

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

**ANNUAL TRUSTEES' REPORT
AND FINANCIAL STATEMENTS
FOR YEAR END
31 DECEMBER 2021**



BLESMA - The Limbless Veterans

REFERENCE AND ADMINISTRATION

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OUR THANKS AND ACKNOWLEDGEMENTS

We are a charity and we seek to use every donation wisely and well. We also gratefully accept all manner of support in our various endeavours. This Report cannot possibly thank and acknowledge all who have helped us make a difference in 2021 so, as ever, the list below is but an example:

- All our supporters: those who donate, those who take part in fundraising activities, those who provide grants to support our work, those who enable our Members to push their boundaries and achieve amazing things, those who give up their time for us, who think of us, advise us and spread the word.
- All the organisations who provided restricted funding this year including, but not limited to, the Armed Forces Covenant Fund Trust for supporting aspects of the Making Generation R programme, the Activities programme, Blesma Support Services in the North of England and Outreach work in both Scotland and the South West of England.
- The government and organisations who generously provided funding in 2021. Specifically, Lloyd's of London and the Scottish Government Armed Forces Third Sector Resilience Fund managed by the Corra Foundation.
- To our corporate supporters who have engaged staff, held fundraising events and sponsored a range of fundraising activities. In particular Safeguard Engineering, Corps of Commissionaires Management Ltd, Churchills International Consulting and the Military Memories company.
- Our colleagues in Cobseo – The Confederation of Service Charities, who work on behalf of service charities for the benefit of the whole service community.
- The Staff at the Defence Medical Rehabilitation Centre Stanford Hall and the Defence Personnel Recovery Centres, for all they continue to do for our present and future Members and for their continuing support of Blesma's work.
- The Staff of Veterans UK at Norcross, Blackpool, for their assistance and advice to our Members and those who support them.
- Officials and Ministers in the Ministry of Defence, the Office of Veteran's Affairs and the Department of Health. NHS England and the devolved National Health Services, Armed Forces Health and all those staff who understand our needs and strive to deliver, particularly through the Limb Centres.
- All those who partner with Blesma in our ventures at home and abroad, in their places of work and across the virtual environment, for helping our Members to push their boundaries and realise their potential.

HOW YOU CAN HELP Blesma

We need to raise at least £2.9M in 2022 in order to continue all our vital work.

At present, Blesma looks after over 2700 Members and Widows and provides support to their families. Our elderly membership continues to increase and faces uncertainty over the provision of adequate care in later life. Serving personnel and veterans also continue to suffer accidents and injuries.

Your support means we can ensure that our oldest Members can continue to live a dignified life and that our youngest Members can face the challenge of a lifetime with disability with renewed confidence and self-belief, knowing that they are supported by other Members in similar circumstances. Limb loss is for life - so Blesma is too.

Our Members have been busy supporting each other this year by volunteering, fundraising, keeping in close touch and inspiring resilience through the Making Generation R project. Our welfare services continue to reach out to Members through our regional Support and Outreach Officers as well as our Branch and Volunteer network. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on **020 8548 7089**; by email on fundraising@blesma.org; 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
Essex
CM2 0QT

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

TRUSTEES' REPORT 2021

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THE Blesma MISSION

To assist limbless veterans to lead
independent and fulfilling lives

STRATEGIC REPORT

INTRODUCTION

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

The COVID-19 crisis continued to affect the ways in which Blesma supported its Members throughout 2021. As the country went through varying degrees of lockdown our ability to conduct activities and meet face to face changed accordingly. The pandemic also continued to have a significant impact on the delivery of statutory services, and continued to affect our ability to raise funds in traditional ways.

Our Blesma Support Officers, Outreach Officers and volunteers worked very hard to maintain contact with Members, visiting in person whenever possible and keeping up a steady flow of emails and telephone calls when lockdown restrictions prevented this. Learning the lessons from 2020, our online activities programme was expanded and broadened, with a number of Members being provided with IT and advice in order to enable them to keep in contact with friends, family and other Blesma Members across the Association.

Although we were forced to call off our planned Members' Weekend and AGM in June, we were able to take advantage of a gap between lockdowns to deliver a hugely successful event at the Chesford Lodge in October. This was the first opportunity for Members to gather together as an Association for over two years and acted as a reminder that Blesma is an Association of friends who share ideas and support each other.

Although there were no major combat operations in 2021, UK personnel were deployed across the world in peacekeeping, deterrence and advisory roles. They also played a key part in the government's response to Covid at home. The unexpected events in Afghanistan in August reminded us that our military personnel can very quickly find themselves in harm's way, and also that the after-effects of conflict can last a lifetime.

During 2021 we welcomed 118 new Members into the Association. We continue to maintain very close links with the Defence Medical Rehabilitation Centre at Stanford Hall as well as NHS Limb Centres across the country. These enable us to provide immediate specialist advice and assistance as patients come to terms with limb loss, as well as the ongoing support they need.

Sadly we lost 193 Blesma Members, widows and widowers over the year. Our sympathies go out to their families and friends.

This report summarises Blesma's objectives, activities and financial position for 2021. Financial results and considerations have been reflected in the Financial Review and Independent Auditors Report.

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

OBJECTIVES FOR 2021

OUR CHARITABLE OBJECTS

Blesma is there:

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

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

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

LINES OF OPERATION

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

The membership's interests are pursued in 4 principal ways, termed Lines of Operation, these being: **Security, Identity, Connectivity** and **Resourcing**. Within these lines in 2021 we sought to achieve the following:

- **Security:**

- Continue to care for the most infirm and those in later life, provide support for families and carers and relieve distress caused by limits on statutory provision.
 - Work with central and national governments to promote consistent standards across England, Scotland, Wales and Northern Ireland.
 - Mitigate the impact of the closure of the Veterans' Mobility Fund and work with the Help for Heroes Charity to seek replacement government funding to support those injured by conflict.
 - Contribute to the review of National Health Services' mobility/limb services.
 - Continue to implement the findings of Blesma's research project 'Caring and Coping: The Family Perspective on Living with Limb Loss.' Conduct a second research project to understand the impact on families living with the loss of use of limbs.
 - Tackle social isolation amongst our Members, particularly in the face of COVID-19.
 - Continue engagement with the Defence Rehabilitation Centre at Stanford Hall to encourage provision for military veterans.
 - Enable those with complex and multiple service injuries to access specialist care through the Complex Prosthetics Assessment Clinic (CPAC).
 - Remain positioned for economic austerity and increasing requirements for support to those in later life.
 - Strengthen our close links with statutory service providers, acting as a "critical friend" in support of our Members.
- **Identity:**
 - Sustain and expand both live and virtual activity programmes, emphasising Member to Member support and the development of independence and wellbeing through participation.
 - Increase Venture funding to enable individual and collective challenge activities.
 - Develop the MGR programme in order to enable members to help promote and develop resilience in youth. Expand the MGR audience to include first responders and NHS staff.
 - Ensure that the inherent risks of challenging activities and events are appropriately managed.
 - Support Member's personal and professional development through training.
- **Connectivity:**
 - Keep all Blesma Members closely linked to the Association and each other.
 - Continue to apply the universal code of conduct across the Association.
 - Maintain close and productive links between Branches, volunteers, Blesma Support Officers and Outreach Officers.
 - Continue to grow an inclusive, positive and responsive communications network across all media.

