

**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

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Mr R Watts

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Mr I M G Waller (January 2020 – March 2020)

Mr J D Bryant OBE (from April 2020)

Operations Director:

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Mr T Bloomfield (from November 2020)

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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; through our website on www.blesma.org or write to us at the address below:

Fundraising Team
Blesma – The Limbless Veterans
115 New London Road
Chelmsford
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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

Subject	Page
Strategic	
Objectives	All TBC
Activities	
Achievements and Performance	
Plans for the Future	
Financial Review	
Governance & Administration	
Structure, Governance & Management	
Independent Auditor's Report	
Financial Statements	

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.

Line of Operation and Priority	Delivery	Outputs and Outcomes
Security: Confirm the full extent of Members’ needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full. 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. Responsive grant assistance. “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.	638 home visits, 542 other visits, 12,437 contacts/communications. 1,083 grants to 711 recipients. 14 collaborative grants. 163 referrals to other charities. 104 Members advised, including 9 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>389 successful Veteran's Prosthetic Panel applications; £4,220,337 awarded.</p> <p>10 Members referred to the Complex Prosthetics Assessment Clinic (CPAC)</p> <p>54 individual counselling provisions (442 sessions).</p> <p>4 care home residents.</p> <p>4 respite stays supported.</p>
<p>Identity: 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>549 Member days offered, a 79% decrease on 2019 due to COVID-19.</p> <p>33 live activities conducted by 381 participants, mainly before lockdown.</p> <p>174 virtual activities conducted by 1566 participants during COVID-19.</p> <p>3 live activities led by Members.</p> <p>4 Members supported at elite level the Individual Venture programme.</p> <p>92% of participants reported the activity improved their well-being and confidence.</p>
Line of Operation and Priority	Delivery	Outputs and Outcomes
<p>Connectivity: 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>256,102 Blesma website visits, up 48% on 2019.</p> <p><i>Facebook</i> reach up 11%, 1733 new followers.</p> <p><i>Twitter</i> following up 15%.</p> <p><i>Instagram</i> impressions up 2%.</p> <p><i>Linkedin</i> impressions up 496%.</p> <p><i>Youtube</i> views up 334%</p> <p><i>Blesma Connects</i> – 1,387 users.</p>

<p>use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p>		<p>Magazine readership estimated at 30,000, Bulletin at 7040. 1387 <i>Blesma Connects</i> App users</p> <p><i>Making Generation R</i> – 43 active Members. 14,105 attended face-to-face sessions prior to lockdown. 41,000 sent the Digital <i>Resilience</i> package. 9,444 website sessions and 308 attended MGR webinars. 97% of audience felt more resilient. 92% of participating Members felt the programme helped develop confidence and communication.</p> <p>42 welfare volunteers and 245 general volunteers (117 working days).</p>
<p>Resourcing: 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 4.3 (2019: 6.7)</p> <p>18 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:

	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 **£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 13th 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. 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

		UNRESTRICTED	RESTRICTED	2020	2019
	Notes	FUNDS	FUNDS	TOTAL	TOTAL
		£	£	£	£
Income					
Donations and Legacies	2	3,746,663	316,623	4,063,286	5,901,567
Investment Income		475,934	-	475,934	909,619
Grants	2 (a)	-	65,000	65,000	413,044
Other Income	2 (b)	79,852	73,577	153,429	2,611,378
		555,785	138,577	694,363	3,934,041
Total Income		4,302,448	455,200	4,757,648	9,835,608
Expenditure					
Expenditure on raising funds					
Resourcing					
Fundraising and Communications	5	953,326	-	953,326	951,802
Investment Management fees		113,138	-	113,138	110,327
		1,066,464	-	1,066,464	1,062,129
Expenditure on charitable activities					
Security					
Membership Services - Welfare	6	2,398,190	634,362	3,032,552	3,173,386
Identity					
Membership Services - Activities	7	719,569	32,536	752,106	1,612,834
Connectivity					
Awareness and Representation	8	379,971	-	379,971	373,161
National Volunteer Office	9	589	-	589	8,633
		3,498,319	666,898	4,165,217	5,168,014
Total Expenditure		4,564,783	666,898	5,231,681	6,230,143
Operating surplus/(loss)		(262,335)	(211,698)	(474,033)	3,605,465
Net gain/(loss) on investments	12	1,331,746	-	1,331,746	3,372,366
Net income		1,069,412	(211,698)	857,714	6,977,831
Transfers between funds		(45,667)	45,667	-	-
Net movement in funds for the year		1,023,745	(166,031)	857,714	6,977,831
Balances brought forward 1 January 2020	17/18	40,355,041	952,558	41,307,598	41,307,598
BALANCES CARRIED FORWARD 31 DECEMBER 2020		41,378,785	786,526	42,165,312	41,307,598

