conducted when Covid restrictions allowed.</p> <p><b>184</b> virtual activities conducted.</p> <p><b>4900</b> Members, family members and carers participated in live and virtual activities.</p> <p><b>8</b> live activities led by Members.</p> <p><b>22</b> Members supported at elite level by the Venture programme (4 in 2020).</p>                                                                                                                                                                                                                                                                                                                                                                   |

| Line of Operation and Priority                                                                                                                                                                                                                                                                                                                                                                                                                   | Delivery                                                                                                                                                                                                                                                                                                                                                                                                                             | Outputs and Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Connectivity:</b><br/>Grow our inclusive, positive and crisply responsive communications network, exploiting the latest communication technology but not to the exclusion of those unfamiliar with the digital age.</p> <p>Grow voluntary support across the network, at the hub of communities, and reaching out, including best use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p> | <p>A connected Outreach programme.</p> <p>Regular magazine, bulletin, website and social media news.</p> <p>Introduction to fellow Members and civilian user groups.</p> <p>Opportunity to volunteer and support Blesma and its members.</p>                                                                                                                                                                                         | <p><b>19.8 million</b> people saw Blesma content on social media in 2021.</p> <p>Blesma has <b>61,000</b> followers across social media.</p> <p><b>£21,000</b> of donations raised via Facebook and Instagram.</p> <p>Blesma was featured <b>109</b> times in national and local media articles.</p> <p>We produced four magazines and three bulletins alongside our annual report.</p> <p>The Blesma Connects app had <b>19,000</b> page views with <b>1600</b> total users.</p> <p>We provided 20 iPads to help those digitally excluded get online.</p> <p><i>Making Generation R</i> – <b>51</b> active Members reached an audience of 17,414. <b>98%</b> of audience felt more resilient.</p> <p><b>29</b> welfare volunteers and <b>258</b> general volunteers support our Members.</p> |
| <p><b>Resourcing:</b><br/>Establish a Fundraising function that is efficient, digital savvy, data-driven, organised, adaptable, and able to engage with funders/donors across multiple mediums from video calls to live streamed events.</p> <p>Embrace the highest number eligible to be Members.</p> <p>Provide a welcoming, safe, and covid free environment</p>                                                                              | <p>Adaptability of fundraising methods, mapping and meticulous research about potential funders to understand their requirements, portfolio and business values in order to make a business case for Blesma's financial needs.</p> <p>Review Membership criteria while ensuring efficient and effective allocation of resources to meet need.</p> <p>Prioritise Health and Safety for Members, staff, volunteers and supporters.</p> | <p>A return on investment of <b>2.7</b> (2020: 4.3).</p> <p><b>21</b> Pence of every Pound of income in 2021 is planned to be spent to raise funds in 2022. (2020: 18p)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                                           |                                                                                                                 |  |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--|
| for Members, staff, volunteers and supporters.                            | Respect for all and provide rewarding conditions.                                                               |  |
| Establish a fit for purpose support and operational structure for Blesma. | Streamline and align duties, functions and lines of operation for maximum impact of delivery to the Membership. |  |

## **SECURITY**

Blesma continues to provide professional welfare and outreach services, supported by our nine dedicated Support and ten Outreach Officers, augmented by our 287 volunteers who continue to provide vital advice and support to Members across the UK. Our support has also included professional counselling for 39 members spread over 328 counselling sessions, assistance with financial planning and debt management along with work to secure the correct provision of Veterans UK and DWP pensions and allowances.

We have been very effective at mitigating the impact of the pandemic on prosthetic services through collaborative engagement with the NHS and Limb Centres. Blesma has built on the previous three years' success in delivering a wide range of on-line and outdoor activities to improve health and wellbeing by reducing social isolation and promote digital inclusion. This has been especially relevant during the various periods of Covid lockdown.

2021 followed a similar theme to 2020, with the Independence and Wellbeing department facing significant Covid related challenges. During this period of significant social dislocation and anxiety, the team remained the principal channel for information gathering on how our members had fared during the year. In a similar vein, Blesma contributed to regional GP training programmes to help educate 150 young GPs, nurses and Occupational Therapists on the nuances of providing community focused primary care for disabled veterans. Over the last three years this amounts to around 3,500 GPs having been formally inducted to veteran healthcare issues by Blesma.

Due to Covid restrictions, the traditional Blesma model of face-to-face welfare delivery to members quickly migrated to online and telephone delivery by Support Officers. Whilst this presented challenges, the success and lesson learned from 2020 enabled our Support and Outreach Officers to collectively deliver a 39% increase in contact levels with our members when compared to 2020.

The turn of the year saw the continuance of lockdown from late 2020 through to May 2021. During this challenging period, Blesma Support Officers supported by Outreach Officers once again carried out 100% checks of members to establish a baseline of need and identify those at risk requiring closer and more regular support. Where 'in extremis' cases were identified, Support Officers conducted tightly risk-managed personal visits to members. Although the majority of members did not require immediate assistance, feedback suggested members were deeply grateful for the continuing contact.

Our work to counter digital isolation has seen Members expanding their social networks by engaging online with families, friends and other members across the country and overseas to an extent not seen before. A significant number of Members came to the Members Weekend in order to meet up with friends they had made online during the pandemic.

In total Blesma awarded 1325 grants to 754 members in 2021 to assist in the purchasing of specialist prosthetics, wheelchairs, mobility scooters, stairlifts, disabled bicycles and electrical goods. We also assisted with adaptations to bathrooms, kitchens, non-slip flooring, access ramps, disabled access to car ports and gardens as well as help with equipment and training for employment, physiotherapy, hobbies and counselling services. This represents an increase of 18% more grants awarded to 6% more members when compared to 2020. Many of the grants awarded this year have provided life changing interventions for our members, directly improving their mobility, personal dignity and physical and mental health.

Feedback from Blesma's Support Officers indicates that casework has become significantly more complex and time intensive. This has largely been a result of the impact of Covid on service delivery, particularly where members have required a multi-agency approach. Where this has been evident, Support Officers have been highly proactive and sensitive in taking a coordinating role to ensure that all key service and care providers honour their statutory obligations. Several of these interventions have been life changing for our members.

However, not all grants were solely awarded by Blesma as we proactively sought to collaborate with other partner military charities to help fund 62 high value grants during the year, a 55% increase in almonisation work compared to 2020. One such collaboration enabled a Blesma Member to undertake a complete home adaption following a catastrophic life changing injury.

**Outreach Activities.** Our LIBOR-funded outreach programme became part of Blesma's core delivery when the pilot ended in May 2020 and, due to its success, the Association assumed responsibility for full funding. Lessons learned during lockdown in 2020 created opportunity in early 2021 to better support our members with a richer, wider and fulfilling engagement programme whereby 310 activities (184 virtual and 136 face to face) were successfully delivered to 4900 members and their families. This represents a significant increase in engagement when compared to 2020.

It is of note that the programme has encouraged a wider span of members to take up an activity, many of whom have not attended a Blesma event before.

We have adopted a more holistic approach to delivering Family activities which have included carers and children. Feedback from members has indicated these activities have particularly helped during the pandemic by reducing feelings of anxiety and isolation, helping with issues like personal stress management and encouraging a healthier lifestyle.

Following the easing of lockdown in May, members, aided by their Outreach Officers were very quick off the mark to undertake outreach activities, the first traversing the longest zip wire in the UK on the same day as lifting of lockdown. Face to face activities have also included innovative taster sessions in archery, adapted cycling, shooting, sailing and golf. Member's days out have also included climbing the O2 dome, a visit to the steam museum in Swindon, trips to the SS Great Britain, photography, outings to Glamis Castle the National Memorial Arboretum and a cruise on the river Trent. Outreach Officers have also successfully run family-centric events at various theme parks.

The Blesma membership enquiry and application process has now been fully consolidated, having moved fully online at the start of 2021. This has brought with it an acceleration in new members being allocated to their Blesma Support Officers, most within 24 hours of completing their membership application forms. 118 new members joined the Association in 2021 (down 17% from 142 in 2020).

Blesma has worked to develop its working relationship with Veterans UK as Support Officers work to assist Members in resolving War Pension and Armed Forces Compensation Scheme issues. This area of support has continued to be emotive and challenging in 2021 as the pandemic has seen Veterans UK staff continuing to work remotely, resulting in administrative delays. Through improved relationships, Blesma has been able to constructively point out areas for organisational development within Veterans UK; input which has been warmly welcomed.

Blesma's support to the Defence Recovery Capability was paused due to Covid restrictions as visits by members to Complex Prosthetics Assessment Clinics were suspended for much of the year. However, once accessible, four members attended clinics being monitored by our Support Officers. During 2021, Blesma also helped 178 members with attributable injuries access specialist clinical care via the Veterans Trauma Network.

We have also maintained close links with the Defence Medical Rehabilitation Centre, providing advice and assistance to inpatients who have suffered amputation or loss of use of limb. Blesma's has also assisted the Medical Policy staff in the Surgeon Generals Department in re-drafting their joint publication on the manual of medical fitness, a further sign of the high professional regard the Association enjoys within Defence Medicine.

In 2021 our work to observe and monitor developments in prosthetic provision to our Members across the UK was focussed primarily on working at an individual level, advocating for those Members that required support locally at their NHS Limb Centres. COVID-19 continued to have a significant impact on the capacity of the Limb Services as staff were redeployed or furloughed and services were directed at those most in need, especially new amputees. BSO (Prosthetics) was instrumental in assisting Members to access these reduced services.

For those with Service attributable amputations, the Veterans Prosthetic Panel (VPP) continues to provide an excellent route for funding components in England. In 2021 Blesma achieved 30 successful applications for our members valued at over £3million. The VPP and NHS England have continued to support Blesma member applications to replace out of warranty prosthetics through residual funds. Eligible Members living in the devolved administrations have similar access to prosthetics via slightly differing care pathways.

BSOs continue to directly support individual Members who wish to claim War Pensions, Armed Forces Compensation Scheme Awards or DWP benefits. This has also included representing them at Hearings and Tribunals. However, work in this area was impacted by the pandemic as Tribunals were paused before being resumed towards the latter part of the year by video conference calls rather than physically in person. Throughout this, our Support Officers have worked hard to ensure that members were supported and kept informed through the process. Blesma continues to engage with the DWP and delivery partners, highlighting issues affecting veterans. This includes monitoring and publishing changes to existing policy which may affect our members.

During the year the Association has provided detailed feedback and advice on several government consultation papers on health, disability, and the provision of care services. We have continued to work closely with the Scottish Parliament on the Scottish Social Security Review and represented veterans in Wales through the Welsh Armed Forces Prosthetic Forum.

Throughout the year Blesma and Anglia Ruskin University have been conducting research to investigate how members who have loss of use of limb and their families and carers cope with the challenges of daily life. The project has produced several key insights and is set to report its findings in 2022. Blesma has also collaborated with Help for Heroes and Blind Veterans to sponsor a research project into the clinical needs of disabled veterans in the UK, the services available and barriers to support.

Our programme of 'Blesma Breaks' was suspended for most of the year, however, we did support a small number of Members and their families to take advantage of respite opportunities when government guidelines were relaxed during the summer. The positive impact on each family has been significant.

The long-term pressure on Health and Social Care budgets has been exacerbated by the pandemic. We closely monitor where gaps in support leave our members vulnerable and we will continue to step in to meet their needs - whilst always holding the State to account where appropriate. On several occasions during 2021, the Association's BSOs helped advocate on behalf of our members to ensure statutory services provided appropriate and timely care.

## **IDENTITY**

Blesma's wide-ranging activities programme is a key element of its offer to Members and plays a vital part in supporting rehabilitation, restoring self-confidence and pushing boundaries. As well as physically challenging adventure pursuits, Members are able to take part in a wide range of social activities and events, both live and online. Linking Members and their families together in comradeship was particularly important in 2021. Although Covid restrictions significantly affected our ability to arrange live activities throughout the year, the Association fought hard to deliver if at all possible within the rules in force at the time.

The year began under lockdown conditions with the focus on virtual events, including a full years course of Tai Chi, breath workshops, photography and video editing, baking and painting. As Covid measures eased some face to face activities were able to restart in the Summer. All our activities were over-subscribed as Members made the most of the opportunity and took part in cycling trips, a surf training week, fishing, widows and seniors weeks, as well as families and couples breaks in London, Edinburgh and Alveston Hall in Cheshire.

Although the planned Members Weekend and Annual General Meeting in June was unable to take place due to lockdown, the Association was able to conduct the AGM online and delay the Members weekend until Covid restrictions were eased. The event took place in Chesford Lodge, Warwickshire with 227 Members, family members and carers attending, despite a last-minute fuel crisis. The Weekend began with a moving memorial service and included a Gala Dinner as well as a range of activities ranging from a hugely popular cream tea to axe throwing and virtual gaming. Blesma Members also gave a series of presentations on the activities they were personally involved in. This was the first time that Members from across the country had been able to meet up, compare their experiences and enjoy each other's company in over two years.

Fortunately the Remembrance Cenotaph Parade did take place in 2021. Blesma was represented by 22 Members (38 participants) and the Chief Executive. The Remembrance 11K challenge event was run for the second year, with 104 Members, staff and supporters raising £14,000.

Blesma's Venture Fund continues to provide funding to enable Members to take part in a broad range of activities, including individual or team sports, expeditions, personal development and individual challenges. Following a review by the board, funding was significantly increased in 2021. Activities supported in the year included competitive motorsports (powerboat, car and motorcycle), summer and winter paralympic training and flying training.

International activities were unable to take place in 2021 due to Covid travel restrictions. Although plans were made for skiing in France in January 2022, these had to be cancelled due to the arrival of the Omicron variant.

Nevertheless, Blesma continues to develop plans for a range of overseas activities as soon as conditions allow.

The Making Generation R programme continues to enable Blesma Members to “give back” by describing how they have learned to develop resilience after injury to youth audiences. During the 5 years of the programme over 120,000 participants have experienced a Blesma Member’s story. The majority of presentations in 2021 were online, reaching an audience of over 30,000 people. In 2021 98% of Blesma Members taking part stated that the project effectively improved their confidence and self-esteem. 100% of BSOs stated that MGR was ‘very effective’ at improving member wellbeing and 89% of students and 98% of teachers rated their experience of the workshop as either ‘excellent’ or ‘good’. Making Generation R also won the Training and Development Award at the 2021 Soldiering On Awards. An external evaluation of the programme will be conducted in 2022.

## **CONNECTIVITY**

Maintaining connectivity across the Association is fundamental to Blesma as a key part of what the Association was formed to do. We seek to represent our Member’s interests, gain support to enable our work and promote wider understanding of the impact of disability on Members and families. Within the Association, strong connections between Members were kept up through a steady flow of publications, social media output and bringing Members together in person or online. More widely our advocacy on behalf of Members has continued, with direct input to policymakers and statutory authorities and work to reinforce our connections with agencies such as the NHS, Veterans UK and the Department of Work and Pensions. Blesma also maintains close links with other military charities, either directly or through membership of the executive committee of the Confederation of Service Organisations (Cobseo). The Association continues to be respected as a specialist honest broker on behalf of its Members.

In 2021 the Communications Department continued to focus upon its priority of ensuring timely communication with Members, supporters and the public via our printed publications, online and through coverage in national and local media outlets. During the year the department continued to produce the Blesma Magazine and Blesma Bulletin totalling seven publications. A review of print however has resulted in the decision to reduce the frequency this of this output to a quarterly publication from 2022 onwards. This new ‘merged’ publication will be more Member focussed and ensure that those Members that are not digitally active continue to be informed and supported.

The use of video has been a particular success story in the latter half of the year, covering Remembrance commemorations, Member activities and Blesma’s annual Big Give campaign.

Audience figures across the range of social media channels almost doubled in 2021, with performance varying between platforms as audience preferences

changed. Blesma's videos on Youtube and coverage on the LinkedIn professional networking site performed particularly well.

The Blesma Connects App continues to be used and regularly updated, with 19,000 views during 2021. Following feedback from a member survey in 2020 a review took place this year which will help determine how the App can most effectively be used by Members.

Notable press stories throughout the year included coverage of the Making Generation R programme in the Daily Mirror; widespread reporting of Member Jon Noble receiving a 'Jaco' robotic arm; supporter James Kirby's 48 hour fundraising march; Member Tim Tomkinson summiting Mount Snowdon in aid of Blesma and Member Chris Ganley's battle to get back to motorcycle racing after his bikes and equipment were lost in a fire.

Blesma's Social Inclusion programme continued to provide iPads and "user friendly" training and information for Members who needed to connect digitally as the pandemic wore on. This year some 20 new iPads were provided, including one to a Member in South Africa.

The Fundraising and Activities departments kept up a steady flow of communications due to the threat posed to revenue and the requirement to adjust our support to Members as circumstances changed throughout the year. Activities and fundraising events that were able to take place were widely publicised and promoted to Members and supporters, with the result that the significant majority were oversubscribed.

## **RESOURCING**

In 2021, 71% of all income came through fundraising in the form of donations and legacies; 14% from the investment portfolio and 15% from investment property (rent) and other sources. Although income from legacies and donations was down by 27% compared to 2020, investment and other income increased by 26% and 177% respectively. Despite the tough fundraising conditions caused by the continuing pandemic, Blesma's general fundraising effort yielded better than expected results, exceeding the target set by 45% with significant Trust income in particular. We nevertheless anticipate that fundraising will remain challenging in 2022, and that 21p (2020:18p) in every pound of income raised in 2021 will be used to raise funds in 2022.

We remain vigilant and continue to abide by GDPR stipulations in all our fundraising activities and ensure that the Fundraising Regulator's guidelines on personal information and fundraising (consent, purpose and transparency) are adhered to. Blesma does not employ agencies to raise funds from the public in the name of Blesma. Our fundraising activities are monitored closely. Our fundraising ethics and promise, complaints policy and privacy policy are published. Our safeguarding policy toward vulnerable people is adhered to in our fundraising activities. There were no formal complaints relating to Blesma's fundraising methods in 2021.

# **PLANS FOR THE FUTURE**

The Board of Trustees regularly review Blesma's 5 year rolling Strategic Plan in step with the Board's annual cycle of governance. A thorough review of the Plan was undertaken in 2018 to take the horizon forward to 2023. The purpose of the Plan is to:

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Achieve an end-state where Blesma, with all its Members, is confident that it is doing all it should, resourced accordingly.

In future the Plan will address:

## **Security:**

- a) Mitigating the effects of the pandemic on the delivery of statutory Health and Social Care services to Members.
- b) Sponsoring and contributing to relevant academic research for the benefit of Blesma Members and their families.
- c) Continuing to develop robust working relationships with key agencies, for example the Defence Medical Rehabilitation Centre, Veterans UK and the Department of Work and Pensions.
- d) Influencing the future organisation of NHS mobility/limb services within the context of a national integrated care system.
- e) Seeking government funding so that the vital support provided by the Veterans Mobility Fund may be continued.

## **Identity:**

- a) Re-starting a full Activities programme at home and abroad once COVID-19 restrictions allow.
- b) Taking part in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.
- c) Commemorating Blesma's 90<sup>th</sup> anniversary throughout the year.

## **Connectivity:**

- a) Regularly updated communications to Blesma Members and external audiences through print and digital means.
- b) The continuation of online outreach activities for Members across the UK and abroad.
- c) An independent external evaluation of the Making Generation R programme.

## **Resourcing:**

- a) Ensuring that Blesma's future is secure in the Post-Covid economic environment.
- b) Ensuring that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- c) Continuing to ensure that Blesma is structured appropriately to deliver its outputs.
- d) Remaining current and continuing to explore new methods of raising funds for our Members, for example using various digital platforms.

## **FINANCIAL REVIEW**

### **GENERAL PERFORMANCE IN 2021**

Despite the challenging conditions caused by the coronavirus pandemic, the Association recorded an excess of income over expenditure of **£2,264,127** in 2021, after the gain on investment of £3,437,478. This represents a significant increase of 164% against the 2020 total of **£857,714**. The operating loss before the gain on investment was £1,173,351 (2020: £474,033).

Donations, legacies, grants and other income amounted to **£4,225,724** and these included:

- a) **£687,583** of Legacy Income – a significant decrease of **£1,545,710** or 69% on the previous year, largely due to the continuing effects of Covid-19 on this important source of income. Although legacy income is expected to recover, this has yet to occur. A review of legacy fundraising activity and performance is underway.
- b) **£3,538,141** of General Income (Total income less legacies) – an increase of **£1,013,786** or 40% from the previous year owing to an increase in investment and other income.