- Exploit the latest communication technology via Blesma Connects and the Digital Inclusion programme, without ever excluding those less familiar with digital communications.
 - Keep Blesma in the public consciousness, spread the values and good news of the Association.
 - Actively promote the Association, making sure that all who are eligible to join the Association know of us and our offer.
- **Resourcing:**
 - Continue to build a solid and diverse fundraising capability.
 - Continue to ensure resources are used efficiently and effectively.
 - Optimise the structure and function of Blesma's head office in Chelmsford.
 - Combine the Finance and Support functions into a single directorate within Blesma.
 - Establish a common grants process across the Association.
 - Establish a hybrid working system and ensure a safe working environment for our Members, staff and volunteers..
 - Ensure financial controls are robustly applied across the Association.
 - Ensure that Blesma's Long Term Financial Plan is up to date and relevant.

Looking forward, the priority for the Board was to continue to provide support to Blesma Members, in particular those Members most infirm and those in later life, despite the effects of the Covid-19 pandemic.

PUBLIC BENEFIT

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

Living with limb loss or loss of use of limbs is an everyday challenge, often a painful one. It is a condition that must be managed for the rest of life. For Blesma Members the effects can be compounded, battlefield blast injury in particular carrying complications far beyond those that might be experienced with other elective and non-elective forms of amputation. The most severely injured of recent conflicts benefit from the advance of medical treatments and are grateful to have their lives, but we have little experience of the long-term effects. Other veterans are affected by limb loss in later life. Our Members and their families must learn to cope with all this; Blesma is here to help them take their full and rightful place in society. Blesma Members continue to push the bounds of rehabilitation, prosthetic knowledge and capabilities for veterans and the wider nation alike, encouraging deeper expertise in health services and supporting academic research. Knowing Blesma is there, should they suffer traumatic incident, reassures the Service community. This is Blesma's contribution to the nation.

ACTIVITIES IN 2021

With its focus on meeting the needs of its Members, Blesma develops its role as the specialist Service charity dedicated to those serving or ex-Service personnel who have lost limbs or the use of limbs. It will know all its Members individually and will strive to understand and meet their needs to live independent and fulfilling lives. It will be recognised as the authoritative voice in its field. In 2021 its ongoing operations are summarized as:

- **Security - wellbeing, the physical and mental essentials.**
Blesma continues to provide professional welfare and outreach services, backed up by a body of volunteers providing comradeship, advice and support to Members across the UK and overseas. This support includes professional counselling, securing proper provision of Veterans UK and DWP pensions and allowances, mitigating the impacts of the pandemic on the delivery of statutory services, making grants to alleviate distress through disability and a range of activity to reduce social isolation.
- **Identity – respect and realisation of potential.**
Stimulating and challenging activities, both face to face and virtual, range from expeditions to fitness training to art and craft workshops, gardening, cookery and days out, all arranged within a social framework of Members working together. Although the pandemic significantly affected our programme, the Association saw significant increases in the number of activities and the level of participation this year, largely due to the expansion of online activities and an increasing number of family members and careers taking part. We hold to the belief that providing an engaging range of activities through life is a foundation that contributes significantly to wellbeing, confidence and self-belief. The link between security and identity remains strong.
- **Connectivity – external outreach, and internal community communications.**
Connectivity between Members is the foundation of Blesma's proposition to its Members. It is why Blesma exists. The Association uses a variety of communications means to foster close links internally and externally. Our longstanding and collective representational role continued in 2021. The Association participated on many bodies of influence - normally represented by the Chief Executive. These included:
 - The Ministry of Defence Central Advisory Committee for Compensation (CAC) with access to the Independent Medical Expert Group
 - The Armed Forces Casework Steering Group
 - The Cobseo Executive Committee - The Confederation of Service Charities
 - The Veterans UK Customer Group, Lived Experience and Communications working groups.
 - The Executive Committee of Veterans Scotland

- The Northern Ireland Veterans Support Committee
- The NHS England Veterans Prosthetics Panel
- The NHS England Prosthetics Service Review
- The Centre for Blast Injury Studies Amputee Advisory Board

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

- The Ministry of Defence, the Office for Veterans Affairs, the Department of Health and Social Security and the Department for Work and Pensions
- The Health Services of Scotland, Wales and Northern Ireland
- NHS England, NHS Armed Forces Networks and NHS national and regional bodies
- Motability
- Prosthetic Providers
- **Resourcing – finance, people, knowledge and training.**
Our capacity to support our Membership is enabled by Blesma's ability to raise funds and its organisational efficiency. Our fundraising staff supervise all fundraising revenue streams at Head Office, keeping tight control, ensuring compliance and reducing costs. The Association is focussed on getting the most out of every pound raised. Blesma, whilst not being complacent, has faith in its values and their application.

OUR ACHIEVEMENTS and PERFORMANCE **IN 2021**

The fundamental principles that guide Blesma's operation remain unchanged year on year in that supporting our Members is undertaken on a daily basis as it always has been. At its heart is the ethos identified by those who founded Blesma in the shadows that followed the First World War - that Member shall support Member. This support is moral, practical and effective. The rich background we have in supporting each other comes from the hard-won knowledge and experience of our many Members over decades. In this respect our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes. We strive to understand and to deliver appropriate and timely support. Our principal beneficiaries are also Members with a vote on how Blesma is run. Their guidance and scrutiny promotes genuine impact and efficiency, ensuring Blesma is responsive and relevant in what it does.