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 TOTAL	2019 TOTAL
	<i>Notes</i>	£	£
Fixed assets			
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>
		37,061,701	35,430,244
Current Assets			
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>
		5,519,137	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
Net current assets		5,103,611	5,877,354
Net Assets		<u>42,165,312</u>	<u>41,307,598</u>
FUNDS			
Unrestricted fund	17	41,378,785	40,355,041
Restricted fund	18	<u>786,526</u>	<u>952,558</u>
Total Funds		<u>42,165,312</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 £	2020 £	2019 £	2019 £
Cash flows from operating activities:				
Net cash provided by (used in) operating activities		(865,052)		5,170,644
Cash flows from investing activities:				
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)	-		2,650,000	
Net cash provided by (used in) investing activities		574,575		(489,087)
Cash flows from financial activities				
Decrease / (Increase) in amounts awaiting investment	(633,074)		(265,498)	
Net cash provided in (used by) financial activities		(633,074)		(265,498)
Change in cash and cash equivalents in the reporting period		(923,551)		4,416,059
Cash and cash equivalents at the beginning of the reporting period		5,900,801		1,484,742
Cash and cash equivalents at the end of the reporting period		4,977,252		5,900,801
(a) Analysis of cash and cash equivalents	2020		2019	
	£		£	
Cash at bank and in hand	4,977,252		5,900,801	
	4,977,252		5,900,801	
(b) Reconciliation of cash flows from operating activities	2020		2019	
	£		£	
Net income / (expenditure) as per the Statement of Financial Activities	857,714		6,977,831	
<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	(134,870)		146,623	
Net cash provided by (used in) operating activities	(865,052)		5,170,644	

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
	£	£
2. Donations and legacies		
Community and Lotteries	371,896	388,444
Corporate	339,458	288,113
Direct mail	501,203	404,199
Major donors	207,000	150,875
Organised events	62,123	87,615
Trusts and foundations	348,313	342,254
Legacies	2,233,293	4,240,067
	4,063,286	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 TOTAL	2019 TOTAL
4. Total Staff Costs	£	£
Salaries and wages	1,788,660	1,672,955
Social security	182,074	170,610
Pension and life cover	109,824	105,322
Other staff costs	42,423	33,691
	<u>2,122,980</u>	<u>1,982,577</u>
Actual number of staff employed (headcount average over 12 months):		
Membership Services	24.8	23.7
Activities and Events	3.9	3.2
Fundraising	9.6	9.7
Awareness and Representation	4.3	3.8
Support	7.3	7.8
	<u>49.9</u>	<u>48.2</u>

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	1	3
£70,000 - £80,000	1	1
£80,000 - £90,000	1	-

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
	£	£

5. Fundraising Costs

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>

6. Membership Services - Welfare

	2020	2019
	£	£
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' BLESMA 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>

7. Membership Services - Activities

	2020	2019
	£	£
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
	£	£
8. Awareness and Representation		
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
	£	£
9. National Volunteer Office		
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>					TOTAL	TOTAL
	£	£	£	£	£	£
Salaries and related costs	82,377	235,363	31,382	43,150	392,272	392,667
Travel and meetings	163	466	62	85	776	2,199
Motor vehicle expenses	3,789	10,825	1,443	1,985	18,042	25,869
Postage	1,988	5,680	757	1,041	9,466	10,960
Telephone & office supplies	2,233	6,381	851	1,170	10,635	7,900
Pensions to retired staff	171	487	65	89	812	794
Headquarters premises cost	20,882	59,664	7,955	10,938	99,440	87,020
Publications and subscriptions	1,183	3,380	451	620	5,633	7,173
Office equipment maintenance	12,154	34,725	4,630	6,366	57,875	61,224
Other professional fees	3,120	8,915	1,189	1,634	14,858	99,194
Governance costs	13,082	37,378	4,984	6,853	62,296	51,156
Bank charges	643	1,838	245	337	3,063	2,624
Depreciation	50,774	138,919	18,523	25,468	233,684	149,690
Sundries & Presentations	856	2,447	326	449	4,078	15,798
	193,416	546,468	72,862	100,186	912,932	914,266

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 Premises £	Computer Equipment £	Fittings & Equipment £	Motor Vehicles £	Total £
Cost or valuation:					
At 1 January 2020	2,322,612	81,946	137,548	69,613	2,611,719
Additions	<u>46,469</u>	<u>24,783</u>	<u>1,613</u>	<u>-</u>	72,865
At 31 December 2020	<u>2,369,081</u>	<u>106,729</u>	<u>139,161</u>	<u>69,613</u>	2,684,584
Depreciation:					
At 1 January 2020	101,203	48,751	42,196	42,783	234,933
Charge for the year	<u>106,160</u>	<u>22,986</u>	<u>13,871</u>	<u>8,702</u>	151,719
At 31 December 2020	<u>207,363</u>	<u>71,737</u>	<u>56,067</u>	<u>51,485</u>	386,652
Net book value	<u>2,161,718</u>	<u>34,992</u>	<u>83,094</u>	<u>18,128</u>	<u>2,297,932</u>
<i>At 31 December 2019</i>	<u><i>2,221,410</i></u>	<u><i>33,195</i></u>	<u><i>-</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>879,228</u>