*Total Incoming Resources less the cost of generating funds amounted to **£3,118,440**. This included net Investment Income of **£475,241** (against **£3,691,184** in 2020). The total decrease in income was **£531,924**, or 11% on the previous year overall.*

Expenditure on charitable activities was **£4,291,791**. An increase of **£126,575** or 3% over the previous year and included:

- a) **£3,914,165** - Welfare delivery (Security and Identity) – an increase of **£129,508** or 3% over the previous year, largely due to Membership costs such as the Members Weekend.
- b) **£377,626** - covering representational work – a decrease of 1%, broadly the same as the previous year (2020: **£380,560**).

## **FUNDRAISING**

Compared to 2020, overall fundraising income was down by 26% from **£4,063,286** to **£3,013,749** during 2021. This reduction was largely due to a continuing reduction in legacy income, which did not recover from the impact of the pandemic as expected. The performance of individual income streams in 2021 was as follows:

- a) **Direct Mail.** Down on the previous highly successful year by 19% from **£501,203** to **£407,713**.
- b) **Trusts and Foundations.** Up on previous year by 181% from **£348,313** to **£978,989**. Trusts fundraising has been particularly resilient throughout the pandemic, with significant individual trust donations.
- c) **Lottery Income.** Up by 64% from **£65,722** in 2020 to **£108,040** in 2021. The *Make a Smile* lottery has continued to adapt well during lockdowns conducting telephone sales, door to door and shopping centre collections.
- d) **Community and Events.** Up on previous year by 18% from **£306,174** to **£362,266** largely due to the easing of lockdown restrictions that allowed some mass participation events to take place, as well as the relatively larger size of individual donations.
- e) **Corporate Donations.** Down on previous year by 40% from **£339,458** to **£203,503**. Corporate fundraising continued to be severely impacted by the pandemic in 2021 as staff were forced to work from home and companies focussed on priority outputs and cutting costs.
- f) **Major Donations.** Down on previous year by 4% from **£207,000** to **£198,500**. During 2022 and beyond, Blesma plans to increase the number and value of gifts through the annual *Big Give* fundraising campaign and further Direct Marketing appeals.

## **INVESTMENT POLICY AND PERFORMANCE**

The Association's funds are invested in line with direction given by Trustees to its Fund Managers, Cazenove Capital Management, in the form of investment policy. Trustees delegate matters of policy development and general supervision to the Finance and Investment Sub Committee. It delegates day-to-day policy management to the National Treasurer and to the Chief Executive who both remain in close contact with Fund Managers. The Fund Managers present the Investment Report to the Finance & Investment Sub Committee twice a year, and Trustees receive quarterly Reports. An ethical 'look through' is conducted annually.

### **Investment Objective**

Blesma's investment objective is to have an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. A total return target for income in 2021 was given to the Fund Managers and was achieved.

## Asset Allocation and Benchmarks

During 2021 Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

|                                   | Strategy | Ranges    |
|-----------------------------------|----------|-----------|
| UK Equities                       | 22%      | 50% - 80% |
| Overseas Equities                 | 43%      | 50% - 80% |
| Fixed Income                      | 14%      | 5% - 30%  |
| Alternatives (including Property) | 19%      | 5% - 30%  |
| Cash                              | 2%       | 0 - 10%   |

## Investment Restrictions

Not to invest in unquoted securities, individual Futures, Warrants or Commodities, in property directly, or to participate in underwriting. Fund Managers are not to invest directly in foreign currencies or Chinese government securities without prior agreement with Trustees. Total equity allocation should not exceed 75% and not fall below 50%.

## Investment Performance

Invested funds increased to **£36.7m** (2020: **£33.8m**) over the period. The net income was **£475,241** (2020: **£362,796**) - a yield of 1.3% (2020: 1.1%). Equities contributed to the portfolio's strong performance in 2021. Equity markets were robust in the last quarter of the year despite a weaker November, during which fears over rising cases of the Omicron variant weighed on markets. By year-end, these worries had receded, with data continuing to indicate the stability and resilience of corporate earnings. Returns were led by the US, where the economy remains on track to record its best performance since 1984. Bond markets were buffeted over the quarter by persistent elevated inflation whereas Alternatives were positive, with pleasing returns particularly from Gold. On a positive note as we enter 2022, it is widely expected that Omicron could herald the end of the pandemic as coronavirus becomes more of an endemic disease and less of a burden to the world's health systems.

## RISK MANAGEMENT

At a strategic level the Charity Commission's guidance, Charities and Risk Management, on the four basic approaches of transferring, avoiding, managing or accepting risk has been followed. Strategic and operational level risks are reviewed quarterly by the Board using a traffic light system of risks against performance and management, including mitigation and trend analysis. The two most concerning strategic risks are:

- a) Demand for Services. The demands of increasingly complex injuries and sophisticated treatment, and associated health conditions in the

longer term. Blesma's short to long term financial planning has been conducted in anticipation of an increased demand for services, as well as a potential backlog as statutory services return to normal provision over time. Current Reserves are adequate for the implementation of this and the Strategic Plan remains robust.

- b) Income Generation. The approach to diversify income generation has proved to be a sensible strategy, however, the unpredictable nature of legacy income, the economic consequences of the pandemic and the impact of inflation on household incomes may well impact upon voluntary contributions.

In the opinion of the Trustees the Association has the established resources and the review systems in place, which should allow risks identified by them to be managed appropriately.

### **CHARITY RESERVES**

Blesma's Free Reserves (i.e. investment portfolio plus cash at bank) at the balance sheet date stood at £41m (2020: £39m), reflecting the strong performance of investments. Restricted Funds stood at £693,919. Blesma's resources are needed to meet its main charitable objectives. Through-life support for present Members must be sustainable. The need to maintain contingency for the casualties of future conflict requires readiness, as do unforeseen issues such as those we have experienced over the last two years. Apart from its office building Blesma has no assets of monetary value beyond the investment portfolio managed by Cazenove.

20 per cent of Free Reserves is allocated to an increase in spending on more comprehensive services to Members over the next five years as defined in the Strategic Plan.

20 per cent of Free Reserves is allocated to funding the increased cost of supporting care for the most infirm and those in later life specifically in the longer term under the Blesma grants scheme. There is increasing demand for welfare grants and this is expected to continue as the long-term economic effects of the pandemic are felt. The most infirm have extremely complex injuries and their proper care over several decades must be accounted for. The State is under increasing and significant pressure to fund health and care provision particularly for those in later life, and this is reflected across the NHS and at Local Authority level. Where State provision is found wanting in a definite way, and on the understanding Blesma is not replacing the State in a wholesale manner, grants are made to relieve distress and meet immediate need.

20 per cent of Free Reserves is allocated to providing instant funds for the support of casualties in a future conflict and to absorb increased costs in the provision of services resulting from medical advances and a more holistic approach. Blesma must be ready for unexpected and violent scenarios.

40 per cent of Free Reserves will remain as such (approximately 37 months of operating costs) to ensure business continuity, thus demonstrating to beneficiaries, funders and the public the charity's continuing resilience and capacity to manage unforeseen financial difficulties. Free Reserves are the only asset available to Blesma to meet ongoing, and future, commitments to support the membership for life should current income streams be jeopardised.

At the balance sheet date, the Trustees are satisfied that the level of Free Reserves is adequate for the purpose, given the requirement to address a backlog in health provision, ongoing uncertainty over long-term economic effects of the pandemic and increasing pressure on household incomes. The Board will continue to review the Association's reserves and its policy annually; more frequently if circumstances dictate. Trustees pay particular attention to the ratio of Free Reserves to operating costs.

### **GOING CONCERN**

The Trustees are satisfied that Blesma is a going concern and is on a sound financial footing to meet foreseen liabilities and commitments in its current operations. Income in 2021 exceeded expenditure and Reserves remain healthy. The Blesma Strategic Plan continually looks forward five years matching policy, resources, programmes and projects, ensuring prudent balance is maintained. In light of the developing situation in relation to the Covid-19 pandemic the Trustees have reviewed the charity's finances and long term finance plan. In the short-term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly. Whilst the full effects of the pandemic remain to be fully determined, the Board agreed that the overall strategic plan should remain extant and that, if necessary, the charity should be prepared to make use of its reserves to sustain operations rather than significantly adjust outputs or structures. Should the financial effects of the crisis exceed expectations to the point that the reserves may be significantly reduced, savings measures such as structural adjustments and/or redundancies would be considered before any reduction in expenditure on charitable activities.

# **GOVERNANCE AND ADMINISTRATIVE REPORT**

## **STRUCTURE, GOVERNANCE & MANAGEMENT**

### **CONSTITUTION**

Charity Number 1084189

Company Limited by Guarantee Number 4102768

Registered in Scotland SC010315

Blesma The Limbless Veterans is a national charity for those who lose limbs or the permanent use of limbs, or lose the sight of eyes, or suffer permanent loss of speech or hearing, in Service or as a result of Service in Her Majesty's Forces, or Auxiliary Forces, and for ex-Service men and women who lose limbs or sight of eyes, or in certain circumstances use of limbs, after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving. Membership is also open to all men and women of civilian status who lose a limb or an eye, or suffer the loss of use of limb as a result of War Service or enemy action, or terrorist action against Her Majesty's Forces with which those of civilian status are employed, or volunteer, to provide direct support, or in exceptional circumstances subject to the approval of Trustees.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows as beneficiaries. The Association is governed by its most recent Articles of Association and Rules adopted at the Annual General Meeting on 3 June 2021.

### **ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES**

The Blesma AGM was held via video conference on 3<sup>rd</sup> June 2021. A report on proceedings was included in the Autumn Association Bulletin.

- a) The Annual Report and Accounts for the year ended 31 December 2020 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Mr A Mudd, M Ambler and R Watts resigned as Trustees.
- d) Mr L Maguire, Mr R Kerrigan and Mr B West were appointed as Trustees.
- e) Mr M Ambler and Mr R Watts were re-elected as trustees.
- f) The AGM voted to amend Blesma's articles and Rules to reflect the following changes proposed to the Membership:
  - To reflect the change in MOD terminology from "Auxiliary" to "Reserve" Forces.

- To reflect the Trustees' intention that the Board should consist of at least 50% Member Trustees.
- To confirm the requirement for Trustees to complete Blesma's Eligibility and Code of Conduct declaration before appointment in accordance with Blesma's Governance Standing Instructions.
- To allow Trustees to delegate responsibility for admitting Members to the Association to a Blesma Director where they meet the eligibility criteria within the rules.
- To reflect Charity Commission guidance on how Members may be removed from the Association if this is considered necessary.
- To reflect the use of email communications.
- To remove a section of the Rules that refers to Branch Areas as Blesma no longer has these.

The maximum number of elected Trustees is 11. One third of trustees are required to resign and stand for re-election, if they so wish, at each AGM. Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims to achieve an appropriate balance of knowledge and experience; at least half the trustees should be full or associate Blesma Members while the remainder are granted honorary membership. This promotes connectivity across the Association and the right blend of experience, knowledge and expertise to fulfil all Board responsibilities. Blesma acknowledges the Charity Governance Code, abides by the Code's principles and works to implement the recommended practice. Blesma is a full Member of the Confederation of Service Charities.

## **TRAINING OF TRUSTEES**

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on emerging legislation affecting charities at their quarterly meetings. New Trustees receive a full induction programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

## **ORGANISATIONAL STRUCTURE**

**The Board.** The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (March), Performance and Risk (June), Strategy Review and Programme Proposal (September) and Programme Approval (December).

The Board of Trustees:

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL  
 Vice Chairman: Mr W L Dixon  
 Honorary Treasurer: Mr M Ambler  
 Mr S Croxford  
 Ms A Grant

Mr L Maguire  
Mr R Kerrigan  
Mr C Rouse MBE  
Mr R Watts  
Mr B West  
Mr S White

The Finance & Investment Sub Committee (FISC). The FISC meets twice a year under the chairmanship of the Honorary Treasurer. Its terms of reference including delegated powers are laid down in an appropriate Blesma Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited.

The Remuneration Sub Committee (RSC). The RSC meets once a year routinely, under the chairmanship of the Vice Chairman. It reports to the full Board to make recommendations upon the specific remuneration and terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

The Governance Sub Committee (GSC). Governance matters and Blesma's policies are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. All Governance Standing Instructions were reviewed and republished in 2021.

The Executive. The Chief Executive Mr J D Bryant OBE runs the Association on a day-to-day basis from Chelmsford in Essex.

The key structure is:

- a) Director of Operations - Mr T R Bloomfield. Responsible for communications across the Association and externally – this includes all aspects of public relations, maintaining profile and raising funds to enable our charitable work. The Director of Operations is responsible for rehabilitation and challenge activities and acts as the deputy Chief Executive.
- b) Director of Independence and Well-being – Mr I G Harper. Responsible for all membership matters, including welfare support to Members, liaison with MoD recovery services the National Health Service and the Department of Work and Pensions, prosthetic provision and grant making.
- c) Finance and Support Director – Mr B C Mwense. Responsible for financial management and control, reporting and administration as well as logistics, office management, contracts and HR.

There are no trading subsidiaries of Blesma.

## **KEY MANAGEMENT – REMUNERATION**

The remuneration of key management personnel is set by the Trustees, upon recommendation of the Remuneration Sub Committee, with the policy objective of ensuring that they are provided with appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of remuneration is reviewed annually, in particular noting role responsibilities and including reference to comparisons with sector and national statistics to ensure that Blesma remains sensitive to the broader issues of pay and employment conditions elsewhere. The key management are the Chief Executive, the Director of Operations, the Director of Independence and Wellbeing and the Finance and Support Director, collectively known as the Senior Management Team (SMT). The staff salary bands and sum of remuneration are noted in the Charity Accounts. The Chief Executive and SMT are employed on the same terms as all other staff and the Charity does not pay bonuses. Trustees receive no remuneration or benefits other than expenses incurred.

## **DATA PROTECTION**

Trustees are briefed regularly on matters surrounding data protection and personal information, and ensure policies are kept up to date. Blesma continues to closely monitor its compliance with General Data Protection Regulations and the Blesma Privacy policy is published on the Blesma website.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

The trustees, who are also the directors under company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Statement of Recommended Practice for Charities (SORP 2019) issued in October 2019, Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.

- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- d) Observe the methods and principles in the Charities SORP.
- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all the steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This Report which incorporates the Strategic Report, was approved by the Trustees on 30th March 2022, and signed on their behalf.



**General Sir Adrian Bradshaw KCB OBE DL**  
**National Chairman**

**30 March 2022**

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BRITISH LIMBLESS EX- SERVICE MEN'S ASSOCIATION**

## **OPINION ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, 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 charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities 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 charitable company 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**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 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 requires 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 set out on page 30, 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

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

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and fundraising regulations, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

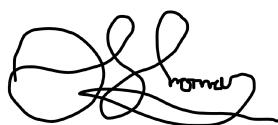
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, fundraising regulations, taxation legislation, employment legislation, General Data Protection Regulation (GDPR) and Health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities,

as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read 'Andrew Thomas', with a stylized, looping flourish.

Andrew Thomas ACA  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
Date: 21 April 2022

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                                  |       | UNRESTRICTED       | RESTRICTED      | 2021               | 2020           |
|--------------------------------------------------|-------|--------------------|-----------------|--------------------|----------------|
|                                                  | Notes | FUNDS              | FUNDS           | TOTAL              | TOTAL          |
|                                                  |       | £                  | £               | £                  | £              |
| <b>Income</b>                                    |       |                    |                 |                    |                |
| Donations and Legacies                           | 2     | 2,577,811          | 435,938         | <b>3,013,749</b>   | 4,063,286      |
| Investment Income                                |       | 599,509            | -               | <b>599,509</b>     | 475,934        |
| Investment Income - Other                        |       | 40,749             | -               | <b>40,749</b>      | -              |
| Grants                                           |       | -                  | 165,379         | <b>165,379</b>     | 65,000         |
| Other Income                                     | 2 (a) | 406,338            | -               | <b>406,338</b>     | 153,429        |
|                                                  |       | 1,046,596          | 165,379         | <b>1,211,975</b>   | 694,363        |
| <b>Total Income</b>                              |       | <b>3,624,407</b>   | <b>601,317</b>  | <b>4,225,724</b>   | 4,757,648      |
| <b>Expenditure</b>                               |       |                    |                 |                    |                |
| <b>Expenditure on raising funds</b>              |       |                    |                 |                    |                |
| <b>Resourcing</b>                                |       |                    |                 |                    |                |
| Fundraising                                      | 5     | 983,016            | -               | <b>983,016</b>     | 953,326        |
| Investment Management fees                       |       | 124,268            | -               | <b>124,268</b>     | 113,138        |
|                                                  |       | 1,107,284          | -               | <b>1,107,284</b>   | 1,066,464      |
| <b>Expenditure on charitable activities</b>      |       |                    |                 |                    |                |
| <b>Security</b>                                  |       |                    |                 |                    |                |
| Membership Services - Welfare                    | 6     | 2,590,820          | 561,316         | <b>3,152,136</b>   | 3,032,552      |
| <b>Identity</b>                                  |       |                    |                 |                    |                |
| Membership Services - Activities                 | 7     | 629,420            | 132,609         | <b>762,029</b>     | 752,106        |
| <b>Connectivity</b>                              |       |                    |                 |                    |                |
| Awareness and Representation                     | 8     | 377,626            | -               | <b>377,626</b>     | 379,971        |
| National Volunteer Office                        | 9     | -                  | -               | <b>-</b>           | 589            |
|                                                  |       | 3,597,866          | 693,925         | <b>4,291,791</b>   | 4,165,217      |
| <b>Total Expenditure</b>                         |       | <b>4,705,150</b>   | <b>693,925</b>  | <b>5,399,075</b>   | 5,231,681      |
| <b>Operating surplus/(loss)</b>                  |       | <b>(1,080,743)</b> | <b>(92,608)</b> | <b>(1,173,351)</b> | (474,033)      |
| <b>Net gain/(loss) on investments</b>            | 12    | 3,437,478          | -               | <b>3,437,478</b>   | 1,331,746      |
| <b>Net income</b>                                |       | <b>2,356,735</b>   | <b>(92,608)</b> | <b>2,264,127</b>   | 857,714        |
| Transfers between funds                          |       | -                  | -               | -                  | -              |
| Net movement in funds for the year               |       | <b>2,356,735</b>   | <b>(92,608)</b> | <b>2,264,127</b>   | <b>857,714</b> |
| Balances brought forward 1 January 2021          | 17/18 | 41,378,785         | 786,526         | 42,165,312         | 41,307,598     |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2021</b> |       | <b>43,735,520</b>  | <b>693,919</b>  | <b>44,429,439</b>  | 42,165,312     |

The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

|                                                |        | 2021<br>TOTAL     | 2020<br>TOTAL     |
|------------------------------------------------|--------|-------------------|-------------------|
|                                                | Notes  | £                 | £                 |
| <b>Fixed assets</b>                            |        |                   |                   |
| Tangible fixed assets                          | 11     | 2,217,756         | 2,297,932         |
| Intangible fixed assets                        | 11(b)  | 66,095            | 123,769           |
| Investment properties                          | 11(a)  | 857,150           | 879,228           |
| Investments                                    | 12     | 36,661,070        | 33,760,773        |
|                                                |        | <b>39,802,071</b> | <b>37,061,701</b> |
| <b>Current Assets</b>                          |        |                   |                   |
| Stocks                                         |        | 13,754            | 23,120            |
| Debtors                                        | 13     | 431,840           | 518,764           |
| Balances at bank and in hand                   |        | 4,596,194         | 4,977,252         |
|                                                |        | <b>5,041,788</b>  | <b>5,519,137</b>  |
| Creditors: amounts falling due within one year | 14     | 285,811           | 270,110           |
| Provision for liabilities and charges          | 14 (a) | 128,609           | 145,416           |
| <b>Net current assets</b>                      |        | <b>4,627,368</b>  | <b>5,103,611</b>  |
| <b>Net Assets</b>                              |        | <b>44,429,439</b> | <b>42,165,312</b> |
| <b>FUNDS</b>                                   |        |                   |                   |
| Unrestricted funds                             | 17     | 43,735,520        | 41,378,785        |
| Restricted funds                               | 18     | 693,919           | 786,526           |
| <b>Total Funds</b>                             |        | <b>44,429,439</b> | <b>42,165,312</b> |

Approved by the Board of Trustees on 30 March 2022 and signed on its behalf by:

General Sir Adrian Bradshaw KCB OBE

M Ambler

J Bryant OBE



The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                                                           | 2021<br>£   | 2021<br>£          | 2020<br>£    | 2020<br>£        |
|---------------------------------------------------------------------------|-------------|--------------------|--------------|------------------|
| <b>Cash flows from operating activities:</b>                              |             |                    |              |                  |
| <b>Net cash provided by (used in) operating activities</b>                |             | <b>(1,497,807)</b> |              | <b>(715,247)</b> |
| <b>Cash flows from investing activities:</b>                              |             |                    |              |                  |
| Investment income                                                         | 599,509     |                    | 475,934      |                  |
| Purchase of investments                                                   | (9,580,445) |                    | (12,082,945) |                  |
| Purchase of property, plant and equipment                                 | (19,942)    |                    | (155,101)    |                  |
| Proceeds from the sale of investments                                     | 9,374,809   |                    | 12,336,687   |                  |
| <b>Net cash provided by (used in) investing activities</b>                |             | <b>373,931</b>     |              | <b>574,575</b>   |
| <b>Cash flows from financial activities</b>                               |             |                    |              |                  |
| Decrease / (Increase) in amounts awaiting investment                      | 742,818     |                    | (633,074)    |                  |
| <b>Net cash provided in (used by) financial activities</b>                |             | <b>742,818</b>     |              | <b>(633,074)</b> |
| <b>Change in cash and cash equivalents in the reporting period</b>        |             | <b>(381,058)</b>   |              | <b>(773,746)</b> |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> |             | <b>4,977,252</b>   |              | <b>4,977,252</b> |
| <b>Cash and cash equivalents at the end of the reporting period</b>       |             | <b>4,596,194</b>   |              | <b>4,203,509</b> |
| <b>(a) Analysis of cash and cash equivalents</b>                          |             | <b>2021</b>        |              | <b>2020</b>      |
|                                                                           |             | £                  |              | £                |
| Cash at bank and in hand                                                  |             | 4,596,194          |              | 4,977,252        |
|                                                                           |             | <b>4,596,194</b>   |              | <b>4,977,252</b> |
| <b>(b) Reconciliation of cash flows from operating activities</b>         |             | <b>2021</b>        |              | <b>2020</b>      |
|                                                                           |             | £                  |              | £                |
| <b>Net income / (expenditure)</b>                                         |             |                    |              |                  |
| <b>as per the Statement of Financial Activities</b>                       |             | <b>2,264,127</b>   |              | <b>857,714</b>   |
| <i>Adjustments for:</i>                                                   |             |                    |              |                  |
| Net (gain)/loss on investments                                            |             | (3,415,402)        |              | (1,331,746)      |
| Investment income                                                         |             | (599,509)          |              | (475,934)        |
| Depreciation and amortisation                                             |             | 157,792            |              | 234,720          |
| (Increase) / decrease in stocks                                           |             | 9,366              |              | -                |
| (Increase) / decrease in debtors                                          |             | 86,924             |              | -                |
| Increase/(decrease) in creditors                                          |             | (1,105)            |              | -                |
| <b>Net cash provided by (used in) operating activities</b>                |             | <b>(1,497,807)</b> |              | <b>(715,247)</b> |

The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**1. CHARITY INFORMATION AND ACCOUNTING POLICIES**

British Limbless Ex-Service Men's Association is a Member charity specialising in and helping limbless and loss of use of limbs veterans.