DELIVERING THE PRIORITIES

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

Line of Operation and Priority	Delivery	Outputs and Outcomes
<p>Security: Confirm the full extent of Members' needs; refresh constantly, ensuring relevance, determining partnerships with other charities to meet need in full.</p> <p>Understand all Government and Administrations' position and provision for limb loss, and loss of use, and be geared to act on judged gaps.</p> <p>Deliver the Blesma position on later life care and the most vulnerable focusing upon any lack of, or distressing, statutory provision.</p>	<p>Timely access to the relevant support officer or outreach officer.</p> <p>Responsive grant assistance.</p> <p>"In-person" support on limb loss and loss of use treatment, compensation and social care provision to ensure prescribed standards are met fully, consistently and fairly.</p> <p>Access to counselling services and financial advice.</p>	<p>514 home visits, 196 other visits, 21,060 contacts/communications.</p> <p>1,325 grants to 754 recipients.</p> <p>62 collaborative grants with other charities to 47 recipients.</p> <p>10 active tribunal cases, in addition to PIP Assessments and Mandatory Reconsiderations.</p> <p>Over £3million of Veteran's Prosthetic Panel grants secured in 2021.</p> <p>410 successful applications for NHS advanced prosthetic components.</p> <p>4 Members referred to the Complex Prosthetics Assessment Clinic (CPAC)</p> <p>328 individual counselling sessions.</p> <p>4 care home residents.</p> <p>5 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>136 live activities conducted when Covid restrictions allowed.</p> <p>184 virtual activities conducted.</p> <p>4900 Members, family members and carers participated in live and virtual activities.</p> <p>8 live activities led by Members.</p> <p>22 Members supported at elite level by the Venture programme (4 in 2020).</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 use of Members' skills and commitment, especially reinforcing the impact of the Activity programmes.</p>	<p>A connected Outreach programme.</p> <p>Regular magazine, bulletin, website and social media news.</p> <p>Introduction to fellow Members and civilian user groups.</p> <p>Opportunity to volunteer and support Blesma and its members.</p>	<p>19.8 million people saw Blesma content on social media in 2021.</p> <p>Blesma has 61,000 followers across social media.</p> <p>£21,000 of donations raised via Facebook and Instagram.</p> <p>Blesma was featured 109 times in national and local media articles.</p> <p>We produced four magazines and three bulletins alongside our annual report.</p> <p>The Blesma Connects app had 19,000 page views with 1600 total users.</p> <p>We provided 20 iPads to help those digitally excluded get online.</p> <p><i>Making Generation R</i> – 51 active Members reached an audience of 17,414. 98% of audience felt more resilient.</p> <p>29 welfare volunteers and 258 general volunteers support our Members.</p>
<p>Resourcing: Establish a Fundraising function that is efficient, digital savvy, data-driven, organised, adaptable, and able to engage with funders/donors across multiple mediums from video calls to live streamed events.</p> <p>Embrace the highest number eligible to be Members.</p> <p>Provide a welcoming, safe, and covid free environment</p>	<p>Adaptability of fundraising methods, mapping and meticulous research about potential funders to understand their requirements, portfolio and business values in order to make a business case for Blesma's financial needs.</p> <p>Review Membership criteria while ensuring efficient and effective allocation of resources to meet need.</p> <p>Prioritise Health and Safety for Members, staff, volunteers and supporters.</p>	<p>A return on investment of 2.7 (2020: 4.3).</p> <p>21 Pence of every Pound of income in 2021 is planned to be spent to raise funds in 2022. (2020: 18p)</p>

for Members, staff, volunteers and supporters.	Respect for all and provide rewarding conditions.	
Establish a fit for purpose support and operational structure for Blesma.	Streamline and align duties, functions and lines of operation for maximum impact of delivery to the Membership.	

SECURITY

Blesma continues to provide professional welfare and outreach services, supported by our nine dedicated Support and ten Outreach Officers, augmented by our 287 volunteers who continue to provide vital advice and support to Members across the UK. Our support has also included professional counselling for 39 members spread over 328 counselling sessions, assistance with financial planning and debt management along with work to secure the correct provision of Veterans UK and DWP pensions and allowances.

We have been very effective at mitigating the impact of the pandemic on prosthetic services through collaborative engagement with the NHS and Limb Centres. Blesma has built on the previous three years' success in delivering a wide range of on-line and outdoor activities to improve health and wellbeing by reducing social isolation and promote digital inclusion. This has been especially relevant during the various periods of Covid lockdown.

2021 followed a similar theme to 2020, with the Independence and Wellbeing department facing significant Covid related challenges. During this period of significant social dislocation and anxiety, the team remained the principal channel for information gathering on how our members had fared during the year. In a similar vein, Blesma contributed to regional GP training programmes to help educate 150 young GPs, nurses and Occupational Therapists on the nuances of providing community focused primary care for disabled veterans. Over the last three years this amounts to around 3,500 GPs having been formally inducted to veteran healthcare issues by Blesma.

Due to Covid restrictions, the traditional Blesma model of face-to-face welfare delivery to members quickly migrated to online and telephone delivery by Support Officers. Whilst this presented challenges, the success and lesson learned from 2020 enabled our Support and Outreach Officers to collectively deliver a 39% increase in contact levels with our members when compared to 2020.

The turn of the year saw the continuance of lockdown from late 2020 through to May 2021. During this challenging period, Blesma Support Officers supported by Outreach Officers once again carried out 100% checks of members to establish a baseline of need and identify those at risk requiring closer and more regular support. Where 'in extremis' cases were identified, Support Officers conducted tightly risk-managed personal visits to members. Although the majority of members did not require immediate assistance, feedback suggested members were deeply grateful for the continuing contact.

Our work to counter digital isolation has seen Members expanding their social networks by engaging online with families, friends and other members across the country and overseas to an extent not seen before. A significant number of Members came to the Members Weekend in order to meet up with friends they had made online during the pandemic.

In total Blesma awarded 1325 grants to 754 members in 2021 to assist in the purchasing of specialist prosthetics, wheelchairs, mobility scooters, stairlifts, disabled bicycles and electrical goods. We also assisted with adaptations to bathrooms, kitchens, non-slip flooring, access ramps, disabled access to car ports and gardens as well as help with equipment and training for employment, physiotherapy, hobbies and counselling services. This represents an increase of 18% more grants awarded to 6% more members when compared to 2020. Many of the grants awarded this year have provided life changing interventions for our members, directly improving their mobility, personal dignity and physical and mental health.