11(b) Intangible Fixed Assets

	Computer Software £
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>
Net book value	
At 31 December 2020	<u>123,769</u>
<i>At 31 December 2019</i>	<u><i>100,256</i></u>

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

12. Investments	2020	2019
	£	£
Market Value		
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
Market Value at 31 December 2020	33,760,773	32,049,695
Cost at 31 December 2020	29,420,824	27,118,487
Analysis of investments at 31 December 2020		
UK Quoted investments		
Equities:		
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
Total Equities	22,715,225	21,334,355
Bonds:		
United Kingdom	2,222,513	3,152,317
North America	1,174,788	676,809
Total Bonds	3,397,301	3,829,126
Alternatives:		
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
Total Alternatives	6,388,377	6,259,418
Cash awaiting investment	1,259,870	626,796
	33,760,773	32,049,695

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>

	2020 £	2019 £
14. Creditors due within one year		
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 £
15. Financial assets at fair value		
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
FOR THE YEAR ENDED 31 DECEMBER 2020

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.

17. Unrestricted Funds	1 January 2020	Income	Expenditure	Investment Gain (loss)	Transfers	31 December 2020
	£	£	£	£		£
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
	40,355,041	4,302,448	(4,564,783)	1,331,746	(45,667)	41,378,785

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

18. Restricted Funds	1 January 2020	Income	Expenditure	Transfers	31 December 2020
	£	£	£		£
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	-
	901,773	455,200	(647,036)	45,667	755,604
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
	952,558	455,200	(666,898)	45,667	786,526

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

19. Net Assets	Unrestricted	Restricted	Total 2020
	£	£	£
The net assets of the charity are summarised below:			
Fixed Assets	2,297,932	-	2,297,932
Intangible Fixed Assets	123,769		123,769
Investment Properties	879,228	-	879,228
Investments	33,760,773	-	33,760,773
Current Assets	4,732,610	786,526	5,519,137
Creditors	(415,526)	-	(415,526)
	<u>41,378,785</u>	<u>786,526</u>	<u>42,165,312</u>

20. Operating lease commitments

As at 31 December 2020, the charity had annual commitments under non-cancellable operating leases of:

	Motor Vehicles £	Office Equipment £	2020 £
Within one year	158,904	32,273	191,177
Between two and five years	<u>184,142</u>	<u>74,288</u>	<u>258,431</u>
	<u>343,047</u>	<u>106,561</u>	<u>449,608</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

		UNRESTRICTED	RESTRICTED	2019
	<i>Notes</i>	FUNDS	FUNDS	TOTAL
		£	£	£
Income				
Donations and Legacies	2	5,634,330	267,237	5,901,567
Investment Income		909,619	-	909,619
Grants	2 (a)	-	413,044	413,044
Other Income	2 (a)	2,555,205	56,174	2,611,378
		3,464,824	469,218	3,934,041
Total Income		9,099,154	736,454	9,835,608
Expenditure				
Expenditure on raising funds				
Resourcing				
Fundraising and Communications	5	949,302	2,500	951,802
Investment Management fees		110,327	-	110,327
		1,059,629	2,500	1,062,129
Expenditure on charitable activities				
Security				
Membership Services - Welfare	6	2,385,561	787,825	3,173,386
Identity				
Membership Services - Activities	7	1,513,785	99,050	1,612,834
Connectivity				
Awareness and Representation	8	373,161	-	373,161
National Volunteer Office	9	8,622	11	8,633
		4,281,129	886,886	5,168,014
Total Expenditure		5,340,757	889,386	6,230,143
Operating surplus		3,758,397	(152,931)	3,605,465
Net gain/(loss) on investments	12	3,372,366	-	3,372,366
Net income		7,130,763	(152,931)	6,977,831
Balances brought forward 1 January 2019	17/18	33,224,278	1,105,489	34,329,767
BALANCES CARRIED FORWARD 31 DECEMBER 2019		40,355,041	952,558	41,307,598

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

17. Unrestricted Funds	1 January 2019	Income	Expenditure	Investment Gain (loss)	Transfers	31 December 2019
	£	£	£	£		£
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
	33,224,278	9,099,154	(5,340,757)	3,372,366	(1,003,762)	40,355,041

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

(c) Comparative Restricted Funds

18. Restricted Funds	1 January 2019	Income	Expenditure	31 December 2019
	£	£	£	£
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)
	1,029,700	736,454	(864,357)	901,773
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
	1,105,490	736,454	(889,386)	952,558

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 2019**

(d) Comparative Net Assets 2019

19. Net Assets	Unrestricted	Restricted	Total 2019
	£	£	£
The net assets of the charity are summarised below:			
Fixed Assets	2,376,787	-	2,376,787
Intangible Fixed Assets	100,256		100,256
Investment Properties	903,506	-	903,506
Investments	32,049,695	-	32,049,695
Current Assets	5,475,193	952,558	6,427,750
Creditors	(550,396)	-	(550,396)
	<u>40,355,041</u>	<u>952,558</u>	<u>41,307,598</u>