The charity is a private company limited by guarantee (registered number 4102768) and was established in 1932 (charity number 1084189) and incorporated in 2000. The charity is also registered in Scotland (registered number SC010315). The address of the registered office is 115 New London Road, Chelmsford, Essex, CM2 0QT.

**Accounting policies**

The following accounting policies have been applied consistently for all years in dealing with items that are considered material in relation to the financial statements of the Charity.

**i) Basis of preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities under the historic cost convention, as modified for the revaluation of certain investments and properties measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) *Accounting and Reporting by Charities*, 2<sup>nd</sup> edition, published in 2019, Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*', the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

**ii) Going concern.** As stated in the Trustee's Report, Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the Charity is a going concern. In light of the current climate in relation to the Covid-19 pandemic the Trustees have reviewed the charities finances. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

**iii) Fund accounting.** Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under Note 18. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred from the fixed asset fund to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

**iv) Income.** All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable

accuracy. The following specific policies are applied to particular categories of income:

- a) Grant income is recognised when the criteria for entitlement, measurement and probability of receipt are met. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.
- b) Donations income is accounted for on a received basis or when its future receipt is probable.
- c) Legacies and bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted.
- d) Rental income is recognised when receivable.

**v) Expenditure.** Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all the costs related to a category. Where costs cannot be directly attributed to particular category they have been allocated to activities based on staff head count full time equivalents (FTE), as shown in Note 10. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**vi) Estimates and judgements.** Estimates and judgements are continually evaluated and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimations that have a significant effect on the amounts recognised in the financial statements are summarised below:

Depreciation – is calculated based on the useful life of the asset and written off accordingly.

Provision for Care Home Residents – is an estimate for third party assistance to care for Blesma Members resettled in care homes shown as part of Note 14(a).

**vii) Governance Costs.** Governance costs are those incurred in compliance with constitutional and statutory requirements and are shown as part of Note 10.

**viii) Tangible Fixed Assets.** Tangible Fixed Assets are stated at cost less depreciation and are capitalised at a value of £1,000 and above. They are depreciated at rates intended to reduce their cost to their residual value over their estimated useful life on a straight-line basis as detailed below:

|                                     |               |
|-------------------------------------|---------------|
| ○ Freehold Property                 | 2.0% on cost  |
| ○ Furniture, Fittings and Equipment | 10.0% on cost |
| ○ Computer Equipment                | 33.3% on cost |
| ○ Motor Vehicles                    | 25.0% on cost |
| ○ Coaches and Buses                 | 12.5% on cost |

**ix) Intangible Fixed Assets.** Intangible fixed assets are capitalised at a value of £1000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

**x) Investment Properties.** Investment properties are included in the accounts measured at fair value. The properties are reviewed annually for impairment. Any change in fair value is reflected through the Statement of Financial Activities.

**xi) Investments.** Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial activities.

**xii) Stocks.** Stocks are valued at the lower of cost and net realisable value.

**xiii) Pension Costs.** The charity contributes to a Group Personal Pension scheme with AEGON which is a defined contribution scheme. The amounts charged in the accounts are the employer's contributions payable in the financial year.

**xiv) Operating Leases.** Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates. Operating lease commitments are highlighted under Note 20.

**xv) Financial assets and liabilities.** Financial assets and financial liabilities are recognised when BLESMA becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently re-measured where applicable at amortised cost.

Financial assets held at amortised cost comprise of cash and bank, together with accrued interest and other debtors.

Financial liabilities held at amortised cost comprise of creditors and accruals.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                  | 2021<br>£        | 2020<br>£ |
|----------------------------------|------------------|-----------|
| <b>2. Donations and legacies</b> |                  |           |
| Community and Lotteries          | <b>462,181</b>   | 371,896   |
| Corporate                        | <b>203,503</b>   | 339,458   |
| Direct mail                      | <b>407,713</b>   | 501,203   |
| Major donors                     | <b>198,500</b>   | 207,000   |
| Organised events                 | <b>75,281</b>    | 62,123    |
| Trusts and foundations           | <b>978,989</b>   | 348,313   |
| Legacies                         | <b>687,583</b>   | 2,233,293 |
|                                  | <b>3,013,750</b> | 4,063,286 |

Included in Corporate income is the final tranche of COVID-19 Support funding of £150,000 (2020: £150,000) from Lloyds of London.  
Included in Trusts and foundations income is an amount of £450,000 from the Antioch Settlement Trust.

**Legacy Pipeline**

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £650,606 (2020: £628,344). The bequests have not yet met all criteria for income recognition.

**2(a)** Included in other income is £82,287 from the sale of Blackpool cottages by SSAFA/Blesma. Blesma's portion was 15% of total proceeds.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                                                     | 2021<br>TOTAL<br>£ | 2020<br>TOTAL<br>£ |
|---------------------------------------------------------------------|--------------------|--------------------|
| <b>4. Total Staff Costs</b>                                         |                    |                    |
| Salaries and wages                                                  | 1,760,484          | 1,788,660          |
| Social security                                                     | 183,072            | 182,074            |
| Pension and life cover                                              | 95,422             | 109,824            |
| Other staff costs                                                   | 49,698             | 42,423             |
|                                                                     | <b>2,088,676</b>   | <b>2,122,980</b>   |
|                                                                     |                    |                    |
| Actual number of staff employed (headcount average over 12 months): |                    |                    |
| Membership Services                                                 | 25.3               | 24.8               |
| Activities and Events                                               | 4.0                | 3.9                |
| Fundraising                                                         | 10.5               | 9.6                |
| Awareness and Representation                                        | 4.0                | 4.3                |
| Support                                                             | 6.3                | 7.3                |
|                                                                     | <b>50.1</b>        | <b>49.9</b>        |

Total redundancies and settlement costs of £0 (2020: £28,172) were made in the year.

**Key personnel**

The charity has four key personnel in the salary bands shown below (there are no bonus or benefit schemes).

Staff salary bands:

|                    |   |   |
|--------------------|---|---|
| £60,000 - £70,000  | 2 | 1 |
| £70,000 - £80,000  | 1 | 1 |
| £80,000 - £90,000  | - | 1 |
| £90,000 - £100,000 | 1 | 1 |

Total remuneration paid to key management personnel, as identified on page 2, is £347,885 (2020: £343,410).

BLESMA contributes to a Group Personal Pension scheme with AEGON and new employees are auto-enrolled upon joining.

Total reimbursement of travel and other expenses to members of the Board of Trustees was £435 (2020: £0). Trustees are not remunerated or receive any other benefits.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                                  | 2021<br>£        | 2020<br>£        |
|--------------------------------------------------|------------------|------------------|
| <b>5. Fundraising Costs</b>                      |                  |                  |
| Staff costs                                      | 361,341          | 348,042          |
| Database costs                                   | 23,680           | 23,774           |
| Advertising costs                                | 12,181           | 8,414            |
| Community                                        | 14,727           | 12,366           |
| Challenge and Events                             | 13,225           | 19,218           |
| Direct Mail costs                                | 340,071          | 314,221          |
| Other related costs                              | 38,942           | 33,875           |
| Attributable support costs                       | 178,849          | 193,416          |
|                                                  | <b>983,016</b>   | <b>953,326</b>   |
|                                                  |                  |                  |
|                                                  | 2021<br>£        | 2020<br>£        |
| <b>6. Membership Services - Welfare</b>          |                  |                  |
| Staff costs                                      | 1,079,178        | 1,102,836        |
| Welfare grants to members (all categories)       | 951,480          | 846,718          |
| Continuing assistance to widows (all categories) | 2,600            | 6,240            |
| Chiropody                                        | 1,157            | 2,004            |
| Welfare visiting                                 | 16,249           | 17,691           |
| Other related costs                              | 362,328          | 299,224          |
| Members' annual conference                       | 85,696           | 26,262           |
| Special events                                   | 10,235           | 21               |
| Research                                         | 5,000            | -                |
| Members' BLES MAG costs                          | 144,569          | 151,911          |
| Branch welfare activities                        | 9,402            | 9,232            |
| Blackpool Bungalows                              | -                | 21,876           |
| Branch support costs                             | 1,938            | 2,070            |
| Attributable support costs                       | 482,305          | 546,468          |
|                                                  | <b>3,152,137</b> | <b>3,032,552</b> |
|                                                  |                  |                  |
|                                                  | 2021<br>£        | 2020<br>£        |
| <b>7. Membership Services - Activities</b>       |                  |                  |
| Staff costs                                      | 151,720          | 125,609          |
| Activities and Events                            | 104,794          | 241,212          |
| Venturers program                                | 145,726          | 16,107           |
| Inspiration and Individual Recovery              | 284,031          | 288,237          |
| Other related costs                              | 11,451           | 8,079            |
| Attributable support costs                       | 64,307           | 72,862           |
|                                                  | <b>762,029</b>   | <b>752,106</b>   |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                        | 2021           | 2020           |
|----------------------------------------|----------------|----------------|
|                                        | £              | £              |
| <b>8. Awareness and Representation</b> |                |                |
| Staff costs                            | 173,717        | 155,923        |
| General media costs                    | 106,338        | 112,519        |
| Subscriptions and fees                 | 9,958          | 5,963          |
| Other related costs                    | 7,229          | 5,379          |
| Attributable support costs             | 80,384         | 100,186        |
|                                        | <u>377,626</u> | <u>379,971</u> |

|                                     | 2021     | 2020       |
|-------------------------------------|----------|------------|
|                                     | £        | £          |
| <b>9. National Volunteer Office</b> |          |            |
| Volunteer Recruitment and support   | -        | 53         |
| Marketing                           | -        | -          |
| Other related costs                 | -        | 536        |
|                                     | <u>-</u> | <u>589</u> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**10. SUPPORT COSTS**

Expenditure recognised in notes 5 to 9 includes Support Costs apportioned by full time employee equivalents (FTE) and is detailed below.

|                                     | FUNDRAISING    | MEMBERSHIP SERVICES | ACTIVITIES    | AWARENESS & REPRESENTATION | 2021           | 2020           |
|-------------------------------------|----------------|---------------------|---------------|----------------------------|----------------|----------------|
| <i>Basis of apportionment (FTE)</i> |                |                     |               |                            | <b>TOTAL</b>   | <b>TOTAL</b>   |
|                                     | £              | £                   | £             | £                          | £              | £              |
| Salaries and related costs          | 74,965         | 204,449             | 27,260        | 34,075                     | <b>340,749</b> | 392,272        |
| Travel and meetings                 | 157            | 429                 | 57            | 71                         | <b>714</b>     | 776            |
| Motor vehicle expenses              | 7,792          | 21,250              | 2,833         | 3,542                      | <b>35,417</b>  | 18,042         |
| Postage                             | 2,701          | 7,366               | 982           | 1,228                      | <b>12,277</b>  | 9,466          |
| Telephone & office supplies         | 2,630          | 7,174               | 957           | 1,196                      | <b>11,957</b>  | 10,635         |
| Pensions to retired staff           | 182            | 497                 | 66            | 83                         | <b>828</b>     | 812            |
| Headquarters premises cost          | 18,075         | 49,295              | 6,573         | 8,216                      | <b>82,159</b>  | 99,440         |
| Publications and subscriptions      | 1,582          | 4,314               | 575           | 719                        | <b>7,190</b>   | 5,633          |
| Office equipment maintenance        | 8,691          | 23,702              | 3,160         | 3,950                      | <b>39,503</b>  | 57,875         |
| Other professional fees             | 6,119          | 16,689              | 2,225         | 2,782                      | <b>27,815</b>  | 14,858         |
| Governance costs                    | 11,355         | 30,968              | 4,129         | 5,161                      | <b>51,613</b>  | 62,296         |
| Bank charges                        | 807            | 2,201               | 293           | 367                        | <b>3,668</b>   | 3,063          |
| Depreciation                        | 42,334         | 109,991             | 14,665        | 18,332                     | <b>185,322</b> | 233,684        |
| Sundries & Presentations            | 1,459          | 3,980               | 531           | 663                        | <b>6,633</b>   | 4,078          |
|                                     | <b>178,849</b> | <b>482,305</b>      | <b>64,306</b> | <b>80,385</b>              | <b>805,845</b> | <b>912,932</b> |

Governance costs include the gross annual audit fee of £28,500 incl VAT (2020: £27,500).

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**11. Tangible Fixed Assets**

|                            | Freehold<br>Premises<br>£ | Computer<br>Equipment<br>£ | Fittings &<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£              |
|----------------------------|---------------------------|----------------------------|------------------------------|------------------------|-------------------------|
| Cost or valuation:         |                           |                            |                              |                        |                         |
| At 1 January 2021          | 2,369,081                 | 106,729                    | 139,161                      | 69,613                 | <b>2,684,584</b>        |
| Additions                  | -                         | 12,442                     | -                            | -                      | <b>12,442</b>           |
| At 31 December 2021        | <u>2,369,081</u>          | <u>119,171</u>             | <u>139,161</u>               | <u>69,613</u>          | <b><u>2,697,026</u></b> |
| Depreciation:              |                           |                            |                              |                        |                         |
| At 1 January 2021          | 207,363                   | 71,737                     | 56,067                       | 51,485                 | <b>386,652</b>          |
| Charge for the year        | 54,282                    | 16,620                     | 13,014                       | 8,702                  | <b>92,618</b>           |
| At 31 December 2021        | <u>261,645</u>            | <u>88,357</u>              | <u>69,081</u>                | <u>60,187</u>          | <b><u>479,270</u></b>   |
| <b>Net book value</b>      | <b><u>2,107,436</u></b>   | <b><u>30,814</u></b>       | <b><u>70,080</u></b>         | <b><u>9,426</u></b>    | <b><u>2,217,756</u></b> |
| <i>At 31 December 2020</i> | <u>2,161,718</u>          | <u>34,992</u> -            | <u>83,094</u>                | <u>18,128</u>          | <u>2,297,932</u>        |

**11(a)** The investment properties value of £857,150 is apportioned on the basis of floor space (sq ft).

|                                |                       |
|--------------------------------|-----------------------|
| <b>Investment Property</b>     | £                     |
| Fair value at 1 January 2021   | 879,228               |
| Loss during the period         | (22,078)              |
| Fair value at 31 December 2021 | <u><b>857,150</b></u> |

**11(b) Intangible Fixed Assets**

|                                   | Computer<br>Software<br>£ |
|-----------------------------------|---------------------------|
| Brought forward at 1 January 2021 | 193,043                   |
| Additions                         | 7,500                     |
| At 31 December 2021               | <u>200,543</u>            |
| Amortisation:                     |                           |
| At 1 January 2021                 | 69,274                    |
| Charge for the year               | 65,174                    |
| At 31 December 2021               | <u>134,448</u>            |
| <b>Net book value</b>             |                           |
| <b>At 31 December 2021</b>        | <b><u>66,095</u></b>      |
| <i>At 31 December 2020</i>        | <u>123,769</u>            |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

| <b>12. Investments</b>                             | <b>2021</b>       | <b>2020</b>       |
|----------------------------------------------------|-------------------|-------------------|
|                                                    | <b>£</b>          | <b>£</b>          |
| <b>Market Value</b>                                |                   |                   |
| At 1 January 2021                                  | 32,500,903        | 31,422,899        |
| Purchases                                          | 9,580,445         | 12,082,945        |
| Sales                                              | (9,374,809)       | (12,336,687)      |
| Net Investment gain/ (loss)                        | 3,437,478         | 1,331,746         |
| At 31 December 2021                                | 36,144,018        | 32,500,903        |
| Add: Cash awaiting investment                      | 517,052           | 1,259,870         |
| <b>Market Value at 31 December 2021</b>            | <b>36,661,070</b> | <b>33,760,773</b> |
| <b>Cost at 31 December 2021</b>                    | <b>29,599,972</b> | <b>29,420,824</b> |
| <b>Analysis of investments at 31 December 2021</b> |                   |                   |
| UK Quoted investments                              |                   |                   |
| <b>Equities:</b>                                   |                   |                   |
| United Kingdom                                     | 3,798,912         | 3,798,379         |
| Europe                                             | 1,082,896         | 1,255,923         |
| North America                                      | 6,395,512         | 6,438,272         |
| Global                                             | 13,907,425        | 11,222,651        |
| <b>Total Equities</b>                              | <b>25,184,745</b> | <b>22,715,225</b> |
| <b>Bonds:</b>                                      |                   |                   |
| United Kingdom                                     | -                 | 2,222,513         |
| North America                                      | 1,715,706         | 1,174,788         |
| Global                                             | 1,574,395         | -                 |
| <b>Total Bonds</b>                                 | <b>3,290,101</b>  | <b>3,397,301</b>  |
| <b>Alternatives:</b>                               |                   |                   |
| Multi-Asset                                        | 617,485           | 328,866           |
| Hedge Funds                                        | 540,581           | 508,935           |
| Property                                           | 2,856,538         | 2,910,786         |
| Others                                             | 3,654,568         | 2,639,790         |
| <b>Total Alternatives</b>                          | <b>7,669,172</b>  | <b>6,388,377</b>  |
| Cash awaiting investment                           | 517,052           | 1,259,870         |
|                                                    | <b>36,661,070</b> | <b>33,760,773</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                | 2021<br>£      | 2020<br>£      |
|--------------------------------|----------------|----------------|
| <b>13. Debtors</b>             |                |                |
| Rent incentive debtor          | 10,313         | -              |
| Other debtors                  | 7,500          | 8,942          |
| Prepayments and accrued income | 414,027        | 389,214        |
| Accrued legacy income          | -              | 120,607        |
|                                | <u>431,840</u> | <u>518,764</u> |

|                                          | 2021<br>£      | 2020<br>£      |
|------------------------------------------|----------------|----------------|
| <b>14. Creditors due within one year</b> |                |                |
| Trade creditors                          | 63,211         | 96,924         |
| Accruals                                 | 218,669        | 172,719        |
| Other creditors (incl pension scheme)    | 3,931          | 467            |
|                                          | <u>285,811</u> | <u>270,110</u> |

**14 (a). Provision**

The sum of £128,609 (2020: £145,416) is a provision for third party assistance to care for Blesma Members resettled in care homes. £96,944 of the provision made in 2020 was released in 2021 and an additional provision of £80,137 made.

|                                           | 2021<br>£  | 2020<br>£  |
|-------------------------------------------|------------|------------|
| <b>15. Financial assets at fair value</b> |            |            |
| Investments                               | 36,661,070 | 33,760,773 |
| Investment Property                       | 857,150    | 879,228    |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**16. Related party transactions**

BLESMA has a 20% interest in WSY Holdings Limited, a company established to distribute legacies arising from an estate. During the year BLESMA received £0 (2020: £1,220,000).