Feedback from Blesma's Support Officers indicates that casework has become significantly more complex and time intensive. This has largely been a result of the impact of Covid on service delivery, particularly where members have required a multi-agency approach. Where this has been evident, Support Officers have been highly proactive and sensitive in taking a coordinating role to ensure that all key service and care providers honour their statutory obligations. Several of these interventions have been life changing for our members.

However, not all grants were solely awarded by Blesma as we proactively sought to collaborate with other partner military charities to help fund 62 high value grants during the year, a 55% increase in almonisation work compared to 2020. One such collaboration enabled a Blesma Member to undertake a complete home adaption following a catastrophic life changing injury.

Outreach Activities. Our LIBOR-funded outreach programme became part of Blesma's core delivery when the pilot ended in May 2020 and, due to its success, the Association assumed responsibility for full funding. Lessons learned during lockdown in 2020 created opportunity in early 2021 to better support our members with a richer, wider and fulfilling engagement programme whereby 310 activities (184 virtual and 136 face to face) were successfully delivered to 4900 members and their families. This represents a significant increase in engagement when compared to 2020.

It is of note that the programme has encouraged a wider span of members to take up an activity, many of whom have not attended a Blesma event before.

We have adopted a more holistic approach to delivering Family activities which have included carers and children. Feedback from members has indicated these activities have particularly helped during the pandemic by reducing feelings of anxiety and isolation, helping with issues like personal stress management and encouraging a healthier lifestyle.

Following the easing of lockdown in May, members, aided by their Outreach Officers were very quick off the mark to undertake outreach activities, the first traversing the longest zip wire in the UK on the same day as lifting of lockdown. Face to face activities have also included innovative taster sessions in archery, adapted cycling, shooting, sailing and golf. Member's days out have also included climbing the O2 dome, a visit to the steam museum in Swindon, trips to the SS Great Britain, photography, outings to Glamis Castle the National Memorial Arboretum and a cruise on the river Trent. Outreach Officers have also successfully run family-centric events at various theme parks.

The Blesma membership enquiry and application process has now been fully consolidated, having moved fully online at the start of 2021. This has brought with it an acceleration in new members being allocated to their Blesma Support Officers, most within 24 hours of completing their membership application forms. 118 new members joined the Association in 2021 (down 17% from 142 in 2020).

Blesma has worked to develop its working relationship with Veterans UK as Support Officers work to assist Members in resolving War Pension and Armed Forces Compensation Scheme issues. This area of support has continued to be emotive and challenging in 2021 as the pandemic has seen Veterans UK staff continuing to work remotely, resulting in administrative delays. Through improved relationships, Blesma has been able to constructively point out areas for organisational development within Veterans UK; input which has been warmly welcomed.

Blesma's support to the Defence Recovery Capability was paused due to Covid restrictions as visits by members to Complex Prosthetics Assessment Clinics were suspended for much of the year. However, once accessible, four members attended clinics being monitored by our Support Officers. During 2021, Blesma also helped 178 members with attributable injuries access specialist clinical care via the Veterans Trauma Network.

We have also maintained close links with the Defence Medical Rehabilitation Centre, providing advice and assistance to inpatients who have suffered amputation or loss of use of limb. Blesma's has also assisted the Medical Policy staff in the Surgeon Generals Department in re-drafting their joint publication on the manual of medical fitness, a further sign of the high professional regard the Association enjoys within Defence Medicine.

In 2021 our work to observe and monitor developments in prosthetic provision to our Members across the UK was focussed primarily on working at an individual level, advocating for those Members that required support locally at their NHS Limb Centres. COVID-19 continued to have a significant impact on the capacity of the Limb Services as staff were redeployed or furloughed and services were directed at those most in need, especially new amputees. BSO (Prosthetics) was instrumental in assisting Members to access these reduced services.

For those with Service attributable amputations, the Veterans Prosthetic Panel (VPP) continues to provide an excellent route for funding components in England. In 2021 Blesma achieved 30 successful applications for our members valued at over £3million. The VPP and NHS England have continued to support Blesma member applications to replace out of warranty prosthetics through residual funds. Eligible Members living in the devolved administrations have similar access to prosthetics via slightly differing care pathways.

BSOs continue to directly support individual Members who wish to claim War Pensions, Armed Forces Compensation Scheme Awards or DWP benefits. This has also included representing them at Hearings and Tribunals. However, work in this area was impacted by the pandemic as Tribunals were paused before being resumed towards the latter part of the year by video conference calls rather than physically in person. Throughout this, our Support Officers have worked hard to ensure that members were supported and kept informed through the process. Blesma continues to engage with the DWP and delivery partners, highlighting issues affecting veterans. This includes monitoring and publishing changes to existing policy which may affect our members.

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

Throughout the year Blesma and Anglia Ruskin University have been conducting research to investigate how members who have loss of use of limb and their families and carers cope with the challenges of daily life. The project has produced several key insights and is set to report its findings in 2022. Blesma has also collaborated with Help for Heroes and Blind Veterans to sponsor a research project into the clinical needs of disabled veterans in the UK, the services available and barriers to support.

Our programme of 'Blesma Breaks' was suspended for most of the year, however, we did support a small number of Members and their families to take advantage of respite opportunities when government guidelines were relaxed during the summer. The positive impact on each family has been significant.

The long-term pressure on Health and Social Care budgets has been exacerbated by the pandemic. We closely monitor where gaps in support leave our members vulnerable and we will continue to step in to meet their needs - whilst always holding the State to account where appropriate. On several occasions during 2021, the Association's BSOs helped advocate on behalf of our members to ensure statutory services provided appropriate and timely care.

IDENTITY

Blesma's wide-ranging activities programme is a key element of its offer to Members and plays a vital part in supporting rehabilitation, restoring self-confidence and pushing boundaries. As well as physically challenging adventure pursuits, Members are able to take part in a wide range of social activities and events, both live and online. Linking Members and their families together in comradeship was particularly important in 2021. Although Covid restrictions significantly affected our ability to arrange live activities throughout the year, the Association fought hard to deliver if at all possible within the rules in force at the time.

The year began under lockdown conditions with the focus on virtual events, including a full years course of Tai Chi, breath workshops, photography and video editing, baking and painting. As Covid measures eased some face to face activities were able to restart in the Summer. All our activities were over-subscribed as Members made the most of the opportunity and took part in cycling trips, a surf training week, fishing, widows and seniors weeks, as well as families and couples breaks in London, Edinburgh and Alveston Hall in Cheshire.

Although the planned Members Weekend and Annual General Meeting in June was unable to take place due to lockdown, the Association was able to conduct the AGM online and delay the Members weekend until Covid restrictions were eased. The event took place in Chesford Lodge, Warwickshire with 227 Members, family members and carers attending, despite a last-minute fuel crisis. The Weekend began with a moving memorial service and included a Gala Dinner as well as a range of activities ranging from a hugely popular cream tea to axe throwing and virtual gaming. Blesma Members also gave a series of presentations on the activities they were personally involved in. This was the first time that Members from across the country had been able to meet up, compare their experiences and enjoy each other's company in over two years.

Fortunately the Remembrance Cenotaph Parade did take place in 2021. Blesma was represented by 22 Members (38 participants) and the Chief Executive. The Remembrance 11K challenge event was run for the second year, with 104 Members, staff and supporters raising £14,000.

Blesma's Venture Fund continues to provide funding to enable Members to take part in a broad range of activities, including individual or team sports, expeditions, personal development and individual challenges. Following a review by the board, funding was significantly increased in 2021. Activities supported in the year included competitive motorsports (powerboat, car and motorcycle), summer and winter paralympic training and flying training.

International activities were unable to take place in 2021 due to Covid travel restrictions. Although plans were made for skiing in France in January 2022, these had to be cancelled due to the arrival of the Omicron variant.

Nevertheless, Blesma continues to develop plans for a range of overseas activities as soon as conditions allow.

The Making Generation R programme continues to enable Blesma Members to “give back” by describing how they have learned to develop resilience after injury to youth audiences. During the 5 years of the programme over 120,000 participants have experienced a Blesma Member’s story. The majority of presentations in 2021 were online, reaching an audience of over 30,000 people. In 2021 98% of Blesma Members taking part stated that the project effectively improved their confidence and self-esteem. 100% of BSOs stated that MGR was ‘very effective’ at improving member wellbeing and 89% of students and 98% of teachers rated their experience of the workshop as either ‘excellent’ or ‘good’. Making Generation R also won the Training and Development Award at the 2021 Soldiering On Awards. An external evaluation of the programme will be conducted in 2022.

CONNECTIVITY

Maintaining connectivity across the Association is fundamental to Blesma as a key part of what the Association was formed to do. We seek to represent our Member’s interests, gain support to enable our work and promote wider understanding of the impact of disability on Members and families. Within the Association, strong connections between Members were kept up through a steady flow of publications, social media output and bringing Members together in person or online. More widely our advocacy on behalf of Members has continued, with direct input to policymakers and statutory authorities and work to reinforce our connections with agencies such as the NHS, Veterans UK and the Department of Work and Pensions. Blesma also maintains close links with other military charities, either directly or through membership of the executive committee of the Confederation of Service Organisations (Cobseo). The Association continues to be respected as a specialist honest broker on behalf of its Members.

In 2021 the Communications Department continued to focus upon its priority of ensuring timely communication with Members, supporters and the public via our printed publications, online and through coverage in national and local media outlets. During the year the department continued to produce the Blesma Magazine and Blesma Bulletin totalling seven publications. A review of print however has resulted in the decision to reduce the frequency this of this output to a quarterly publication from 2022 onwards. This new ‘merged’ publication will be more Member focussed and ensure that those Members that are not digitally active continue to be informed and supported.

The use of video has been a particular success story in the latter half of the year, covering Remembrance commemorations, Member activities and Blesma’s annual Big Give campaign.

Audience figures across the range of social media channels almost doubled in 2021, with performance varying between platforms as audience preferences

changed. Blesma's videos on Youtube and coverage on the LinkedIn professional networking site performed particularly well.

The Blesma Connects App continues to be used and regularly updated, with 19,000 views during 2021. Following feedback from a member survey in 2020 a review took place this year which will help determine how the App can most effectively be used by Members.

Notable press stories throughout the year included coverage of the Making Generation R programme in the Daily Mirror; widespread reporting of Member Jon Noble receiving a 'Jaco' robotic arm; supporter James Kirby's 48 hour fundraising march; Member Tim Tomkinson summiting Mount Snowdon in aid of Blesma and Member Chris Ganley's battle to get back to motorcycle racing after his bikes and equipment were lost in a fire.

Blesma's Social Inclusion programme continued to provide iPads and "user friendly" training and information for Members who needed to connect digitally as the pandemic wore on. This year some 20 new iPads were provided, including one to a Member in South Africa.

The Fundraising and Activities departments kept up a steady flow of communications due to the threat posed to revenue and the requirement to adjust our support to Members as circumstances changed throughout the year. Activities and fundraising events that were able to take place were widely publicised and promoted to Members and supporters, with the result that the significant majority were oversubscribed.

RESOURCING

In 2021, 71% of all income came through fundraising in the form of donations and legacies; 14% from the investment portfolio and 15% from investment property (rent) and other sources. Although income from legacies and donations was down by 27% compared to 2020, investment and other income increased by 26% and 177% respectively. Despite the tough fundraising conditions caused by the continuing pandemic, Blesma's general fundraising effort yielded better than expected results, exceeding the target set by 45% with significant Trust income in particular. We nevertheless anticipate that fundraising will remain challenging in 2022, and that 21p (2020:18p) in every pound of income raised in 2021 will be used to raise funds in 2022.

We remain vigilant and continue to abide by GDPR stipulations in all our fundraising activities and ensure that the Fundraising Regulator's guidelines on personal information and fundraising (consent, purpose and transparency) are adhered to. Blesma does not employ agencies to raise funds from the public in the name of Blesma. Our fundraising activities are monitored closely. Our fundraising ethics and promise, complaints policy and privacy policy are published. Our safeguarding policy toward vulnerable people is adhered to in our fundraising activities. There were no formal complaints relating to Blesma's fundraising methods in 2021.

PLANS FOR THE FUTURE

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

- a) Align internal development and improvement agendas with external influences and be better able to anticipate an ever-changing environment.
- b) Synchronise policy, resources, programmes and projects.
- c) Bring coherence to external and internal communications.
- d) Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector.
- e) Achieve an end-state where Blesma, with all its Members, is confident that it is doing all it should, resourced accordingly.