There are no other related party transactions to report.

| <b>17. Unrestricted Funds</b> | <b>1 January 2021</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2021</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                  | £                       |
| General Fund                  | 38,077,856            | 3,624,408        | (4,705,151)        | 3,437,478                         | 159,928          | 40,594,519              |
| Investment Properties         | 879,228               | -                | -                  | -                                 | (22,078)         | 857,150                 |
| Intangible Fixed Assets       | 123,769               | -                | -                  | -                                 | (57,674)         | 66,095                  |
| Fixed Asset Fund              | 2,297,932             | -                | -                  | -                                 | (80,175)         | 2,217,757               |
|                               | <b>41,378,785</b>     | <b>3,624,408</b> | <b>(4,705,151)</b> | <b>3,437,478</b>                  | <b>(0)</b>       | <b>43,735,520</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b> | <b>1 January 2021</b> | <b>Income</b> | <b>Expenditure</b> | <b>31 December 2021</b> |
|-----------------------------|-----------------------|---------------|--------------------|-------------------------|
|                             | £                     | £             | £                  | £                       |

All restricted funds are held as part of balances at bank and in hand.

Welfare:-

|                                             |                |                |                  |                |
|---------------------------------------------|----------------|----------------|------------------|----------------|
| Geographic specific                         | 392,360        | 249,858        | (173,430)        | 468,788        |
| Residential Fees                            | 97,229         | -              | (15,000)         | 82,229         |
| Specific restrictions - various individuals | -              | 304,981        | (302,115)        | 2,866          |
| Wives and widows                            | 197,552        | -              | (87,205)         | 110,347        |
| Libor Funds                                 | 68,463         | 602            | (61,883)         | 7,182          |
| General Welfare                             | -              | 45,876         | (45,876)         | -              |
|                                             | <b>755,604</b> | <b>601,317</b> | <b>(685,509)</b> | <b>671,412</b> |
| Prosthetic Aids                             | 2              | -              | (2)              | -              |
| Research                                    | 8,823          | -              | (5,000)          | 3,823          |
| Chiropody Fund                              | 9,242          | -              | (1,157)          | 8,085          |
| Branch specific                             | 12,857         | -              | (2,257)          | 10,600         |
|                                             | <b>786,528</b> | <b>601,317</b> | <b>(693,925)</b> | <b>693,921</b> |

The Residential fees fund is restricted to resettled residents of our former Blackpool home.

The Wives and widows fund is restricted to wives and widows of Blesma's members.

The Libor fund is restricted to Blesma's Outreach programme and one Support Officer (BSO) in Wales.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2021</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,217,756           | -                 | <b>2,217,756</b>         |
| Intangible Fixed Assets                             | 66,095              |                   | <b>66,095</b>            |
| Investment Properties                               | 857,150             | -                 | <b>857,150</b>           |
| Investments                                         | 36,661,070          | -                 | <b>36,661,070</b>        |
| Current Assets                                      | 4,347,869           | 693,919           | <b>5,041,788</b>         |
| Creditors                                           | (414,420)           | -                 | <b>(414,420)</b>         |
|                                                     | <u>43,735,520</u>   | <u>693,919</u>    | <u><b>44,429,439</b></u> |

**20. Operating lease commitments**

As at 31 December 2021, the charity had annual commitments under non-cancellable operating leases of:

|                            | <b>Motor<br/>Vehicles<br/>£</b> | <b>Office<br/>Equipment<br/>£</b> | <b>2021<br/>£</b>     |
|----------------------------|---------------------------------|-----------------------------------|-----------------------|
| Within one year            | 167,880                         | 26,762                            | <b>194,642</b>        |
| Between two and five years | <u>82,521</u>                   | <u>40,535</u>                     | <u><b>123,056</b></u> |
|                            | <u>250,401</u>                  | <u>67,297</u>                     | <u><b>317,698</b></u> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**21. COMPARATIVE NOTES 2020**

**(a) Comparative Statement of Activities**

|                                                  |       | UNRESTRICTED      | RESTRICTED       | 2020              |
|--------------------------------------------------|-------|-------------------|------------------|-------------------|
|                                                  | Notes | FUNDS             | FUNDS            | TOTAL             |
|                                                  |       | £                 | £                | £                 |
| <b>Income</b>                                    |       |                   |                  |                   |
| Donations and Legacies                           | 2     | 3,746,663         | 316,623          | <b>4,063,286</b>  |
| Investment Income                                |       | 475,934           | -                | <b>475,934</b>    |
| Grants                                           | 2 (a) | -                 | 65,000           | <b>65,000</b>     |
| Other Income                                     | 2 (b) | 79,852            | 73,577           | <b>153,429</b>    |
|                                                  |       | 555,785           | 138,577          | <b>694,363</b>    |
| <b>Total Income</b>                              |       | <b>4,302,448</b>  | <b>455,200</b>   | <b>4,757,648</b>  |
| <b>Expenditure</b>                               |       |                   |                  |                   |
| <b>Expenditure on raising funds</b>              |       |                   |                  |                   |
| <b>Resourcing</b>                                |       |                   |                  |                   |
| Fundraising and Communications                   | 5     | 953,326           | -                | <b>953,326</b>    |
| Investment Management fees                       |       | 113,138           | -                | <b>113,138</b>    |
|                                                  |       | 1,066,464         | -                | <b>1,066,464</b>  |
| <b>Expenditure on charitable activities</b>      |       |                   |                  |                   |
| <b>Security</b>                                  |       |                   |                  |                   |
| Membership Services - Welfare                    | 6     | 2,398,190         | 634,362          | <b>3,032,552</b>  |
| <b>Identity</b>                                  |       |                   |                  |                   |
| Membership Services - Activities                 | 7     | 719,569           | 32,536           | <b>752,106</b>    |
| <b>Connectivity</b>                              |       |                   |                  |                   |
| Awareness and Representation                     | 8     | 379,971           | -                | <b>379,971</b>    |
| National Volunteer Office                        | 9     | 589               | -                | <b>589</b>        |
|                                                  |       | 3,498,319         | 666,898          | <b>4,165,217</b>  |
| <b>Total Expenditure</b>                         |       | <b>4,564,783</b>  | <b>666,898</b>   | <b>5,231,681</b>  |
| <b>Operating surplus/(loss)</b>                  |       | <b>(262,335)</b>  | <b>(211,698)</b> | <b>(474,033)</b>  |
| <b>Net gain/(loss) on investments</b>            | 12    | 1,331,746         | -                | <b>1,331,746</b>  |
| <b>Net income</b>                                |       | <b>1,069,412</b>  | <b>(211,698)</b> | <b>857,714</b>    |
| Transfers between funds                          |       | (45,667)          | 45,667           | -                 |
| Net movement in funds for the year               |       | <b>1,023,745</b>  | <b>(166,031)</b> | <b>857,714</b>    |
| Balances brought forward 1 January 2020          | 17/18 | 40,355,041        | 952,558          | 41,307,598        |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2020</b> |       | <b>41,378,785</b> | <b>786,526</b>   | <b>42,165,312</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**21. COMPARATIVE NOTES 2020 (continued)**

**(b) Comparative Unrestricted Funds**

| <b>17. Unrestricted Funds</b> | <b>1 January 2020</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2020</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                  | £                       |
| General Fund                  | 36,974,491            | 4,302,448        | (4,564,783)        | 1,331,746                         | 79,620           | 38,123,522              |
| Between Funds                 | -                     | -                | -                  | -                                 | (45,667)         | (45,667)                |
| Investment Properties         | 903,506               | -                | -                  | -                                 | (24,278)         | 879,228                 |
| Intangible Fixed Assets       | 100,256               | -                | -                  | -                                 | 23,513           | 123,769                 |
| Fixed Asset Fund              | 2,376,788             | -                | -                  | -                                 | (78,856)         | 2,297,932               |
|                               | <b>40,355,041</b>     | <b>4,302,448</b> | <b>(4,564,783)</b> | <b>1,331,746</b>                  | <b>(45,667)</b>  | <b>41,378,785</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b>                                            | <b>1 January 2020</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 December 2020</b> |
|------------------------------------------------------------------------|-----------------------|----------------|--------------------|------------------|-------------------------|
|                                                                        | £                     | £              | £                  |                  | £                       |
| All restricted funds are held as part of balances at bank and in hand. |                       |                |                    |                  |                         |
| Welfare:-                                                              |                       |                |                    |                  |                         |
| Geographic specific                                                    | 365,317               | 167,934        | (140,891)          | -                | 392,360                 |
| Residential Fees                                                       | 159,260               | 36,483         | (98,514)           |                  | 97,229                  |
| Specific restrictions - various individuals                            | 1,767                 | 185,783        | (227,884)          | 40,334           | -                       |
| Wives and widows                                                       | 258,741               | -              | (61,189)           |                  | 197,552                 |
| Libor Funds                                                            | 122,021               | 65,000         | (118,558)          |                  | 68,463                  |
| General Welfare                                                        | (5,333)               | -              | -                  | 5,333            | -                       |
|                                                                        | <b>901,773</b>        | <b>455,200</b> | <b>(647,036)</b>   | <b>45,667</b>    | <b>755,604</b>          |
| Prosthetic Aids                                                        | 11,449                | -              | (11,447)           |                  | 2                       |
| Research                                                               | 8,823                 | -              | -                  |                  | 8,823                   |
| Chiropody Fund                                                         | 11,162                | -              | (1,920)            |                  | 9,242                   |
| Branch specific                                                        | 19,351                | -              | (6,494)            |                  | 12,857                  |
|                                                                        | <b>952,558</b>        | <b>455,200</b> | <b>(666,898)</b>   | <b>45,667</b>    | <b>786,526</b>          |

The Residential fees fund is restricted to resettled residents of our former Blackpool home.

The Wives and widows fund is restricted to wives and widows of Blesma's members.

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**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**(d) Comparative Net Assets 2020**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2020</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,297,932           | -                 | <b>2,297,932</b>         |
| Intangible Fixed Assets                             | 123,769             | -                 | <b>123,769</b>           |
| Investment Properties                               | 879,228             | -                 | <b>879,228</b>           |
| Investments                                         | 33,760,773          | -                 | <b>33,760,773</b>        |
| Current Assets                                      | 4,732,610           | 786,526           | <b>5,519,137</b>         |
| Creditors                                           | (415,526)           | -                 | <b>(415,526)</b>         |
|                                                     | <u>41,378,785</u>   | <u>786,526</u>    | <u><b>42,165,312</b></u> |

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# Accounts

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**BRITISH LIMBLESS EX-SERVICE  
MEN'S ASSOCIATION**

**ANNUAL TRUSTEES' REPORT  
AND FINANCIAL STATEMENTS  
FOR YEAR END  
31 DECEMBER 2020**



**BLESMA - The Limbless Veterans**

## **REFERENCE AND ADMINISTRATION**

Charity Number 1084189 Company Limited by Guarantee Number 4102768  
Registered in Scotland SC010315

**Head Office: 115 NEW LONDON ROAD, CHELMSFORD, ESSEX, CM2 0QT**

Tel: 020 8590 1124

E-Mail: [info@blesma.org](mailto:info@blesma.org)

Website: [www.blesma.org](http://www.blesma.org)

**Patron: HRH The Duke of Gloucester KG GCMG**

**Vice Patron: The Rt Hon the Baroness Willoughby de Eresby DL**

### **The Board of Trustees**

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL

Vice Chairman: Mr W L Dixon

Honorary Treasurer: Mr M Ambler

Mr S Croxford (from June 2020)

Ms A Grant

Mr A Harris (until June 2020)

Mrs R Maciejewski (until June 2020)

Mr P Monkhouse (until June 2020)

Mr A K Mudd BEM

Mr M Pillans (until June 2020)

Mr C Rouse MBE

Mr R Watts

Mr S White (from June 2020)

### **Head Office Blesma:**

Chief Executive:

Mr I M G Waller (January 2020 – March 2020)

Mr J D Bryant OBE (from April 2020)

Operations Director:

Mr I M G Waller (January 2020 – August 2020)

Mr T Bloomfield (from November 2020)

Director Independence and Wellbeing: Mrs H Betts

Finance and Support Director: Mr B Mwense

### **Solicitors:**

Forsters LLP, 31 Hill Street, London W1J 5LS

### **Bankers:**

National Westminster Bank plc, Princes Street, London EC2R 8PA

### **Auditors:**

Crowe U.K. LLP, Chartered Accountants, 2<sup>nd</sup> Floor, 55 Ludgate Hill, London, EC4M 7JW

## Investment Managers:

Cazenove Capital Management, 1 London Wall Place, London, EC2Y 5AU

## OUR THANKS AND ACKNOWLEDGEMENTS

We are a charity and we seek to use every donation wisely and well – and we also gratefully accept all manner of support in our various endeavours. This Report cannot possibly thank and acknowledge all who have helped us make a difference so, as ever, the list below is but an example:

- All our supporters: those who donate, those who take part in fundraising activities, those who provide grants to support our work, those who enable our Members to push their boundaries and achieve amazing things, those who give up their time for us, who think of us, advise us and spread the word.

To the organisations who provided restricted funding including, but not limited to, the Armed Forces Covenant Fund Trust for supporting aspects of our Making Generation R programme and Outreach work in Scotland this year.

- To the organisations who generously provided additional emergency funding in response to the Covid-19 crisis in 2020. Specifically, Lloyd's of London, Barclays and Covid-19 Impact Programme funding from the Ministry of Defence and the Cabinet Office, administered by the Armed Forces Covenant Fund Trust.
- Our colleagues in Cobseo – The Confederation of Service Charities, together we achieve so much.
- The Staff at the Defence Medical Rehabilitation Centre Stanford Hall and the Defence Personnel Recovery Centres, for all they do for our present and future Members and for their continuing support of Blesma's work.
- The Staff of Veterans UK at Norcross, Blackpool, for their assistance and advice to our Members and those who support them.
- Officials and Ministers in the Ministry of Defence, the Office of Veteran's Affairs and the Department of Health. NHS England and the National Health Services, Armed Forces Health and all those staff who understand our needs and strive to deliver, particularly through the Limb Centres.
- All those who partner with Blesma in our ventures, at home and abroad, from seas to mountain tops, in their places of work and across the virtual environment, for allowing our Members to realise their potential.

## HOW YOU CAN HELP Blesma

We need to raise at least £2.7M in 2021 in order to continue all our vital work.

At present, Blesma looks after over 2800 Members and Widows. Our elder membership is increasingly frail. Our younger membership continues to increase as a result of accidents and injuries, while the effects of illness in later life add to our

number. Limb loss is for life - so Blesma is too.

Your support means we can ensure that our oldest Members can live a dignified life and that our youngest Members can face the challenge of a lifetime with disability with renewed confidence and self-belief, knowing that they are supported by other Members in similar circumstances.

Blesma's live rehabilitation activities have been paused by the pandemic, although our online and virtual events have helped to counter its effects. Our Members have been "giving back" by volunteering, fundraising, engaging with others and inspiring resilience through the Making Generation R project. Our welfare services are still reaching our Members through our regional Support and Outreach Officers as well as our Branch and Volunteer network, especially to the most elderly and infirm. This has become even more critical as the coronavirus emergency forces further isolation upon our membership. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on **020 8548 7089**; by email on [fundraising@blesma.org](mailto:fundraising@blesma.org); through our website on [www.blesma.org](http://www.blesma.org) or write to us at the address below:

Fundraising Team  
Blesma – The Limbless Veterans  
115 New London Road  
Chelmsford  
Essex  
CM2 0QT

Your contribution towards Blesma will make a real difference to the lives of our disabled servicemen and women who have given so much.

# **TRUSTEES' REPORT 2020**

## **CONTENTS**

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# THE Blesma MISSION

To assist limbless veterans to lead independent and fulfilling lives

## STRATEGIC REPORT

### INTRODUCTION

Blesma is a specialist Service charity, an Association. Its Members are the war wounded, disabled veterans and their dependants. Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help realise its Members' fullest potential.

Blesma entered 2020 in a strong position, bolstered by healthy income streams (including the sale of the previous head office) and an ambitious activities programme. At the beginning of the year the Association ran overseas and national events as well as a number of outreach activities. In March, however, the full impact of the COVID-19 pandemic began to be felt and the country entered the first period of lockdown.

Blesma's reaction was swift. The Association transitioned to working from home and our Support and Outreach Officers and welfare volunteers quickly established contact with Members to confirm they were safe and able to deal with the effects of the crisis. Face-to-face activities were halted and a programme of virtual events, many enabled by Members, took shape. The Making Generation R project switched from presenting in schools to delivering digitally, reaching significant audiences through the *Resilience Session* podcasts. Our fundraisers switched focus onto those areas that were best able to continue in the new environment, whilst our communications team kept Members informed.

As the crisis developed Members stepped up to help other Members, with many volunteering in their branches and local communities. Our support and outreach teams maintained contact, provided grants where required and kept in close touch with the NHS and other providers as services were impacted. A small number of activities were run when government guidelines allowed and we all began to speculate on when the "new normal" would begin.

During 2020 some 142 new Members were welcomed into the Association. Sadly we also lost 227 Members, including some to COVID. We feel their loss deeply and our thoughts are with their families and friends.

Although Blesma's strategy remains extant, the COVID-19 crisis is continuing to significantly affect the environment in which the Charity operates and plans for the future. This report summarises Blesma's objectives, activities and financial position for 2020. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

The Association remains steadfast in its determination to be there for its Members, through life.

## **OBJECTIVES FOR 2020**

### **OUR CHARITABLE OBJECTS**

Blesma is there:

To promote the welfare and wellbeing of all serving and Ex-Service men and women who have lost a limb or limbs or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and Ex-Service men and women who suffer loss of a limb, permanent loss of speech, hearing; or the loss of sight in one or both eyes; or the loss of use of a limb.

To assist needy Widows, Widowers and dependants of the above.

### **LINES OF OPERATION**

Blesma is not a charity provider that has beneficiaries in the normal sense; it is an Association with the Membership (contributors and beneficiaries) central to all aspects of its existence and purpose. As a matter of principle and as far as practicable, Member is encouraged to help Member to overcome the challenges of serious injury.

The membership's interests are pursued in 4 principal ways, termed Lines of Operation, these being: **Security, Identity, Connectivity** and **Resourcing**. Within these lines in 2020 we sought to achieve the following:

- **Security:**
  - Support continued implementation of the Murrison Report, A Better Deal for Military Amputees, nationally and regionally, and promote consistent standards across England, Scotland, Wales and Northern Ireland.
  - Continue to support the National Health Service England/Ministry of Defence led Direct Skeletal Fixation pilot scheme. Although the programme is now closed to new cases, we will ensure that referrals are made to the Complex Prosthetics Assessment Clinic (CPAC).

- Mitigate the impact of the closure of the Veterans' Mobility Fund and seek alternative provision of support to those injured by conflict.
  - Contribute to the review of National Health Services' mobility/limb services.
  - Continue to implement the findings of Blesma's research project 'Caring and Coping: The Family Perspective on Living with Limb Loss' into delivery. Launch a second research project on 'Living with Loss of Limb Function.'
  - Establish the Outreach programme as core Blesma activity, including introducing the programme to Scotland.
  - Launch Blesma's Digital Inclusion programme.
  - Continue engagement with the Defence Rehabilitation Centre at Stanford Hall to encourage provision for military veterans; support and inform planning for a National Recovery Centre.
  - Remain positioned for economic austerity and increasing requirements for support to those in later life.
  - Maintain close links with statutory service providers.
- **Identity:**
    - Expand the Activity programme, emphasising Member to Member support and the development of independence and wellbeing through participation.
    - Continue to enable individual and collective challenge activities.
    - Develop the MGR programme in order to enable members to help develop resilience in youth. Expand the MGR audience to include first responders and NHS staff.
    - Support Member's personal and professional development through training.
- **Connectivity:**
    - Keep all Blesma Members closely linked to the Association and each other.
    - Extend awareness and representation capabilities.
    - Apply the universal code of conduct across the Association.
    - Maintain close and productive links between Branches, volunteers, Blesma Support Officers and Outreach Officers.
    - Continue to grow an inclusive, positive and crisply responsive communications network across all media.
    - Exploit the latest communication technology via Blesma Connects and the Digital Inclusion programme, without ever excluding those less familiar with digital communications.
    - Keep Blesma in the public consciousness, spread the values and good news of the Association.
    - Clearly represent the Blesma offer and proposition making sure that all who are eligible to join the Association know of us and our offer.
- **Resourcing:**

- Continue to build a solid, focussed, bespoke and diverse fundraising capability.
- Ensure resources are used efficiently and effectively.
- Establish the Blesma head office in Chelmsford.
- Optimise the structure and function of Blesma's head office.
- Establish a common grants process across the Association.
- Combine the Finance and Support functions into a single directorate within Blesma.