In future the Plan will address:

Security:

- a) Mitigating the effects of the pandemic on the delivery of statutory Health and Social Care services to Members.
- b) Sponsoring and contributing to relevant academic research for the benefit of Blesma Members and their families.
- c) Continuing to develop robust working relationships with key agencies, for example the Defence Medical Rehabilitation Centre, Veterans UK and the Department of Work and Pensions.
- d) Influencing the future organisation of NHS mobility/limb services within the context of a national integrated care system.
- e) Seeking government funding so that the vital support provided by the Veterans Mobility Fund may be continued.

Identity:

- a) Re-starting a full Activities programme at home and abroad once COVID-19 restrictions allow.
- b) Taking part in commemorative activities, including the annual Remembrance Day ceremony at the Cenotaph.
- c) Commemorating Blesma's 90th anniversary throughout the year.

Connectivity:

- a) Regularly updated communications to Blesma Members and external audiences through print and digital means.
- b) The continuation of online outreach activities for Members across the UK and abroad.
- c) An independent external evaluation of the Making Generation R programme.

Resourcing:

- a) Ensuring that Blesma's future is secure in the Post-Covid economic environment.
- b) Ensuring that Blesma's funds are carefully managed and appropriately targeted for the benefit of Members.
- c) Continuing to ensure that Blesma is structured appropriately to deliver its outputs.
- d) Remaining current and continuing to explore new methods of raising funds for our Members, for example using various digital platforms.

FINANCIAL REVIEW

GENERAL PERFORMANCE IN 2021

Despite the challenging conditions caused by the coronavirus pandemic, the Association recorded an excess of income over expenditure of **£2,264,127** in 2021, after the gain on investment of £3,437,478. This represents a significant increase of 164% against the 2020 total of **£857,714**. The operating loss before the gain on investment was £1,173,351 (2020: £474,033).

Donations, legacies, grants and other income amounted to **£4,225,724** and these included:

- a) **£687,583** of Legacy Income – a significant decrease of **£1,545,710** or 69% on the previous year, largely due to the continuing effects of Covid-19 on this important source of income. Although legacy income is expected to recover, this has yet to occur. A review of legacy fundraising activity and performance is underway.
- b) **£3,538,141** of General Income (Total income less legacies) – an increase of **£1,013,786** or 40% from the previous year owing to an increase in investment and other income.

*Total Incoming Resources less the cost of generating funds amounted to **£3,118,440**. This included net Investment Income of **£475,241** (against **£3,691,184** in 2020). The total decrease in income was **£531,924**, or 11% on the previous year overall.*

Expenditure on charitable activities was **£4,291,791**. An increase of **£126,575** or 3% over the previous year and included:

- a) **£3,914,165** - Welfare delivery (Security and Identity) – an increase of **£129,508** or 3% over the previous year, largely due to Membership costs such as the Members Weekend.
- b) **£377,626** - covering representational work – a decrease of 1%, broadly the same as the previous year (2020: **£380,560**).

FUNDRAISING

Compared to 2020, overall fundraising income was down by 26% from **£4,063,286** to **£3,013,749** during 2021. This reduction was largely due to a continuing reduction in legacy income, which did not recover from the impact of the pandemic as expected. The performance of individual income streams in 2021 was as follows:

- a) **Direct Mail.** Down on the previous highly successful year by 19% from **£501,203** to **£407,713**.
- b) **Trusts and Foundations.** Up on previous year by 181% from **£348,313** to **£978,989**. Trusts fundraising has been particularly resilient throughout the pandemic, with significant individual trust donations.
- c) **Lottery Income.** Up by 64% from **£65,722** in 2020 to **£108,040** in 2021. The *Make a Smile* lottery has continued to adapt well during lockdowns conducting telephone sales, door to door and shopping centre collections.
- d) **Community and Events.** Up on previous year by 18% from **£306,174** to **£362,266** largely due to the easing of lockdown restrictions that allowed some mass participation events to take place, as well as the relatively larger size of individual donations.
- e) **Corporate Donations.** Down on previous year by 40% from **£339,458** to **£203,503**. Corporate fundraising continued to be severely impacted by the pandemic in 2021 as staff were forced to work from home and companies focussed on priority outputs and cutting costs.
- f) **Major Donations.** Down on previous year by 4% from **£207,000** to **£198,500**. During 2022 and beyond, Blesma plans to increase the number and value of gifts through the annual *Big Give* fundraising campaign and further Direct Marketing appeals.

INVESTMENT POLICY AND PERFORMANCE

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

Investment Objective

Blesma's investment objective is to have an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. A total return target for income in 2021 was given to the Fund Managers and was achieved.

Asset Allocation and Benchmarks

During 2021 Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

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

Investment Restrictions

Not to invest in unquoted securities, individual Futures, Warrants or Commodities, in property directly, or to participate in underwriting. Fund Managers are not to invest directly in foreign currencies or Chinese government securities without prior agreement with Trustees. Total equity allocation should not exceed 75% and not fall below 50%.

Investment Performance

Invested funds increased to **£36.7m** (2020: **£33.8m**) over the period. The net income was **£475,241** (2020: **£362,796**) - a yield of 1.3% (2020: 1.1%). Equities contributed to the portfolio's strong performance in 2021. Equity markets were robust in the last quarter of the year despite a weaker November, during which fears over rising cases of the Omicron variant weighed on markets. By year-end, these worries had receded, with data continuing to indicate the stability and resilience of corporate earnings. Returns were led by the US, where the economy remains on track to record its best performance since 1984. Bond markets were buffeted over the quarter by persistent elevated inflation whereas Alternatives were positive, with pleasing returns particularly from Gold. On a positive note as we enter 2022, it is widely expected that Omicron could herald the end of the pandemic as coronavirus becomes more of an endemic disease and less of a burden to the world's health systems.

RISK MANAGEMENT

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

- a) Demand for Services. The demands of increasingly complex injuries and sophisticated treatment, and associated health conditions in the

longer term. Blesma's short to long term financial planning has been conducted in anticipation of an increased demand for services, as well as a potential backlog as statutory services return to normal provision over time. Current Reserves are adequate for the implementation of this and the Strategic Plan remains robust.

- b) Income Generation. The approach to diversify income generation has proved to be a sensible strategy, however, the unpredictable nature of legacy income, the economic consequences of the pandemic and the impact of inflation on household incomes may well impact upon voluntary contributions.

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

CHARITY RESERVES

Blesma's Free Reserves (i.e. investment portfolio plus cash at bank) at the balance sheet date stood at £41m (2020: £39m), reflecting the strong performance of investments. Restricted Funds stood at £693,919. Blesma's resources are needed to meet its main charitable objectives. Through-life support for present Members must be sustainable. The need to maintain contingency for the casualties of future conflict requires readiness, as do unforeseen issues such as those we have experienced over the last two years. Apart from its office building Blesma has no assets of monetary value beyond the investment portfolio managed by Cazenove.

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

20 per cent of Free Reserves is allocated to funding the increased cost of supporting care for the most infirm and those in later life specifically in the longer term under the Blesma grants scheme. There is increasing demand for welfare grants and this is expected to continue as the long-term economic effects of the pandemic are felt. The most infirm have extremely complex injuries and their proper care over several decades must be accounted for. The State is under increasing and significant pressure to fund health and care provision particularly for those in later life, and this is reflected across the NHS and at Local Authority level. Where State provision is found wanting in a definite way, and on the understanding Blesma is not replacing the State in a wholesale manner, grants are made to relieve distress and meet immediate need.

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

40 per cent of Free Reserves will remain as such (approximately 37 months of operating costs) to ensure business continuity, thus demonstrating to beneficiaries, funders and the public the charity's continuing resilience and capacity to manage unforeseen financial difficulties. Free Reserves are the only asset available to Blesma to meet ongoing, and future, commitments to support the membership for life should current income streams be jeopardised.

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

GOING CONCERN

The Trustees are satisfied that Blesma is a going concern and is on a sound financial footing to meet foreseen liabilities and commitments in its current operations. Income in 2021 exceeded expenditure and Reserves remain healthy. The Blesma Strategic Plan continually looks forward five years matching policy, resources, programmes and projects, ensuring prudent balance is maintained. In light of the developing situation in relation to the Covid-19 pandemic the Trustees have reviewed the charity's finances and long term finance plan. In the short-term cash holdings are sufficient to ensure adequate cashflow for the foreseeable future. In the medium to long term plans for, and the structure of, Blesma remain extant and will continue to be reviewed regularly. Whilst the full effects of the pandemic remain to be fully determined, the Board agreed that the overall strategic plan should remain extant and that, if necessary, the charity should be prepared to make use of its reserves to sustain operations rather than significantly adjust outputs or structures. Should the financial effects of the crisis exceed expectations to the point that the reserves may be significantly reduced, savings measures such as structural adjustments and/or redundancies would be considered before any reduction in expenditure on charitable activities.

GOVERNANCE AND ADMINISTRATIVE REPORT

STRUCTURE, GOVERNANCE & MANAGEMENT

CONSTITUTION

Charity Number 1084189

Company Limited by Guarantee Number 4102768

Registered in Scotland SC010315

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

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

ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES

The Blesma AGM was held via video conference on 3rd June 2021. A report on proceedings was included in the Autumn Association Bulletin.

- a) The Annual Report and Accounts for the year ended 31 December 2020 were adopted.
- b) Crowe U.K. LLP was appointed as Auditor.
- c) Mr A Mudd, M Ambler and R Watts resigned as Trustees.
- d) Mr L Maguire, Mr R Kerrigan and Mr B West were appointed as Trustees.
- e) Mr M Ambler and Mr R Watts were re-elected as trustees.
- f) The AGM voted to amend Blesma's articles and Rules to reflect the following changes proposed to the Membership:
 - To reflect the change in MOD terminology from "Auxiliary" to "Reserve" Forces.

- To reflect the Trustees' intention that the Board should consist of at least 50% Member Trustees.
- To confirm the requirement for Trustees to complete Blesma's Eligibility and Code of Conduct declaration before appointment in accordance with Blesma's Governance Standing Instructions.
- To allow Trustees to delegate responsibility for admitting Members to the Association to a Blesma Director where they meet the eligibility criteria within the rules.
- To reflect Charity Commission guidance on how Members may be removed from the Association if this is considered necessary.
- To reflect the use of email communications.
- To remove a section of the Rules that refers to Branch Areas as Blesma no longer has these.

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

TRAINING OF TRUSTEES

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

ORGANISATIONAL STRUCTURE

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

The Board of Trustees:

National Chairman: Gen Sir Adrian Bradshaw KCB OBE DL
 Vice Chairman: Mr W L Dixon
 Honorary Treasurer: Mr M Ambler
 Mr S Croxford
 Ms A Grant

Mr L Maguire
Mr R Kerrigan
Mr C Rouse MBE
Mr R Watts
Mr B West
Mr S White

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

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

The Governance Sub Committee (GSC). Governance matters and Blesma's policies are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. All Governance Standing Instructions were reviewed and republished in 2021.

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

The key structure is:

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

There are no trading subsidiaries of Blesma.

KEY MANAGEMENT – REMUNERATION

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

DATA PROTECTION

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE

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

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

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the profit or loss of the charity for that period. In preparing these financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Make judgements and accounting estimates that are reasonable and prudent.

- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- d) Observe the methods and principles in the Charities SORP.
- e) State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

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

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

This Report which incorporates the Strategic Report, was approved by the Trustees on 30th March 2022, and signed on their behalf.



General Sir Adrian Bradshaw KCB OBE DL
National Chairman

30 March 2022

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

OPINION ON THE FINANCIAL STATEMENTS

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

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

have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

adequate and proper accounting records have not been kept; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 30, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

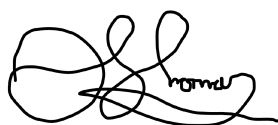
In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives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

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board of Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, including Serious Incidents reported, and reading minutes of meetings of those charged with governance. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities,

as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

A handwritten signature in black ink, appearing to read 'Andrew Thomas', with a stylized, looping flourish.