Looking forward, the priority for the Board was to continue implementation of its five-year rolling Strategic Plan, despite the impacts of the Covid-19 pandemic, in particular for those Members most infirm and those in later life.

### **PUBLIC BENEFIT**

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's three-part guidance on public benefit.

Living with limb loss or loss of use of limbs is an everyday challenge, often a painful one. It is a condition that must be managed for the rest of life. For Blesma Members things can be compounded, battlefield blast injury in particular carrying complications far beyond those that might be experienced with other elective and non-elective forms of amputation. The most severely injured of recent conflicts benefit from the advance of medical treatments and are grateful to have their lives but we have no experience of the long-term effects. Other veterans are affected by limb loss in later life. Members and their families must learn to cope with all this; Blesma is there to help its Members and dependants take their full and rightful place in society. On average there are over 400 active 'assists' at any one time. Blesma Members continue to push the bounds of rehabilitation, prosthetic knowledge and capabilities for veterans and the wider nation alike, encouraging deeper expertise in Health Services and academic research. Knowing Blesma is there, should they suffer traumatic incident, reassures the Service community. This is Blesma's contribution to the nation.

## **ACTIVITIES IN 2020**

With its focus on meeting the needs of its Members Blesma develops its role as the specialist Service charity dedicated to those serving or ex-Service personnel who have lost limbs or the use of limbs. It will know all its Members individually and will strive to understand and meet their needs to live independent and fulfilling lives. It will be recognised as the authoritative voice in its field. In 2020 its ongoing operations are summarized as:

- **Security - wellbeing, the physical and mental essentials.**  
Blesma continues to provide professional welfare and outreach services, backed up by a body of welfare and digital inclusion volunteers providing advice and support to Members across the UK and overseas. This

support included professional counselling, securing proper provision of Veterans UK and DWP pensions and allowances, mitigating the impact of the pandemic on NHS Prosthetic services, making grants to alleviate distress through disability and a range of activity to reduce social isolation and promote digital inclusion, particularly under lockdown.

- **Identity – respect and realisation of potential.**

Stimulating and challenging activities, both face to face and virtual, ranging from expeditions to fitness training and mental wellbeing training to art and craft workshops are normally arranged within a social framework of Members working together. The Programme is specifically targeted at our Members' needs and normally ranges from action events to the more cerebral. Although the pandemic has significantly affected our programme, we hold to the belief that providing an engaging range of activities through life is a foundation that contributes significantly to wellbeing, confidence and self-belief. The link between security and identity remains strong.

- **Connectivity – external outreach, and internal community communications.**

Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications means to foster close links internally and externally. Our longstanding and collective representational role continued in 2020. The Association participated on many bodies of influence - normally represented by the Chief Executive. These included:

- The Ministry of Defence Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group
- The Armed Forces Casework Steering Group
- The Cobseo Executive Committee - The Confederation of Service Charities
- The Veterans UK Customer Group
- The Executive Committee of Veterans Scotland
- Northern Ireland Veterans Support Committee
- NHS England Veterans Prosthetics Panel
- The NHS England Prosthetics Service Review
- The Centre for Blast Injury Studies Amputee Advisory Board

In broader context we played a role and consulted widely with:

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Security and the Department for Work and Pensions
- The Health Services of Scotland, Wales and Northern Ireland
- NHS England, NHS Armed Forces Networks and NHS national and regional bodies
- Motability
- Prosthetic Providers

- **Resourcing – finance, people, knowledge and training.**  
Our capacity to support our Membership is enabled by Blesma’s ability to raise funds and its organisational efficiency. Our fundraising staff supervise all revenue streams at Head Office, keeping tight control and reducing costs. Recent years have brought much media, public and political scrutiny of charity fundraising. The Association itself, is focussed on getting the most out of every pound raised. Blesma, whilst not being complacent, has faith in its values and their application.

## **OUR ACHIEVEMENTS and PERFORMANCE IN 2020**

The principles that guide Blesma’s operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis – as it always has been. At its heart is the ethos identified by those who founded Blesma in the shadows that followed the First World War - that Member shall support Member. This support is moral, practical and effective. The rich background we have in supporting each other comes from the hard-won knowledge and experience of our many Members over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes. We strive to understand and to deliver need. Such knowledge is our enabling achievement. Our beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

### **DELIVERING THE PRIORITIES**

In accordance with the Blesma Strategic Plan, the Charity’s Lines of Operation, Priorities and Outputs are mapped out in the Table below. Explanatory notes follow.

| <b>Line of Operation and Priority</b>                                                                                                                                                                                                                                                                                        | <b>Delivery</b>                                                                                                                                                                                                                                                                         | <b>Outputs and Outcomes</b>                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Security:</b><br>Confirm the full extent of Members’ needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full.<br><br>Understand all Government and Administrations’ position and provision for limb loss, and loss of use, and be geared to act on judged gaps. | Timely access to the relevant support officer or outreach officer.<br><br>Responsive grant assistance.<br><br>“In-person” support on limb loss and loss of use treatment, compensation and social care provision to ensure prescribed standards are met fully, consistently and fairly. | <b>638</b> home visits, <b>542</b> other visits, <b>12,437</b> contacts/communications.<br><br><b>1,083</b> grants to <b>711</b> recipients. <b>14</b> collaborative grants.<br><br><b>163</b> referrals to other charities.<br><br><b>104</b> Members advised, including <b>9</b> tribunals in addition to PIP Assessments |

|                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Deliver the Blesma position on later life care and the most vulnerable focusing upon any lack of, or distressing, statutory provision.</p>                                                                                                                                                                                               | <p>Access to counselling services and financial advice.</p>                                                                                                                                                                                                                                    | <p>and Mandatory Reconsiderations.</p> <p><b>389</b> successful Veteran's Prosthetic Panel applications; <b>£4,220,337</b> awarded.</p> <p><b>10</b> Members referred to the Complex Prosthetics Assessment Clinic (CPAC)</p> <p><b>54</b> individual counselling provisions (<b>442</b> sessions).</p> <p><b>4</b> care home residents.</p> <p><b>4</b> respite stays supported.</p>                                                                                                                          |
| <p><b>Identity:</b><br/>Continue to bring Members' Activity programmes, including high-end events such as the Paralympics, to a position of prominence.</p> <p>Extend the programmes to meet the widest possible range of individual membership and whole Association needs, for example the <i>Making Generation R</i> Programme.</p>      | <p>Opportunity to lead, support and partake in activities of interest.</p> <p>Communication to Members to inspire and motivate fellow Members.</p> <p>Access to physical, mental and social engagement focused activities, to unfold new horizons, potential, confidence and self-respect.</p> | <p><b>549</b> Member days offered, a 79% decrease on 2019 due to COVID-19.</p> <p><b>33</b> live activities conducted by <b>381</b> participants, mainly before lockdown.</p> <p><b>174</b> virtual activities conducted by <b>1566</b> participants during COVID-19.</p> <p><b>3</b> live activities led by Members.</p> <p><b>4</b> Members supported at elite level the Individual Venture programme.</p> <p><b>92%</b> of participants reported the activity improved their well-being and confidence.</p> |
| <b>Line of Operation and Priority</b>                                                                                                                                                                                                                                                                                                       | <b>Delivery</b>                                                                                                                                                                                                                                                                                | <b>Outputs and Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Connectivity:</b><br/>Grow our inclusive, positive and crisply responsive communications network, exploiting the latest communication technology but not to the exclusion of those unfamiliar with the digital age.</p> <p>Grow voluntary support across the network, at the hub of communities, and reaching out, including best</p> | <p>A connected Outreach programme.</p> <p>Regular magazine, bulletin, website and social media news.</p> <p>Introduction to fellow Members and civilian user groups.</p> <p>Opportunity to volunteer and support Blesma and its members.</p>                                                   | <p><b>256,102</b> Blesma website visits, up <b>48%</b> on 2019.</p> <p><i>Facebook</i> reach up <b>11%</b>, <b>1733</b> new followers.</p> <p><i>Twitter</i> following up <b>15%</b>.</p> <p><i>Instagram</i> impressions up <b>2%</b>.</p> <p><i>Linkedin</i> impressions up <b>496%</b>.</p> <p><i>Youtube</i> views up <b>334%</b></p> <p><i>Blesma Connects</i> – <b>1,387</b> users.</p>                                                                                                                  |

|                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p>                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                         | <p>Magazine readership estimated at <b>30,000</b>, Bulletin at <b>7040</b>. 1387 <i>Blesma Connects</i> App users</p> <p><i>Making Generation R</i> – <b>43</b> active Members. <b>14,105</b> attended face-to-face sessions prior to lockdown. <b>41,000</b> sent the Digital <i>Resilience</i> package. <b>9,444</b> website sessions and <b>308</b> attended MGR webinars. <b>97%</b> of audience felt more resilient. <b>92%</b> of participating Members felt the programme helped develop confidence and communication.</p> <p><b>42</b> welfare volunteers and <b>245</b> general volunteers (<b>117</b> working days).</p> |
| <p><b>Resourcing:</b><br/>Structure a robust, focused, agile and adaptable fundraising function that is aligned with the Association's need, character and values.</p> <p>Embrace the highest number eligible to be Members.</p> <p>Provide a safe, efficient and welcoming Blesma Environment for Members, staff, volunteers and supporters.</p> | <p>Adaptability of fundraising methods during the coronavirus pandemic and clear rationale for fundraising and the distribution of funds to meet need.</p> <p>Safe, respectful, rewarding conditions for Members, staff, volunteers and supporters.</p> | <p>A return on investment of <b>4.3</b> (2019: 6.7)</p> <p><b>18</b> Pence of every Pound of income in 2020 planned to be spent to raise funds in 2021 (due to reduced incomes in 2020).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## **SECURITY**

In a year of unprecedented challenges our nine Area Support Officers, reinforced by a body of welfare volunteers, and ten Outreach Officers delivered Blesma's comprehensive "Welfare Service" and remained the main source of information regarding how our Members fared during the year. Lockdown measures in March 2020 led to face-to-face welfare delivery to Members moving to a remote model of provision via online and telephone contact by Support Officers and to a transition from face-to-face local activities provided by Outreach Officers to online and 'at home' activities. The Independence and Wellbeing Team in Head Office transitioned to remote working, with all administrative and delivery support functions moving online and staff

responsibilities adjusted where necessary to facilitate uninterrupted support to Members.

As the country moved into Lockdown, Area Support Officers supported by Outreach Officers carried out 100% checks of Members to establish a baseline of need and identify those at risk. Physical visits were replaced by telephone and video calls in all but 'crisis' cases where Support Officers conducted risk-managed personal visits where necessary. Throughout the year contact was maintained through phone and video calls, as well as online activities. Although the majority of Members did not require immediate assistance feedback suggested that Members were grateful for the continuing contact. Some follow up to action that emerged from these contacts proved challenging due to partners and other agencies not operating at pre-Covid levels. However, Support Officers persevered and worked to mitigate delays in services. Blesma's Support Officer (Prosthetics) played a key role as his role refocussed to working with Limb Centres to help reassure and inform Prosthetic Service Users of any changes to services during COVID-19.

The Blesma membership enquiry and application process was reviewed and accelerated in 2020. This streamlined service saw new Members connecting with their Blesma Support Officers within 24 hours of completing their membership application forms, in one case whilst still in hospital recovering from the operation to amputate their limb. 142 new Members joined the Association in 2020.

The importance of the Outreach Programme in reducing isolation was underlined during 2020 as Outreach Officers delivered face to face activities when government guidelines permitted but more importantly devised and implemented a varied programme of virtual activities to connect Members with each other, and to the wider network that Blesma offers. These online activities included fitness training, home baking competitions, book clubs, crafting, seated yoga for those with reduced mobility, coffee mornings and model making and for the digitally isolated remote gardening clubs, book clubs, pen pals and crafting.

Blesma has come to value the close working relationship with Veterans UK as Support Officers work to resolve War Pension and Armed Forces Compensation Scheme issues for individual Members. This aspect of support was particularly challenging in 2020 as the pandemic caused Veterans UK staff to move to remote working and delivery of Helpline support moved online for a period. Blesma's work with the Defence Recovery Capability was impacted as visits to Members in the Defence Medical Rehabilitation Centre Stanford Hall and in Personnel Recovery Centres were limited.

In 2020 our work to observe and monitor developments in prosthetic provision to our Members across the UK was focussed primarily on working at an individual level, advocating for those Members that required support locally at the NHS Limb Centres. COVID-19 had a significant impact on the capacity of the Limb Services as staff were redeployed or furloughed and services were directed at those most in need including new amputees and children. BSO

(Prosthetics) was instrumental in enabling Members to access these reduced services and resolve issues. For those with Service attributable amputations the Veterans Prosthetic Panel (VPP) continues to provide an excellent process for funding of components in England. Eligible Members living in the devolved administrations have similar access to state-of-the-art prosthetics via slightly differing national care pathways. Blesma remains involved in the NHS England Prosthetic Service Review and we continued to monitor the support to Members referred to the Complex Prosthetics Clinic at DMRC for the management of complex prosthetic issues, and into the Veterans Trauma Network (VTN) in England.

BSOs continue to support individual Members who wish to claim War Pensions, Armed Forces Compensation Scheme Awards and DWP benefits, including representing them at Hearings and Tribunals. However, work in this area was impacted by the pandemic as Tribunals were paused before resuming towards the latter part of the year by telephone conference calls rather than face-to-face. This caused significant issues for Members, but Support Officers worked hard to ensure that Members were supported and kept informed through the process. Blesma continues to engage with the DWP and delivery partners, highlighting issues affecting veterans. This includes monitoring changes to existing policy which may disadvantage veterans who are in receipt of disability benefits as the result of attributable injuries. We also continued to work with the Scottish Parliament on the Scottish Social Security Review.

Blesma remains committed to providing individually tailored, timely and effective support to elderly and infirm Members in their own homes to enable them to retain their independence for as long as possible, whilst reinforcing our support to Members' carers and their families. However, the enforced change to our delivery model, driven by the pandemic, reduced our ability to engage with Members at home or to involve families in local activities. Nevertheless, Outreach Officers ensured that their programme of online activities actively included events for families wherever possible, including escape rooms, family baking competitions and Christmas social events.

Our support to Members has now moved further towards a bespoke service to meet individual Members' needs. In the last 12 months this has included provision of disability and mobility aids, such as life-lines, stair lifts, bathroom adaptations, wheelchairs, Electrically Powered Vehicles and ramps. Our programme of 'Blesma Breaks' was suspended for most of the year but we did support a small number of Members and families to take advantage of respite opportunities when government guidelines were relaxed during the summer. The long-term pressure on Health and Social Care budgets has been exacerbated by the pandemic and increases the threat to service provision both quantitatively and qualitatively. We closely monitor where gaps in support leave our Members vulnerable and we will continue to step in to meet their needs whilst always holding the State to account where appropriate.

Our LIBOR-funded Outreach programme became part of Blesma's core delivery when the pilot ended in May and the Association assumed responsibility for funding. Work to reduce isolation assumed even greater

importance throughout 2020 as events were reconfigured for online delivery. The original bid for LIBOR funding for the Outreach Pilot allowed for one Outreach Officer for each of the Blesma Areas. In the case of BSO (Scotland, NI and RoI), however, concerns that Members living in Scotland could be at increased risk of isolation led to Blesma creating and funding the additional post of Outreach Officer (Scotland) from January 2020. This has proven to be a great success.

## **Blesma Branches**

Blesma Branches play an important role in bringing together Members, providing mutual support and opportunities to participate in social events. The first Branch of LESMA, as Blesma was then known, was formed in Glasgow in 1921 and a century later seven Branches are still supporting Members in: Southampton, Portsmouth, Bournemouth and District, Sutton, Merton and District, Great Yarmouth and Lowestoft, Walsall and District and Nottingham. The Peterborough Branch closed early in 2020.

During this year of unparalleled challenges, Branch Committees have been very active and successful in keeping in touch with their Members, communicating by letter, phone calls, emails and newsletters, and provided vital support, including shopping for the most isolated and vulnerable and distributing hampers and gift vouchers over Christmas. Members have also given invaluable support to Blesma's Digital Inclusion programme by assisting Members and Widows in setting up iPads/Tablets ongoing digital training.

Whilst some Branches held meetings and events prior to the Lockdown in March, the remaining face-to-face planned events were cancelled, including Branch meetings and summer and Christmas social functions. The majority of Branches moved to holding committee meetings online. This enabled them to share updates on support being provided and identify Members who required referral to their local Blesma Support Officer for specialist advice or support. Branch Members joined in with Outreach activities including the popular coffee mornings, providing vital opportunities for Members to connect with each other.

All Branches are hoping that they will have the opportunity to resume face-to-face meetings and activities in 2021. In the meantime, they will continue their programmes of contacting Members and working closely with their local Support Officers and Outreach Officers to provide vital support and reduce social isolation.

## **IDENTITY**

The Activities department had a successful start to the year, with 4 international events taking place. Blesma's first ever families ski event was a great success, being described by a Member as a 'life changing event'. As of March 2020, there were 55 Events planned. With applications and selection deadlines progressing, the decision was made to adopt a process of a 'rolling' review of events, the intention being to safely conduct activities where COVID restrictions

allowed and to delay cancellations as long as practically possible. As the year progressed, Members were contacted to determine and monitor their status and subsequently, events were postponed. As restrictions eased for a limited time, a small number of socially-distanced activities took place. These had to be completely adaptable and formats were changed as the Tier system came into place.

Physical activities were promptly changed to being delivered virtually with the emphasis being on supporting Members physical and Mental wellbeing. Workshops included online fitness sessions that were inclusive for all, breath workshops to help with anxiety and improve wellbeing and inclusive Yoga and Pilates workshops that saw over 800 participants online. Online photography courses also proved popular. Members were surveyed for their views on the programme at the end of the year, with the intention to continue virtual activities that connect Blesma Members regardless of where they live.

The Venture Programme which has previously supported individual and 'elite' activities was also curtailed due to the pandemic, although 4 Members were supported before the lockdown. Some individual training activities were also sponsored.

## **CONNECTIVITY**

Maintaining connectivity across the Association is fundamental to Blesma. The Association seeks to represent our Member's interests, increase awareness, gain support and promote wider understanding of the impact of limb loss on Members and families. Within the Association, strong connections between Members are reinforced through a steady flow of publications, social media output, outreach activities and direct contact. Our advocacy on behalf of Members has continued, with direct input to policymakers and statutory authorities. Blesma maintains close links with other military charities through membership of the executive committee of the Confederation of Service Organisations (Cobseo). The Association continues to be respected as an "honest broker" on behalf of its Members.

The Communications team saw a significant increase in output during the pandemic, shaping and disseminating the messages of individual departments and the Association as a whole as Blesma adjusted its service provision, and adapted to ever changing guidelines and restrictions. A key requirement was to keep our Members informed as the crisis unfolded. The team connected more closely with support and outreach teams and ensured that Members were kept updated with stories of community, Member to Member support and camaraderie in their regions. The wider staff team used all communication platforms to describe the novel ways in which Blesma responded to the practical, emotional and financial needs of its Members as a result of the crisis.

The Fundraising and Activities departments saw an increased need for reactive and well-timed communications due to the threat posed to revenue and the requirement to fulfil our Member offer as fully as possible in new circumstances. Those activities and fundraising events that were able to take place were widely

publicised and promoted, while the team kept up a steady drumbeat of articles, information and news.

Blesma's Digital Inclusion Programme has hit the ground running and adapted rapidly. The lockdown meant that our organisational goal of tackling isolation amongst the digitally excluded was more urgent than ever. A number of Blesma Members were provided with IT to access the internet and enable them to communicate more easily. This was quietly and effectively delivered by the communications team, supported by Support and Outreach Officers who provided one-to-one digital training over the phone to Members. The Blesma Connects App was used to connect Member to Member and to the Association, as well as providing another means for Members to learn about new online events and receive updates. Members were surveyed on its use to inform future development.

Production and distribution of the Blesma magazine and Bulletin continued throughout the pandemic. The Comms and editorial team continued to meet and plan accordingly to keep material fresh, informative, and appealing at a time when contact between Blesma and its Members was even more essential. Whilst the magazine told the "Blesma story" to a wide audience of some 30,000 readers, the bulletin was used to pass key information and specialist advice direct to Members and their families.

The original "Making Generation R" programme planned for 2019/20 was similar to previous years. A five-day training workshop for new presenters and returning members would be followed by in-person presentations to schools, educational establishments and a small number of NHS and military venues. Blesma and the Drive Project aimed to reach an audience of 20,000 in the 2019/20 academic year. It had reached 71% of this target when schools were closed in March 2020. The MGR team quickly switched their focus to online activity, delivering a digital resilience training package to a potential audience of 41,000 students and teachers and conducting live webinars throughout the crisis. The programme also partnered Blesma Members with well-known personalities to produce "the Resilience Sessions," a series of podcasts discussing experiences of adversity. Enthusiasm for MGR amongst Blesma members is still very strong and the 2021 programme is currently oversubscribed.

In 2020, 100% of all Blesma Members surveyed rated their experience on MGR as 'excellent' (87%) or 'good' (13%). Amongst audiences, 80% of students attending a Webinar or engaging with MGR Digital Resilience Resource stated that it had been beneficial to their well-being during lockdown. 100% of first responders rated the live webinars as 'excellent' (75%) or 'good' (25%).

Blesma continues to actively pursue local and national media opportunities to report on Members' experiences and achievements in a particularly competitive and congested news environment. Media coverage in 2020 reflected significant personal achievements such as Member Neil Heritage's successful ascent of the Matterhorn, as well as the work of individual Member volunteers and the

resilience advice delivered by Members and public figures through the MGR programme.

## **RESOURCING**

In 2020, 86% of all income came through fundraising in the form of donations and legacies; 10% from the investment portfolio managed by Cazenove; and 4% from rent and other sources. Although income was down on previous years, Blesma's diverse fundraising effort performed particularly well in a very challenging environment that impacted heavily on a number of charities. Nevertheless, legacy and investment incomes were significantly reduced. As a result, we anticipate that 18p in every pound of income in 2020 will be needed to raise funds in 2021.

We remain vigilant and continue to abide by GDPR stipulations in all our fundraising activities and ensure that the Fundraising Regulator's guidelines on personal information and fundraising (consent, purpose and transparency) are adhered to. Blesma does not employ agencies to raise funds from the public in the name of Blesma. Our fundraising activities are monitored closely. Our fundraising ethics and promise, complaints policy and privacy policy are published. Our safeguarding policy toward vulnerable people is adhered to in our fundraising activities. There were no formal complaints relating to fundraising in 2020.

## **PLANS FOR THE FUTURE**

The Board of Trustees approved a five-year rolling Strategic Plan which is reviewed regularly in step with the Board's annual cycle of governance. A thorough review of the Plan was undertaken in 2018 to take the horizon forward to 2023. The purpose of the Plan is to:

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Achieve an end-state where Blesma, with all its Members, is confident that it is doing all it should, resourced accordingly.

Although Blesma's overall strategic plan did not change in 2020, outputs were adjusted in response to the pandemic. The following priority areas were addressed:

### **Security:**

- a) Care for the most infirm, those in later life, support for families and carers and the relief of distress caused by limited statutory provision.
- b) Establishment of the Outreach programme as core Blesma activity.
- c) Tackling social isolation amongst our Members, particularly in the face of COVID-19.
- d) Ongoing engagement with DWP and in the Scottish Social Security Review to highlight the issues of veterans with attributable injuries who are disadvantaged.

#### **Identity**

- a) Rapid transition from a live to virtual activities programme.
- b) Effective risk management of activities.

#### **Connectivity:**

- a) Maintaining close contact with Members and expanding the digital inclusion programme.
- b) Introduction of the *Blesma Connects* digital app for Members.
- c) Application of the universal code of conduct for the Association.
- d) Broadening the “Making Generation R” audience to include first responders and NHS staff.

#### **Resourcing:**

- a) Improve organisational efficiency by combining the Finance and Support functions into a single directorate within Blesma.
- b) Ensuring business continuity through the COVID-19 crisis by assessing risks, working with staff and regularly updating procedures in line with NHS/ government guidance.
- c) Rapid adjustment of the fundraising function in response to the COVID-19 pandemic.

In future the Plan will address:

#### **Security:**

- a) The re-introduction of face-to-face support to Members as soon as COVID-19 restrictions allow.
- b) Contributing to relevant academic research for the benefit of Blesma Members and their families.
- c) Continuing engagement with the Defence Medical Rehabilitation Centre.
- d) Influencing the future organisation of NHS mobility/limb services, potentially within the context of a national integrated care system.
- e) Identifying how support previously provided to Members by the Veterans Mobility Fund may be continued.

#### **Identity:**

- a) Re-starting a full Activities programme at home and abroad once COVID-19 restrictions allow.
- b) The development of the individual venture programme to best support Member’s aspirations.
- c) To take part once again in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.

### **Connectivity:**

- a) The delivery of needs-based Digital services to the membership.
- b) The continuation of online outreach activities for Members.
- c) The future of the Making Generation R programme.

### **Resourcing:**

- a) Ensuring that Blesma's future is secure in the Post-COVID economic environment.
- b) Continuing to ensure that Blesma is structured appropriately to deliver its outputs.

## **FINANCIAL REVIEW**

### **GENERAL PERFORMANCE IN 2020**

Despite the impact of the pandemic the Association recorded an excess of income over expenditure in 2020. Although at **£857,714** this represented a significant decrease (of 88%) against the 2019 total of **£6,977,831**, it compared well with the 2018 total of **£1,071,711**. The net income in 2019 was largely boosted by the gain/profit on disposal of our former office building in Chadwell Heath and a comparatively larger gain on our investment portfolio.

Donations, legacies, grants and other income amounted to **£4,757,648** and these included:

- a) **£2,233,293** of Legacy Income – a decrease of **£2,006,774** or 47% on the previous year, largely due to the effects of COVID-19 as the crisis impacted the housing market and solicitors and executors experienced delays in processing legacies and wills. It should be noted that legacy incomes are expected to recover across the sector as institutions catch up with the backlog and restrictions on the housing market are eased.
- b) **£2,524,355** of General Income (Total income less legacies) – a decrease of **£3,071,185** or 55% from the previous year owing to reduction in investment income, a reduction in grants (specifically LIBOR funding) and the sale of the Chadwell Heath office.

*Total Incoming Resources less the cost of generating funds amounted to **£3,691,184**. This included net Investment Income of **£362,795** (against **£799,292** in 2019). The total decrease in income was **£5,077,960**, or 52% on the previous year overall.*

Expenditure on charitable activities was **£4,165,217**. A decrease of **£1,002,797** or 19% over the previous year and included:

- a) **£3,784,658** - Welfare delivery (Security and Identity) - a decrease of **£1,001,563** or 21% over the previous year largely due to the cancellation or postponement of activities/events.

- b) **£380,559** - covering representational work and volunteering – this broadly remained the same as the previous year (2019: **£381,794**) reflecting a steady continued investment in digital media capability.

## **FUNDRAISING**

Despite the effects of the pandemic, general fundraising income was increased by 10% during 2020 – a significant achievement. Nevertheless, total fundraising income was down by 31% from **£5,901,567** in 2019 to **£4,063,286** in 2020, largely due to the significant impact of the crisis on legacy income (down 47%). The performance of other individual income categories was as follows:

- a) **Direct Mail.** Up on previous year by 24% from **£404,199** to **£501,203**. Direct mailing benefited from an additional mailing for VE Day and the Covid and Remembrance appeals. Direct Mail costs were reduced by changing the print contractor.
- b) **Trusts and Foundations.** Up on previous year by 2% from **£342,254** to **£348,313**. Trusts income was hit early in the pandemic as Trusts were unable to meet in order to disburse funds. The charity's application to the Armed Forces Covenant Trust COVID-19 Emergency Fund was successful.
- c) **Lottery Income.** Up significantly on previous years (by 630% from **£9,003** to **£65,722**). 2020 saw our new partnership with Make a Smile lottery yield outstanding results, accounting for 86% of total lottery income.
- d) **Community and Events.** Down on previous year by 21% from **£467,056** to **£368,297**. The cancellation of mass participation events (e.g. the London Landmarks, Vitality 10km, Great North Run, London Marathon and D Day Challenge) had a significant effect on income as participants were unable to raise funds for Blesma. The switch to "blended" events was successful, with the Remembrance 11K run exceeding expectations by raising **£21,000** against a target of **£6000**.
- e) **Corporate Donations.** Up on previous year by 18% from **£288,113** to **£339,458**. With major corporate partners placing their staff on furlough at the start of the coronavirus pandemic, corporate donations were severely affected. However, continued engagement with partners and applications for emergency funding proved successful. Significant awards were made by the Barclays COVID-19 Emergency Fund and Lloyds of London, an existing corporate funder, who provided funding as part of the Long Term Investment Industries response to the crisis. These helped to mitigate the effect of the corporate slowdown.
- f) **Major Donations.** Up on previous year by 37% from **£150,875** to **£207,000**. 2020 saw an increase in the number of significant donations. A number of donors responded to the Big Give initiative and Direct Marketing campaigns.
- g) **Covid 19 Emergency Funding.** The total amount of Covid emergency funding received from trusts and corporate donors in 2020 was **£375,000**.

## **INVESTMENT POLICY AND PERFORMANCE**

The Association's funds are invested in line with direction given by Trustees to its Fund Managers, Cazenove Capital Management, in the form of investment policy. Trustees delegate matters of policy development and general supervision to the Finance and Investment Sub Committee. It delegates day-to-day policy management to the National Treasurer and to the Chief Executive who both remain in close contact with Fund Managers. The Fund Managers present the Investment Report to the Finance & Investment Sub Committee twice a year, and Trustees receive quarterly Reports. An ethical 'look through' is conducted annually.

### **Investment Objective**

To have an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. A total return target for income in 2020 was given to the Fund Managers and was achieved.

### **Asset Allocation and Benchmarks**

During 2020 Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

|                                   | <b>Strategy</b> | <b>Ranges</b> |
|-----------------------------------|-----------------|---------------|
| UK Equities                       | 22%             | 50% - 80%     |
| Overseas Equities                 | 43%             | 50% - 80%     |
| Fixed Income                      | 14%             | 5% - 30%      |
| Alternatives (including Property) | 19%             | 5% - 30%      |
| Cash                              | 2%              | 0 - 10%       |

### **Investment Restrictions**

Not to invest in unquoted securities, individual Futures, Warrants or Commodities, in property directly, or to participate in underwriting. Fund Managers are not to invest directly in foreign currencies or Chinese government securities without prior agreement with Trustees. Total equity allocation should not exceed 75% and not fall below 50%.

### **Investment Performance**

Invested funds increased to **£33.8M** (2019:**£32M**) over the period. The net income was **£362,795** (2019:**£799,292**) - a yield of 1.1% (2019:2.5%). Contributing to this performance was the fact that in spite of renewed lockdowns and new strains of the virus, global equity markets continued to rise through the fourth quarter. The moves capped off a strong year for equities (at least outside Europe), which were supported by unprecedented levels of government support following the pandemic, as well as the promising vaccine news that arrived in November. With the potential for a vaccine-led recovery in global growth

through 2021, in the final quarter the market was led by the more economically sensitive sectors that had been punished earlier in the year. This benefitted our UK exposure, which also saw a further boost from the agreement of a post-Brexit trade deal between the UK and the EU. Asian and Emerging Market funds also performed well as many Asian economies began to recover.

## **RISK MANAGEMENT**

At a strategic level the Charity Commission's guidance, Charities and Risk Management, on the four basic approaches of transferring, avoiding, managing or accepting risk has been followed. Strategic and operational level risks are reviewed quarterly by the Board using a traffic light system of objectives and risks against performance and management, including trend analysis. The two most concerning strategic risks are:

- a) **Demand for Services.** The demands of increasingly complex injuries and sophisticated treatment, and associated health conditions in the longer term. The Board is highly cognisant of strains upon NHS and Local Authority provision. In 2016 the Board completed a review of care for the most infirm and those in later life, taking these factors into account. The Board took the decision to apportion more Reserves for the support of the most infirm and those in later life, in their own homes and communities. In 2020 the Board revisited the situation and reconfirmed the direction. Current Reserves are adequate for the implementation of this decision and the Strategic Plan remains robust. Blesma's budget planning for 2021 has been conducted in anticipation of an increased demand for services, as well as a potential backlog as prosthetic services return to normal provision.
- b) **Income Generation.** The approach to diversify income generation has proved to be a sensible strategy, however, the unpredictable nature of legacy income, and the potential for the COVID-19 pandemic to focus attention on other charitable causes, may impact upon voluntary contributions. The drive for stronger coherence across all lines of operation, including resourcing, continues.

In the opinion of the Trustees the Association has the established resources and the review systems in place, which under normal conditions, should allow risks identified by them to be managed appropriately.

## **CHARITY RESERVES**

Free Reserves (i.e. investment portfolio plus cash at bank) at the balance sheet date stood at £39M (2019:£38M), most of which is held as investments. Restricted Funds stood at £740,859. Blesma's resources are needed to meet its main charitable objectives. Recent academic research and actuarial advice received in earlier years indicates that there is a continuing need for reserves to meet Blesma's on-going obligations in respect of present and future Members. Through-life support for present Members must be sustainable. The need to maintain contingency for the casualties of future conflict requires

readiness, as do unforeseen issues such as those we have experienced this year. Apart from its office building Blesma has no assets of monetary value beyond the investment portfolio managed by Cazenove.

20 per cent of Free Reserves is allocated to an increase in spending on more comprehensive services to Members as defined in the Strategic Plan.

20 per cent of Free Reserves is allocated to funding the increased cost of supporting care for the most infirm and those in later life specifically in the longer term, under the Blesma grants scheme. There is increasing demand for welfare grants. The most infirm have extremely complex injuries and the longer-term implications are unknown but their proper care over several decades must be accounted for. The State is under severe pressure to fund health and care provision particularly for those in later life, and this is reflected across the NHS and at Local Authority level. The Health Foundation estimate that adult social care services face a £4.4 billion funding gap by 2023/2024. Where State provision is found wanting in a definite way (on issues of statutory body accountability, timeliness, eligibility, adequacy, quality of life), by exception, and on the understanding Blesma is not replacing the State in a wholesale manner, grants are made to relieve distress and meet immediate need. All Members have access to the grants scheme and for the reasons described there has been an increase in demand that is anticipated to continue.

20 per cent of Free Reserves is allocated to providing instant funds for the support of casualties in a future conflict and to absorb increased costs in the provision of services resulting from medical advances and a more holistic approach. Blesma should be ready for unexpected and violent scenarios.

40 per cent of Free Reserves will remain as such (approximately 36 months of operating costs) to ensure business continuity, thus demonstrating to beneficiaries, funders and the public the charity's resilience and capacity to manage unforeseen financial difficulties. Free Reserves are the only asset available to Blesma to meet ongoing, and future, commitments to support the membership for life should current income streams be jeopardised.

At the balance sheet date, the Trustees are satisfied that the level of Free Reserves is adequate for the purpose. The level of Free Reserves has since been reviewed in light of the COVID-19 crisis and found to be appropriate given level of uncertainty in financial markets and the nature of the developing crisis. The Board will continue to review the Association's reserves and its policy annually; more frequently if circumstances dictate. Trustees pay particular attention to the ratio of Free Reserves to operating costs.

### **GOING CONCERN**

The Trustees are satisfied that Blesma is a going concern and is on a sound financial footing to meet foreseen liabilities and commitments in its current operations. Income in 2020 exceeded expenditure and Reserves remain healthy. The Blesma Strategic Plan continually looks forward five years matching policy, resources, programmes and projects, ensuring prudent

balance is maintained. In light of the current climate in relation to the COVID-19 pandemic the Trustees have reviewed the charity's finances. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

## **GOVERNANCE AND ADMINISTRATIVE REPORT**

### **STRUCTURE, GOVERNANCE & MANAGEMENT**

#### **CONSTITUTION**

Charity Number 1084189

Company Limited by Guarantee Number 4102768

Registered in Scotland SC010315

Blesma The Limbless Veterans is a national charity for those who lose limbs or the permanent use of limbs, or lose the sight of eyes, or suffer permanent loss of speech or hearing, in Service or as a result of Service in Her Majesty's Forces, or Auxiliary Forces, and for ex-Service men and women who lose limbs or sight of eyes, or in certain circumstances use of limbs, after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving. Membership is also open to all men and women of civilian status who lose a limb or an eye, or suffer the loss of use of limb as a result of War Service or enemy action, or terrorist action against Her Majesty's Forces with which those of civilian status are employed, or volunteer, to provide direct support, or in exceptional circumstances subject to the approval of Trustees.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows. The Association is governed by its most recent Articles of Association and Rules adopted in an Extraordinary General Meeting on 23 June 2016.

#### **ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES**

The Blesma AGM was held via video conference for the first time on 13<sup>th</sup> June 2020. A report on proceedings was included in the Summer Association Bulletin.

- a) The Annual Report and Accounts for the year ended 31 December 2019 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Mrs R Maciejewski, Mr M Pillans, Mr A Harris and Mr P Monkhouse resigned as Trustees.
- d) Mr S Croxford and Mr S White were appointed as Trustees.
- e) Gen Sir Adrian Bradshaw and Ms A Grant were re-elected as trustees.

The maximum number of elected Trustees is 11. Although this number fell to 9 following retirements, two further trustees have since been recruited. One third of trustees are required to resign and stand for re-election, if they so wish, at the AGM. Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims to achieve an appropriate balance of knowledge and experience; at least half the trustees should be full or associate Blesma Members while the remainder are granted honorary membership. This promotes connectivity across the Association and the right blend of experience, knowledge and expertise to fulfil all Board responsibilities. Blesma acknowledges the Charity Governance Code, abides by the Code's principles and works to implement the recommended practice. Blesma is a full Member of the Confederation of Service Charities and has a Green Benchmark for good governance on its evaluation scheme.

### **TRAINING OF TRUSTEES**

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on emerging legislation affecting charities at their quarterly meetings. New Trustees receive a full induction programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

### **ORGANISATIONAL STRUCTURE**

**The Board.** The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (March), Performance and Risk (June), Strategy Review and Programme Proposal (September) and Programme Approval (December).

The Board of Trustees:

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL

Vice Chairman: Mr W L Dixon

Honorary Treasurer: Mr M Ambler

Mr S Croxford

Ms A Grant

Mr A K Mudd BEM

Mr C Rouse MBE

Mr R Watts  
Mr S White

The Finance & Investment Sub Committee (FISC). The FISC meets twice a year under the chairmanship of the Honorary Treasurer and its terms of reference including delegated powers are laid down in an appropriate Blesma Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited.

The Remuneration Sub Committee (RSC). The RSC meets once a year routinely, under the chairmanship of the Vice Chairman, reporting to the Board, through the FISC, to make recommendations upon the specific remuneration, terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

The Governance Sub Committee (GSC). Governance matters are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. All Governance Standing Instructions were reviewed and republished in 2020.

The Executive. The Chief Executive runs the Association on a day-to-day basis from Chelmsford in Essex. Mr I M G Waller was interim Chief Executive until the arrival of Mr J D Bryant OBE in late March 2020 and served as the Director of Operations until August 2020. Mr T Bloomfield was appointed as the new Director of Operations in November 2020. Following a restructure of the head office Mr B Mwense was promoted to the new post of Finance and Support Director.

The key structure is:

- a) Director of Operations - Mr T Bloomfield. Responsible for communications across the Association and beyond – this includes all aspects of public relations, maintaining profile and raising funds to enable our charitable work. The Director of Operations is also responsible for rehabilitation and challenge activities.
- b) Director of Independence and Well-being – Mrs H Betts. Responsible for all membership matters, including liaison with MoD recovery services, and the National Health Services, prosthetic provision, the Blesma welfare service in the field and grant making.
- c) Finance and Support Director – Mr B Mwense. Responsible for financial management and control, reporting and treasury management. The Finance and Support Director is also responsible for the support function (enabling charitable delivery, logistics, office management, contracts and HR administration).

There are no trading subsidiaries of Blesma.

## **KEY MANAGEMENT – REMUNERATION**

The remuneration of key management personnel is set by the Trustees, upon recommendation of the Remuneration Sub Committee, with the policy objective of ensuring that they are provided with appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of remuneration is reviewed annually, in particular noting role responsibilities and including reference to comparisons with sector and national statistics to ensure that Blesma remains sensitive to the broader issues of pay and employment conditions elsewhere. The key management are the Chief Executive, the Director of Operations, the Director of Independence and Wellbeing and the Finance and Support Director. The staff salary bands and sum of remuneration are noted in the Charity Accounts. The Chief Executive is employed on the same terms as all other staff and the Charity does not pay bonuses. Trustees receive no remuneration or benefits other than expenses incurred.

### **DATA PROTECTION**

Trustees are briefed regularly on matters surrounding data protection and personal information, and ensure policies are kept up to date. Blesma continues to closely monitor its compliance with General Data Protection Regulations.

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

The trustees, who are also the directors under company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the Statement of Recommended Practice for Charities (SORP 2015) issued on 16 July 2014, Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.
- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

- d) Observe the methods and principles in the Charities SORP.
- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all the steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This Report which incorporates the Strategic Report, was approved by the Trustees on 25th March 2021, and signed on their behalf.

**General Sir Adrian Bradshaw KCB OBE**  
**National Chairman**

**25 March 2021**

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BRITISH LIMBLESS EX- SERVICE MEN'S ASSOCIATION**

## **OPINION ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities 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 charitable company 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**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 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 requires 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 set out on page 30, 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

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

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and fundraising regulations, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, fundraising regulations, taxation legislation, employment legislation, General Data Protection Regulation (GDPR) and Health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities,

as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Thomas  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
Date:

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                  | Notes | UNRESTRICTED<br>FUNDS | RESTRICTED<br>FUNDS | 2020<br>TOTAL     | 2019<br>TOTAL     |
|--------------------------------------------------|-------|-----------------------|---------------------|-------------------|-------------------|
|                                                  |       | £                     | £                   | £                 | £                 |
| <b>Income</b>                                    |       |                       |                     |                   |                   |
| Donations and Legacies                           | 2     | 3,746,663             | 316,623             | <b>4,063,286</b>  | 5,901,567         |
| Investment Income                                |       | 475,934               | -                   | <b>475,934</b>    | 909,619           |
| Grants                                           | 2 (a) | -                     | 65,000              | <b>65,000</b>     | 413,044           |
| Other Income                                     | 2 (b) | 79,852                | 73,577              | <b>153,429</b>    | 2,611,378         |
|                                                  |       | 555,785               | 138,577             | <b>694,363</b>    | 3,934,041         |
| <b>Total Income</b>                              |       | <b>4,302,448</b>      | <b>455,200</b>      | <b>4,757,648</b>  | <b>9,835,608</b>  |
| <b>Expenditure</b>                               |       |                       |                     |                   |                   |
| <b>Expenditure on raising funds</b>              |       |                       |                     |                   |                   |
| <b>Resourcing</b>                                |       |                       |                     |                   |                   |
| Fundraising and Communications                   | 5     | 953,326               | -                   | <b>953,326</b>    | 951,802           |
| Investment Management fees                       |       | 113,138               | -                   | <b>113,138</b>    | 110,327           |
|                                                  |       | 1,066,464             | -                   | <b>1,066,464</b>  | 1,062,129         |
| <b>Expenditure on charitable activities</b>      |       |                       |                     |                   |                   |
| <b>Security</b>                                  |       |                       |                     |                   |                   |
| Membership Services - Welfare                    | 6     | 2,398,190             | 634,362             | <b>3,032,552</b>  | 3,173,386         |
| <b>Identity</b>                                  |       |                       |                     |                   |                   |
| Membership Services - Activities                 | 7     | 719,569               | 32,536              | <b>752,106</b>    | 1,612,834         |
| <b>Connectivity</b>                              |       |                       |                     |                   |                   |
| Awareness and Representation                     | 8     | 379,971               | -                   | <b>379,971</b>    | 373,161           |
| National Volunteer Office                        | 9     | 589                   | -                   | <b>589</b>        | 8,633             |
|                                                  |       | 3,498,319             | 666,898             | <b>4,165,217</b>  | 5,168,014         |
| <b>Total Expenditure</b>                         |       | <b>4,564,783</b>      | <b>666,898</b>      | <b>5,231,681</b>  | <b>6,230,143</b>  |
| <b>Operating surplus/(loss)</b>                  |       | <b>(262,335)</b>      | <b>(211,698)</b>    | <b>(474,033)</b>  | <b>3,605,465</b>  |
| <b>Net gain/(loss) on investments</b>            | 12    | 1,331,746             | -                   | <b>1,331,746</b>  | 3,372,366         |
| <b>Net income</b>                                |       | <b>1,069,412</b>      | <b>(211,698)</b>    | <b>857,714</b>    | <b>6,977,831</b>  |
| Transfers between funds                          |       | (45,667)              | 45,667              | -                 | -                 |
| Net movement in funds for the year               |       | <b>1,023,745</b>      | <b>(166,031)</b>    | <b>857,714</b>    | <b>6,977,831</b>  |
| Balances brought forward 1 January 2020          | 17/18 | 40,355,041            | 952,558             | 41,307,598        | 41,307,598        |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2020</b> |       | <b>41,378,785</b>     | <b>786,526</b>      | <b>42,165,312</b> | <b>41,307,598</b> |

The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

|                                                |        | 2020<br>TOTAL            | 2019<br>TOTAL     |
|------------------------------------------------|--------|--------------------------|-------------------|
|                                                | Notes  | £                        | £                 |
| <b>Fixed assets</b>                            |        |                          |                   |
| Tangible fixed assets                          | 11     | 2,297,932                | 2,376,787         |
| Intangible fixed assets                        | 11(b)  | 123,769                  | 100,256           |
| Investment properties                          | 11(a)  | 879,228                  | 903,506           |
| Investments                                    | 12     | <u>33,760,773</u>        | <u>32,049,695</u> |
|                                                |        | <b>37,061,701</b>        | 35,430,244        |
| <b>Current Assets</b>                          |        |                          |                   |
| Stocks                                         |        | 23,120                   | 19,639            |
| Debtors                                        | 13     | 518,764                  | 507,310           |
| Balances at bank and in hand                   |        | <u>4,977,252</u>         | <u>5,900,801</u>  |
|                                                |        | <b>5,519,137</b>         | 6,427,750         |
| Creditors: amounts falling due within one year | 14     | 270,110                  | 384,801           |
| Provision for liabilities and charges          | 14 (a) | 145,416                  | 165,595           |
| <b>Net current assets</b>                      |        | <b>5,103,611</b>         | 5,877,354         |
| <b>Net Assets</b>                              |        | <u><b>42,165,312</b></u> | <u>41,307,598</u> |
| <b>FUNDS</b>                                   |        |                          |                   |
| Unrestricted fund                              | 17     | 41,378,785               | 40,355,041        |
| Restricted fund                                | 18     | 786,526                  | 952,558           |
| <b>Total Funds</b>                             |        | <u><b>42,165,312</b></u> | <u>41,307,598</u> |

Approved by the Board of Trustees on 25 March 2021 and signed on its behalf by:  
General Sir Adrian Bradshaw KCB OBE  
M Ambler  
J Bryant OBE

The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                                           | 2020<br>£        | 2020<br>£               | 2019<br>£        | 2019<br>£               |
|---------------------------------------------------------------------------|------------------|-------------------------|------------------|-------------------------|
| <b>Cash flows from operating activities:</b>                              |                  |                         |                  |                         |
| <b>Net cash provided by (used in) operating activities</b>                |                  | <b>(865,052)</b>        |                  | <b>5,170,644</b>        |
| <b>Cash flows from investing activities:</b>                              |                  |                         |                  |                         |
| Investment income                                                         | 475,934          |                         | 909,619          |                         |
| Purchase of investments                                                   | (12,082,945)     |                         | (7,161,466)      |                         |
| Purchase of property, plant and equipment                                 | (155,101)        |                         | (3,439,516)      |                         |
| Proceeds from the sale of investments                                     | 12,336,687       |                         | 6,552,276        |                         |
| Proceeds from the sale of tangible fixed assets (CH)                      | <u>-</u>         |                         | <u>2,650,000</u> |                         |
| <b>Net cash provided by (used in) investing activities</b>                |                  | <b>574,575</b>          |                  | <b>(489,087)</b>        |
| <b>Cash flows from financial activities</b>                               |                  |                         |                  |                         |
| Decrease / (Increase) in amounts awaiting investment                      | <u>(633,074)</u> |                         | <u>(265,498)</u> |                         |
| <b>Net cash provided in (used by) financial activities</b>                |                  | <b>(633,074)</b>        |                  | <b>(265,498)</b>        |
| <b>Change in cash and cash equivalents in the reporting period</b>        |                  | <b>(923,551)</b>        |                  | <b>4,416,059</b>        |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> |                  | <b>5,900,801</b>        |                  | <b>1,484,742</b>        |
| <b>Cash and cash equivalents at the end of the reporting period</b>       |                  | <b><u>4,977,252</u></b> |                  | <b><u>5,900,801</u></b> |
| <b>(a) Analysis of cash and cash equivalents</b>                          |                  | <b>2020</b>             |                  | <b>2019</b>             |
|                                                                           |                  | <b>£</b>                |                  | <b>£</b>                |
| Cash at bank and in hand                                                  |                  | <u>4,977,252</u>        |                  | <u>5,900,801</u>        |
|                                                                           |                  | <b><u>4,977,252</u></b> |                  | <b><u>5,900,801</u></b> |
| <b>(b) Reconciliation of cash flows from operating activities</b>         |                  | <b>2020</b>             |                  | <b>2019</b>             |
|                                                                           |                  | <b>£</b>                |                  | <b>£</b>                |
| <b>Net income / (expenditure)</b>                                         |                  |                         |                  |                         |
| <b>as per the Statement of Financial Activities</b>                       |                  | <b>857,714</b>          |                  | <b>6,977,831</b>        |
| <i>Adjustments for:</i>                                                   |                  |                         |                  |                         |
| Net (gain)/loss on investments                                            |                  | (1,331,746)             |                  | (3,372,366)             |
| Net (gain)/loss on sale of tangible fixed assets (CH)                     |                  | -                       |                  | (2,524,128)             |
| Investment income                                                         |                  | (475,934)               |                  | (909,619)               |
| Depreciation and amortisation                                             |                  | 234,720                 |                  | 144,902                 |
| (Increase) / decrease in stocks                                           |                  | (3,481)                 |                  | (546)                   |
| (Increase) / decrease in debtors                                          |                  | (11,454)                |                  | 4,707,947               |
| Increase/(decrease) in creditors                                          |                  | <u>(134,870)</u>        |                  | <u>146,623</u>          |
| <b>Net cash provided by (used in) operating activities</b>                |                  | <b><u>(865,052)</u></b> |                  | <b><u>5,170,644</u></b> |

The Notes on pages 40-55 form part of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

### 1. CHARITY INFORMATION AND ACCOUNTING POLICIES

British Limbless Ex-Service Men's Association is a Member charity specialising in and helping limbless and loss of use of limbs veterans.

The charity is a private company limited by guarantee (registered number 4102768) and was established in 1932 (charity number 1084189) and incorporated in 2000. The address of the registered office is 115 New London Road, Chelmsford, Essex, CM2 0QT.

#### **Accounting policies**

The following accounting policies have been applied consistently for all years in dealing with items that are considered material in relation to the financial statements of the Charity.

**i) Basis of preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities under the historic cost convention, as modified for the revaluation of certain investments and properties measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) *Accounting and Reporting by Charities*, published in 2015, Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*', the Charities Act 2011, and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

**ii) Going concern.** As stated in the Trustee's Report, Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue as a going concern and the accounts have therefore been prepared on the basis that the Charity is a going concern. In light of the current climate in relation to the Covid-19 pandemic the Trustees have reviewed the charities finances. In the short term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly.

**iii) Fund accounting.** Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under note 18. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred from the fixed asset fund to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

**iv) Income.** All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- a) Grant income is recognised when the criteria for entitlement, measurement and probability of receipt are met. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.
- b) Donations income is accounted for on a received basis or when its future receipt is probable.
- c) Legacies and bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted.
- d) Rental income is recognised when receivable.

**v) Expenditure.** Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all the costs related to a category. Where costs cannot be directly attributed to particular category they have been allocated to activities based on staff head count full time equivalents (FTE), as shown in Note 10. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**vi) Estimates and judgements.** Estimates and judgements are continually evaluated and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimations that have a significant effect on the amounts recognised in the financial statements are summarised below:

Depreciation – is calculated based on the useful life of the asset and written off accordingly.

Provision for Care Home Residents – is an estimate for third party assistance to care for Blesma Members resettled in care homes shown as part of Note 14(a).

**vii) Governance Costs.** Governance costs are those incurred in compliance with constitutional and statutory requirements and are shown as part of Note 10.

**viii) Tangible Fixed Assets.** Tangible Fixed Assets are stated at cost less depreciation and are capitalised at a value of £1,000 and above. They are depreciated at rates intended to reduce their cost to their residual value over their estimated useful life on a straight-line basis as detailed below:

|                                     |               |
|-------------------------------------|---------------|
| ○ Freehold Property                 | 4.0% on cost  |
| ○ Furniture, Fittings and Equipment | 10.0% on cost |
| ○ Computer Equipment                | 33.3% on cost |
| ○ Motor Vehicles                    | 25.0% on cost |
| ○ Coaches and Buses                 | 12.5% on cost |

**ix) Intangible Fixed Assets.** Intangible fixed assets are capitalised at a value of £1000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

**x) Investment Properties.** Investment properties are included in the accounts measured at fair value. The properties are reviewed annually for impairment. Any change in fair value is reflected through the Statement of Financial Activities.

**xi) Investments.** Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial activities.

**xii) Stocks.** Stocks are valued at the lower of cost and net realisable value.

**xiii) Pension Costs.** The charity contributes to a Group Personal Pension scheme with AEGON which is a defined contribution scheme. The amounts charged in the accounts are the employer's contributions payable in the financial year.

**xiv) Operating Leases.** Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates. Operating lease commitments are highlighted under Note 20.

**xv) Financial assets and liabilities.** Financial assets and financial liabilities are recognised when BLESMA becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently re-measured where applicable at amortised cost.

Financial assets held at amortised cost comprise of cash and bank, together with accrued interest and other debtors.

Financial liabilities held at amortised cost comprise of creditors and accruals.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                  | 2020             | 2019      |
|----------------------------------|------------------|-----------|
|                                  | £                | £         |
| <b>2. Donations and legacies</b> |                  |           |
| Community and Lotteries          | <b>371,896</b>   | 388,444   |
| Corporate                        | <b>339,458</b>   | 288,113   |
| Direct mail                      | <b>501,203</b>   | 404,199   |
| Major donors                     | <b>207,000</b>   | 150,875   |
| Organised events                 | <b>62,123</b>    | 87,615    |
| Trusts and foundations           | <b>348,313</b>   | 342,254   |
| Legacies                         | <b>2,233,293</b> | 4,240,067 |
|                                  | <b>4,063,286</b> | 5,901,567 |

2. Included in Corporate income are two COVID-19 Support funding amounts of £150,000 and £100,000 from Lloyds and Barclays respectively. Included in Trusts and foundations is an amount of £125,000 from the Armed Forces Covenant Trust COVID-19 Emergency Fund.

**Legacy Pipeline**

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £628,344 (2019 £1,805,521).

**2(a)** Included in Grants and other income is an accrued amount of £65,000 (2019 £413,044) relating to the allocation of government funds to Blesma from the LIBOR fund.

**2(b)** Included in Other Income is an amount of £27,379 in respect of the Coronavirus Job Retention Scheme.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                                         | 2020<br>TOTAL<br>£      | 2019<br>TOTAL<br>£      |
|-------------------------------------------------------------------------|-------------------------|-------------------------|
| <b>4. Total Staff Costs</b>                                             |                         |                         |
| Salaries and wages                                                      | <b>1,788,660</b>        | 1,672,955               |
| Social security                                                         | <b>182,074</b>          | 170,610                 |
| Pension and life cover                                                  | <b>109,824</b>          | 105,322                 |
| Other staff costs                                                       | <b>42,423</b>           | 33,691                  |
|                                                                         | <b><u>2,122,980</u></b> | <b><u>1,982,577</u></b> |
| <br>Actual number of staff employed (headcount average over 12 months): |                         |                         |
| Membership Services                                                     | <b>24.8</b>             | 23.7                    |
| Activities and Events                                                   | <b>3.9</b>              | 3.2                     |
| Fundraising                                                             | <b>9.6</b>              | 9.7                     |
| Awareness and Representation                                            | <b>4.3</b>              | 3.8                     |
| Support                                                                 | <b>7.3</b>              | 7.8                     |
|                                                                         | <b><u>49.9</u></b>      | <b><u>48.2</u></b>      |

Total redundancies and settlement costs of £28,172 (2019:£4,664) were made in the year. £0 remained outstanding to be paid at year end.

**Key personnel**

The charity has four key personnel in the salary bands shown below (there are no bonus or benefit schemes)

Staff salary bands:

|                   |          |          |
|-------------------|----------|----------|
| £60,000 - £70,000 | <b>1</b> | <b>3</b> |
| £70,000 - £80,000 | <b>1</b> | <b>1</b> |
| £80,000 - £90,000 | <b>1</b> | <b>-</b> |

Total remuneration paid to key management personnel, as identified on page 2, is £343,410 (2019: £343,657).

BLESMA contributes to a Group Personal Pension scheme with AEGON and new employees are auto-enrolled upon joining.

Due to the lockdown there was no reimbursement of travel expenditure made to members of the Board of Trustees (2019: 7, £5,299). Trustees are not remunerated or receive any other benefits.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                  | 2020             | 2019             |
|--------------------------------------------------|------------------|------------------|
|                                                  | £                | £                |
| <b>5. Fundraising Costs</b>                      |                  |                  |
| Staff costs                                      | 348,042          | 334,977          |
| Database costs                                   | 23,774           | 26,789           |
| Advertising costs                                | 8,414            | 14,822           |
| Community                                        | 12,366           | 12,281           |
| Challenge and Events                             | 19,218           | 33,379           |
| Direct Mail costs                                | 314,221          | 290,165          |
| Other related costs                              | 33,875           | 31,834           |
| Attributable support costs                       | 193,416          | 207,555          |
|                                                  | <u>953,326</u>   | <u>951,802</u>   |
|                                                  |                  |                  |
|                                                  | 2020             | 2019             |
|                                                  | £                | £                |
| <b>6. Membership Services - Welfare</b>          |                  |                  |
| Staff costs                                      | 1,102,836        | 1,025,163        |
| Welfare grants to members (all categories)       | 846,718          | 953,532          |
| Continuing assistance to widows (all categories) | 6,240            | 7,540            |
| Chiropody                                        | 2,004            | 2,343            |
| Welfare visiting                                 | 17,691           | 32,106           |
| Other related costs                              | 299,224          | 320,430          |
| Members' annual conference                       | 26,262           | 101,943          |
| Special events                                   | 21               | 9,326            |
| Research                                         | -                | 300              |
| Members' BLES MAG costs                          | 151,911          | 148,097          |
| Branch welfare activities                        | 9,232            | 7,144            |
| Blackpool Bungalows                              | 21,876           | -                |
| Branch support costs                             | 2,070            | 13,380           |
| Attributable support costs                       | 546,468          | 552,081          |
|                                                  | <u>3,032,552</u> | <u>3,173,386</u> |
|                                                  |                  |                  |
|                                                  | 2020             | 2019             |
|                                                  | £                | £                |
| <b>7. Membership Services - Activities</b>       |                  |                  |
| Staff costs                                      | 125,609          | 106,718          |
| Activities and Events                            | 241,212          | 848,992          |
| Venturers program                                | 16,107           | 108,850          |
| Inspiration and Individual Recovery              | 288,237          | 473,948          |
| Other related costs                              | 8,079            | 10,654           |
| Attributable support costs                       | 72,862           | 63,671           |
|                                                  | <u>752,106</u>   | <u>1,612,834</u> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                        | 2020           | 2019           |
|----------------------------------------|----------------|----------------|
|                                        | £              | £              |
| <b>8. Awareness and Representation</b> |                |                |
| Staff costs                            | 155,923        | 130,996        |
| General media costs                    | 112,519        | 125,967        |
| Subscriptions and fees                 | 5,963          | 5,849          |
| Other related costs                    | 5,379          | 19,390         |
| Attributable support costs             | 100,186        | 90,959         |
|                                        | <u>379,971</u> | <u>373,161</u> |

|                                     | 2020       | 2019         |
|-------------------------------------|------------|--------------|
|                                     | £          | £            |
| <b>9. National Volunteer Office</b> |            |              |
| Volunteer Recruitment and support   | 53         | 551          |
| Marketing                           | -          | 7,881        |
| Other related costs                 | 536        | 201          |
|                                     | <u>589</u> | <u>8,633</u> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**10. SUPPORT COSTS**

Expenditure recognised in notes 5 to 9 includes Support Costs apportioned by full time employee equivalents (FTE) and is detailed below.

|                                     | FUNDRAISING    | MEMBERSHIP SERVICES | ACTIVITIES    | AWARENESS & REPRESENTATION | 2020           | 2019           |
|-------------------------------------|----------------|---------------------|---------------|----------------------------|----------------|----------------|
| <i>Basis of apportionment (FTE)</i> |                |                     |               |                            | <b>TOTAL</b>   | <b>TOTAL</b>   |
|                                     | £              | £                   | £             | £                          | £              | £              |
| Salaries and related costs          | 82,377         | 235,363             | 31,382        | 43,150                     | <b>392,272</b> | 392,667        |
| Travel and meetings                 | 163            | 466                 | 62            | 85                         | <b>776</b>     | 2,199          |
| Motor vehicle expenses              | 3,789          | 10,825              | 1,443         | 1,985                      | <b>18,042</b>  | 25,869         |
| Postage                             | 1,988          | 5,680               | 757           | 1,041                      | <b>9,466</b>   | 10,960         |
| Telephone & office supplies         | 2,233          | 6,381               | 851           | 1,170                      | <b>10,635</b>  | 7,900          |
| Pensions to retired staff           | 171            | 487                 | 65            | 89                         | <b>812</b>     | 794            |
| Headquarters premises cost          | 20,882         | 59,664              | 7,955         | 10,938                     | <b>99,440</b>  | 87,020         |
| Publications and subscriptions      | 1,183          | 3,380               | 451           | 620                        | <b>5,633</b>   | 7,173          |
| Office equipment maintenance        | 12,154         | 34,725              | 4,630         | 6,366                      | <b>57,875</b>  | 61,224         |
| Other professional fees             | 3,120          | 8,915               | 1,189         | 1,634                      | <b>14,858</b>  | 99,194         |
| Governance costs                    | 13,082         | 37,378              | 4,984         | 6,853                      | <b>62,296</b>  | 51,156         |
| Bank charges                        | 643            | 1,838               | 245           | 337                        | <b>3,063</b>   | 2,624          |
| Depreciation                        | 50,774         | 138,919             | 18,523        | 25,468                     | <b>233,684</b> | 149,690        |
| Sundries & Presentations            | 856            | 2,447               | 326           | 449                        | <b>4,078</b>   | 15,798         |
|                                     | <b>193,416</b> | <b>546,468</b>      | <b>72,862</b> | <b>100,186</b>             | <b>912,932</b> | <b>914,266</b> |

Governance costs include the gross annual audit fee of £27,500 incl VAT (2019: £27,000).

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**11. Tangible Fixed Assets**

|                            | Freehold<br>Premises<br>£ | Computer<br>Equipment<br>£ | Fittings &<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£              |
|----------------------------|---------------------------|----------------------------|------------------------------|------------------------|-------------------------|
| Cost or valuation:         |                           |                            |                              |                        |                         |
| At 1 January 2020          | 2,322,612                 | 81,946                     | 137,548                      | 69,613                 | <b>2,611,719</b>        |
| Additions                  | <u>46,469</u>             | <u>24,783</u>              | <u>1,613</u>                 | <u>-</u>               | <b>72,865</b>           |
| At 31 December 2020        | <u>2,369,081</u>          | <u>106,729</u>             | <u>139,161</u>               | <u>69,613</u>          | <b>2,684,584</b>        |
| Depreciation:              |                           |                            |                              |                        |                         |
| At 1 January 2020          | 101,203                   | 48,751                     | 42,196                       | 42,783                 | <b>234,933</b>          |
| Charge for the year        | <u>106,160</u>            | <u>22,986</u>              | <u>13,871</u>                | <u>8,702</u>           | <b>151,719</b>          |
| At 31 December 2020        | <u>207,363</u>            | <u>71,737</u>              | <u>56,067</u>                | <u>51,485</u>          | <b>386,652</b>          |
| <b>Net book value</b>      | <u><b>2,161,718</b></u>   | <u><b>34,992</b></u>       | <u><b>83,094</b></u>         | <u><b>18,128</b></u>   | <u><b>2,297,932</b></u> |
| <i>At 31 December 2019</i> | <u><i>2,221,410</i></u>   | <u><i>33,195 -</i></u>     | <u><i>95,353</i></u>         | <u><i>26,830</i></u>   | <u><i>2,376,788</i></u> |

**11(a)** The investment properties value of £879,228 is apportioned on the basis of floor space (sq ft).

| Investment Property              | £                     |
|----------------------------------|-----------------------|
| Historic Cost at 01 January 2020 | 903,506               |
| Loss during the period           | <u>(24,278)</u>       |
| Fair value at 31 December 2020   | <u><b>879,228</b></u> |

**11(b) Intangible Fixed Assets**

|                                    | Computer<br>Software<br>£ |
|------------------------------------|---------------------------|
| Brought forward at 01 January 2020 | 110,808                   |
| Additions                          | <u>82,235</u>             |
| At 31 December 2020                | <u>193,043</u>            |
| Amortisation:                      |                           |
| At 1 January 2020                  | 10,552                    |
| Charge for the year                | <u>58,722</u>             |
| At 31 December 2020                | <u>69,274</u>             |
| <b>Net book value</b>              |                           |
| <b>At 31 December 2020</b>         | <u><b>123,769</b></u>     |
| <i>At 31 December 2019</i>         | <u><i>100,256</i></u>     |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
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FOR THE YEAR ENDED 31 DECEMBER 2020**

| <b>12. Investments</b>                             | <b>2020</b>       | <b>2019</b>       |
|----------------------------------------------------|-------------------|-------------------|
|                                                    | <b>£</b>          | <b>£</b>          |
| <b>Market Value</b>                                |                   |                   |
| At 1 January 2020                                  | 31,422,899        | 27,441,342        |
| Purchases                                          | 12,082,945        | 7,161,466         |
| Sales                                              | (12,336,687)      | (6,552,276)       |
| Net Investment gain/ (loss)                        | 1,331,746         | 3,372,366         |
| At 31 December 2020                                | 32,500,903        | 31,422,899        |
| Add: Cash awaiting investment                      | 1,259,870         | 626,796           |
| <b>Market Value at 31 December 2020</b>            | <b>33,760,773</b> | <b>32,049,695</b> |
| <b>Cost at 31 December 2020</b>                    | <b>29,420,824</b> | <b>27,118,487</b> |
| <b>Analysis of investments at 31 December 2020</b> |                   |                   |
| UK Quoted investments                              |                   |                   |
| <b>Equities:</b>                                   |                   |                   |
| United Kingdom                                     | 3,798,379         | 9,866,791         |
| Europe                                             | 1,255,923         | 1,564,115         |
| North America                                      | 6,438,272         | 6,802,605         |
| Global                                             | 11,222,651        | 3,100,844         |
| <b>Total Equities</b>                              | <b>22,715,225</b> | <b>21,334,355</b> |
| <b>Bonds:</b>                                      |                   |                   |
| United Kingdom                                     | 2,222,513         | 3,152,317         |
| North America                                      | 1,174,788         | 676,809           |
| <b>Total Bonds</b>                                 | <b>3,397,301</b>  | <b>3,829,126</b>  |
| <b>Alternatives:</b>                               |                   |                   |
| Multi-Asset                                        | 328,866           | 408,618           |
| Hedge Funds                                        | 508,935           | 923,830           |
| Property                                           | 2,910,786         | 3,078,652         |
| Others                                             | 2,639,790         | 1,848,318         |
| <b>Total Alternatives</b>                          | <b>6,388,377</b>  | <b>6,259,418</b>  |
| Cash awaiting investment                           | 1,259,870         | 626,796           |
|                                                    | <b>33,760,773</b> | <b>32,049,695</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|  | 2020 | 2019 |
|--|------|------|
|  | £    | £    |

**13. Debtors**

|                                      |                |                |
|--------------------------------------|----------------|----------------|
| Trade debtors                        | 8,942          | 8,397          |
| Prepayments and accrued other income | 389,214        | 348,101        |
| Accrued legacy income                | 120,607        | 150,813        |
|                                      | <u>518,764</u> | <u>507,310</u> |

**14. Creditors due within one year**

|                                       | 2020           | 2019           |
|---------------------------------------|----------------|----------------|
|                                       | £              | £              |
| Trade creditors                       | 96,924         | 190,447        |
| Accruals                              | 172,719        | 194,354        |
| Other creditors (incl pension scheme) | 467            | -              |
|                                       | <u>270,110</u> | <u>384,801</u> |

**14 (a). Provision**

The sum of £145,416 (2019:£165,595) is a provision for third party assistance to care for Blesma Members resettled in care homes.

|                                           | 2020       | 2019       |
|-------------------------------------------|------------|------------|
|                                           | £          | £          |
| <b>15. Financial assets at fair value</b> |            |            |
| Investments                               | 33,757,773 | 32,049,694 |
| Investment Property                       | 879,228    | 903,506    |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**16. Related party transactions**

BLESMA has a 20% interest in WSY Holdings Limited, a company established to distribute legacies arising from an estate. During the year BLESMA received £1,220,000 (2019: £0).

There are no other related party transactions to report.

| <b>17. Unrestricted Funds</b> | <b>1 January 2020</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b> | <b>31 December 2020</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                  | £                       |
| General Fund                  | 36,974,491            | 4,302,448        | (4,564,783)        | 1,331,746                         | 79,620           | 38,123,522              |
| Between Funds                 | -                     | -                | -                  | -                                 | (45,667)         | (45,667)                |
| Investment Properties         | 903,506               | -                | -                  | -                                 | (24,278)         | 879,228                 |
| Intangible Fixed Assets       | 100,256               | -                | -                  | -                                 | 23,513           | 123,769                 |
| Fixed Asset Fund              | 2,376,788             | -                | -                  | -                                 | (78,856)         | 2,297,932               |
|                               | <b>40,355,041</b>     | <b>4,302,448</b> | <b>(4,564,783)</b> | <b>1,331,746</b>                  | <b>(45,667)</b>  | <b>41,378,785</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

| <b>18. Restricted Funds</b>                 | <b>1 January 2020</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 December 2020</b> |
|---------------------------------------------|-----------------------|----------------|--------------------|------------------|-------------------------|
|                                             | £                     | £              | £                  |                  | £                       |
| Welfare:-                                   |                       |                |                    |                  |                         |
| Geographic specific                         | 365,317               | 167,934        | (140,891)          | -                | 392,360                 |
| Residential Fees                            | 159,260               | 36,483         | (98,514)           |                  | 97,229                  |
| Specific restrictions - various individuals | 1,767                 | 185,783        | (227,884)          | 40,334           | -                       |
| Wives and widows                            | 258,741               | -              | (61,189)           |                  | 197,552                 |
| Libor Funds                                 | 122,021               | 65,000         | (118,558)          |                  | 68,463                  |
| General Welfare                             | (5,333)               | -              | -                  | 5,333            | -                       |
|                                             | <b>901,773</b>        | <b>455,200</b> | <b>(647,036)</b>   | <b>45,667</b>    | <b>755,604</b>          |
| Prosthetic Aids                             | 11,449                | -              | (11,447)           |                  | 2                       |
| Research                                    | 8,823                 | -              | -                  |                  | 8,823                   |
| Chiropody Fund                              | 11,162                | -              | (1,920)            |                  | 9,242                   |
| Branch specific                             | 19,351                | -              | (6,494)            |                  | 12,857                  |
|                                             | <b>952,558</b>        | <b>455,200</b> | <b>(666,898)</b>   | <b>45,667</b>    | <b>786,526</b>          |

The Residential fees fund is restricted to resettled residents of our former Blackpool home.

The Wives and widows fund is restricted to wives and widows of Blesma's members.

The Libor fund is restricted to Blesma's Outreach programme and one Support Officer (BSO) in Wales.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total<br/>2020</b>    |
|-----------------------------------------------------|---------------------|-------------------|--------------------------|
|                                                     | <b>£</b>            | <b>£</b>          | <b>£</b>                 |
| The net assets of the charity are summarised below: |                     |                   |                          |
| Fixed Assets                                        | 2,297,932           | -                 | <b>2,297,932</b>         |
| Intangible Fixed Assets                             | 123,769             | -                 | <b>123,769</b>           |
| Investment Properties                               | 879,228             | -                 | <b>879,228</b>           |
| Investments                                         | 33,760,773          | -                 | <b>33,760,773</b>        |
| Current Assets                                      | 4,732,610           | 786,526           | <b>5,519,137</b>         |
| Creditors                                           | (415,526)           | -                 | <b>(415,526)</b>         |
|                                                     | <u>41,378,785</u>   | <u>786,526</u>    | <u><b>42,165,312</b></u> |

**20. Operating lease commitments**

As at 31 December 2020, the charity had annual commitments under non-cancellable operating leases of:

|                            | <b>Motor<br/>Vehicles</b> | <b>Office<br/>Equipment</b> | <b>2020</b>           |
|----------------------------|---------------------------|-----------------------------|-----------------------|
|                            | <b>£</b>                  | <b>£</b>                    | <b>£</b>              |
| Within one year            | 158,904                   | 32,273                      | <b>191,177</b>        |
| Between two and five years | <u>184,142</u>            | <u>74,288</u>               | <u><b>258,431</b></u> |
|                            | <u>343,047</u>            | <u>106,561</u>              | <u><b>449,608</b></u> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**21. COMPARATIVE NOTES 2019**

**(a) Comparative Statement of Activities**

|                                                  |              | <b>UNRESTRICTED</b> | <b>RESTRICTED</b> | <b>2019</b>       |
|--------------------------------------------------|--------------|---------------------|-------------------|-------------------|
|                                                  | <i>Notes</i> | <b>FUNDS</b>        | <b>FUNDS</b>      | <b>TOTAL</b>      |
|                                                  |              | <b>£</b>            | <b>£</b>          | <b>£</b>          |
| <b>Income</b>                                    |              |                     |                   |                   |
| Donations and Legacies                           | 2            | 5,634,330           | 267,237           | <b>5,901,567</b>  |
| Investment Income                                |              | 909,619             | -                 | <b>909,619</b>    |
| Grants                                           | 2 (a)        | -                   | 413,044           | <b>413,044</b>    |
| Other Income                                     | 2 (a)        | 2,555,205           | 56,174            | <b>2,611,378</b>  |
|                                                  |              | 3,464,824           | 469,218           | <b>3,934,041</b>  |
| <b>Total Income</b>                              |              | 9,099,154           | 736,454           | <b>9,835,608</b>  |
| <b>Expenditure</b>                               |              |                     |                   |                   |
| <b>Expenditure on raising funds</b>              |              |                     |                   |                   |
| <b>Resourcing</b>                                |              |                     |                   |                   |
| Fundraising and Communications                   | 5            | 949,302             | 2,500             | <b>951,802</b>    |
| Investment Management fees                       |              | 110,327             | -                 | <b>110,327</b>    |
|                                                  |              | 1,059,629           | 2,500             | <b>1,062,129</b>  |
| <b>Expenditure on charitable activities</b>      |              |                     |                   |                   |
| <b>Security</b>                                  |              |                     |                   |                   |
| Membership Services - Welfare                    | 6            | 2,385,561           | 787,825           | <b>3,173,386</b>  |
| <b>Identity</b>                                  |              |                     |                   |                   |
| Membership Services - Activities                 | 7            | 1,513,785           | 99,050            | <b>1,612,834</b>  |
| <b>Connectivity</b>                              |              |                     |                   |                   |
| Awareness and Representation                     | 8            | 373,161             | -                 | <b>373,161</b>    |
| National Volunteer Office                        | 9            | 8,622               | 11                | <b>8,633</b>      |
|                                                  |              | 4,281,129           | 886,886           | <b>5,168,014</b>  |
| <b>Total Expenditure</b>                         |              | 5,340,757           | 889,386           | <b>6,230,143</b>  |
| <b>Operating surplus</b>                         |              | <b>3,758,397</b>    | <b>(152,931)</b>  | <b>3,605,465</b>  |
| <b>Net gain/(loss) on investments</b>            | 12           | 3,372,366           | -                 | <b>3,372,366</b>  |
| <b>Net income</b>                                |              | <b>7,130,763</b>    | <b>(152,931)</b>  | <b>6,977,831</b>  |
| Balances brought forward 1 January 2019          | 17/18        | 33,224,278          | 1,105,489         | <b>34,329,767</b> |
| <b>BALANCES CARRIED FORWARD 31 DECEMBER 2019</b> |              | <b>40,355,041</b>   | <b>952,558</b>    | <b>41,307,598</b> |

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**21. COMPARATIVE NOTES 2019 (continued)**

**(b) Comparative Unrestricted Funds**

| <b>17. Unrestricted Funds</b> | <b>1 January 2019</b> | <b>Income</b>    | <b>Expenditure</b> | <b>Investment<br/>Gain (loss)</b> | <b>Transfers</b>   | <b>31 December 2019</b> |
|-------------------------------|-----------------------|------------------|--------------------|-----------------------------------|--------------------|-------------------------|
|                               | £                     | £                | £                  | £                                 |                    | £                       |
| General Fund                  | 33,007,681            | 9,099,154        | (5,340,757)        | 3,372,366                         | (3,163,952)        | 36,974,491              |
| Investment Properties         | -                     | -                | -                  | -                                 | -                  | 903,506                 |
| Intangible Fixed Assets       | -                     | -                | -                  | -                                 | -                  | 100,256                 |
| Fixed Asset Fund              | 216,597               | -                | -                  | -                                 | 2,160,190          | 2,376,787               |
|                               | <b>33,224,278</b>     | <b>9,099,154</b> | <b>(5,340,757)</b> | <b>3,372,366</b>                  | <b>(1,003,762)</b> | <b>40,355,041</b>       |

The trustees have designated a fixed asset fund in order to represent funds for depreciating assets in the charity.

**(c) Comparative Restricted Funds**

| <b>18. Restricted Funds</b>                 | <b>1 January 2019</b> | <b>Income</b>  | <b>Expenditure</b> | <b>31 December 2019</b> |
|---------------------------------------------|-----------------------|----------------|--------------------|-------------------------|
|                                             | £                     | £              | £                  | £                       |
| Welfare:-                                   |                       |                |                    |                         |
| Geographic specific                         | 280,285               | 162,660        | (77,628)           | 365,317                 |
| Residential Fees                            | 263,425               | 10,902         | (115,067)          | 159,260                 |
| Specific restrictions - various individuals | 3,500                 | 149,824        | (151,557)          | 1,767                   |
| Wives and widows                            | 367,400               | -              | (108,659)          | 258,741                 |
| Libor Funds                                 | 120,423               | 413,044        | (411,446)          | 122,021                 |
| General Welfare                             | (5,333)               | -              | -                  | (5,333)                 |
|                                             | <b>1,029,700</b>      | <b>736,454</b> | <b>(864,357)</b>   | <b>901,773</b>          |
| Prosthetic Aids                             | 22,858                | -              | (11,409)           | 11,449                  |
| Research                                    | 9,100                 | -              | (300)              | 8,800                   |
| Chiropody Fund                              | 13,433                | -              | (2,271)            | 11,162                  |
| Branch specific                             | 30,399                | -              | (11,048)           | 19,351                  |
|                                             | <b>1,105,490</b>      | <b>736,454</b> | <b>(889,386)</b>   | <b>952,558</b>          |

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**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION**  
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**(d) Comparative Net Assets 2019**

| <b>19. Net Assets</b>                               | <b>Unrestricted</b>      | <b>Restricted</b>     | <b>Total<br/>2019</b>    |
|-----------------------------------------------------|--------------------------|-----------------------|--------------------------|
|                                                     | <b>£</b>                 | <b>£</b>              | <b>£</b>                 |
| The net assets of the charity are summarised below: |                          |                       |                          |
| Fixed Assets                                        | 2,376,787                | -                     | <b>2,376,787</b>         |
| Intangible Fixed Assets                             | 100,256                  | -                     | <b>100,256</b>           |
| Investment Properties                               | 903,506                  | -                     | <b>903,506</b>           |
| Investments                                         | 32,049,695               | -                     | <b>32,049,695</b>        |
| Current Assets                                      | 5,475,193                | 952,558               | <b>6,427,750</b>         |
| Creditors                                           | <u>(550,396)</u>         | <u>-</u>              | <b><u>(550,396)</u></b>  |
|                                                     | <b><u>40,355,041</u></b> | <b><u>952,558</u></b> | <b><u>41,307,598</u></b> |