Andrew Thomas ACA
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
Date: 21 April 2022

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2021

		UNRESTRICTED	RESTRICTED	2021	2020
	Notes	FUNDS	FUNDS	TOTAL	TOTAL
		£	£	£	£
Income					
Donations and Legacies	2	2,577,811	435,938	3,013,749	4,063,286
Investment Income		599,509	-	599,509	475,934
Investment Income - Other		40,749	-	40,749	-
Grants		-	165,379	165,379	65,000
Other Income	2 (a)	406,338	-	406,338	153,429
		1,046,596	165,379	1,211,975	694,363
Total Income		3,624,407	601,317	4,225,724	4,757,648
Expenditure					
Expenditure on raising funds					
Resourcing					
Fundraising	5	983,016	-	983,016	953,326
Investment Management fees		124,268	-	124,268	113,138
		1,107,284	-	1,107,284	1,066,464
Expenditure on charitable activities					
Security					
Membership Services - Welfare	6	2,590,820	561,316	3,152,136	3,032,552
Identity					
Membership Services - Activities	7	629,420	132,609	762,029	752,106
Connectivity					
Awareness and Representation	8	377,626	-	377,626	379,971
National Volunteer Office	9	-	-	-	589
		3,597,866	693,925	4,291,791	4,165,217
Total Expenditure		4,705,150	693,925	5,399,075	5,231,681
Operating surplus/(loss)		(1,080,743)	(92,608)	(1,173,351)	(474,033)
Net gain/(loss) on investments	12	3,437,478	-	3,437,478	1,331,746
Net income		2,356,735	(92,608)	2,264,127	857,714
Transfers between funds		-	-	-	-
Net movement in funds for the year		2,356,735	(92,608)	2,264,127	857,714
Balances brought forward 1 January 2021	17/18	41,378,785	786,526	42,165,312	41,307,598
BALANCES CARRIED FORWARD 31 DECEMBER 2021		43,735,520	693,919	44,429,439	42,165,312

The Notes on pages 40-55 form part of these financial statements.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
BALANCE SHEET
AS AT 31 DECEMBER 2021

		2021 TOTAL	2020 TOTAL
	Notes	£	£
Fixed assets			
Tangible fixed assets	11	2,217,756	2,297,932
Intangible fixed assets	11(b)	66,095	123,769
Investment properties	11(a)	857,150	879,228
Investments	12	36,661,070	33,760,773
		39,802,071	37,061,701
Current Assets			
Stocks		13,754	23,120
Debtors	13	431,840	518,764
Balances at bank and in hand		4,596,194	4,977,252
		5,041,788	5,519,137
Creditors: amounts falling due within one year	14	285,811	270,110
Provision for liabilities and charges	14 (a)	128,609	145,416
Net current assets		4,627,368	5,103,611
Net Assets		44,429,439	42,165,312
FUNDS			
Unrestricted funds	17	43,735,520	41,378,785
Restricted funds	18	693,919	786,526
Total Funds		44,429,439	42,165,312

Approved by the Board of Trustees on 30 March 2022 and signed on its behalf by:

General Sir Adrian Bradshaw KCB OBE

M Ambler

J Bryant OBE



The Notes on pages 40-55 form part of these financial statements.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities:				
Net cash provided by (used in) operating activities		(1,497,807)		(715,247)
Cash flows from investing activities:				
Investment income	599,509		475,934	
Purchase of investments	(9,580,445)		(12,082,945)	
Purchase of property, plant and equipment	(19,942)		(155,101)	
Proceeds from the sale of investments	9,374,809		12,336,687	
Net cash provided by (used in) investing activities		373,931		574,575
Cash flows from financial activities				
Decrease / (Increase) in amounts awaiting investment	742,818		(633,074)	
Net cash provided in (used by) financial activities		742,818		(633,074)
Change in cash and cash equivalents in the reporting period		(381,058)		(773,746)
Cash and cash equivalents at the beginning of the reporting period		4,977,252		4,977,252
Cash and cash equivalents at the end of the reporting period		4,596,194		4,203,509
(a) Analysis of cash and cash equivalents		2021		2020
		£		£
Cash at bank and in hand		4,596,194		4,977,252
		4,596,194		4,977,252
(b) Reconciliation of cash flows from operating activities		2021		2020
		£		£
Net income / (expenditure)				
as per the Statement of Financial Activities		2,264,127		857,714
<i>Adjustments for:</i>				
Net (gain)/loss on investments		(3,415,402)		(1,331,746)
Investment income		(599,509)		(475,934)
Depreciation and amortisation		157,792		234,720
(Increase) / decrease in stocks		9,366		-
(Increase) / decrease in debtors		86,924		-
Increase/(decrease) in creditors		(1,105)		-
Net cash provided by (used in) operating activities		(1,497,807)		(715,247)

The Notes on pages 40-55 form part of these financial statements.

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. CHARITY INFORMATION AND ACCOUNTING POLICIES

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

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

Accounting policies

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

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

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

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

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

iv) Income. All income is included in the Statement of Financial Activities when the Charity is entitled to it and the amount can be quantified with reasonable

accuracy. The following specific policies are applied to particular categories of income:

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

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

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

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

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

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

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

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

ix) Intangible Fixed Assets. Intangible fixed assets are capitalised at a value of £1000 and above and include software costs. They are amortised over 3 years i.e. 33.3% on cost over their estimated useful life on a straight-line basis.

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

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

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

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

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

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

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

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

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 £	2020 £
2. Donations and legacies		
Community and Lotteries	462,181	371,896
Corporate	203,503	339,458
Direct mail	407,713	501,203
Major donors	198,500	207,000
Organised events	75,281	62,123
Trusts and foundations	978,989	348,313
Legacies	687,583	2,233,293
	3,013,750	4,063,286

Included in Corporate income is the final tranche of COVID-19 Support funding of £150,000 (2020: £150,000) from Lloyds of London.
Included in Trusts and foundations income is an amount of £450,000 from the Antioch Settlement Trust.

Legacy Pipeline

The charity has been able to identify from incomplete bequests through pecuniary and residuary legacies confirmed and expect to receive approximately the sum of £650,606 (2020: £628,344). The bequests have not yet met all criteria for income recognition.

2(a) Included in other income is £82,287 from the sale of Blackpool cottages by SSAFA/Blesma. Blesma's portion was 15% of total proceeds.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 TOTAL	2020 TOTAL
4. Total Staff Costs	£	£
Salaries and wages	1,760,484	<i>1,788,660</i>
Social security	183,072	<i>182,074</i>
Pension and life cover	95,422	<i>109,824</i>
Other staff costs	49,698	<i>42,423</i>
	2,088,676	<i>2,122,980</i>
Actual number of staff employed (headcount average over 12 months):		
Membership Services	25.3	<i>24.8</i>
Activities and Events	4.0	<i>3.9</i>
Fundraising	10.5	<i>9.6</i>
Awareness and Representation	4.0	<i>4.3</i>
Support	6.3	<i>7.3</i>
	50.1	<i>49.9</i>

Total redundancies and settlement costs of £0 (2020: £28,172) were made in the year.

Key personnel

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

Staff salary bands:

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

Total remuneration paid to key management personnel, as identified on page 2, is £347,885 (2020: £343,410).

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

Total reimbursement of travel and other expenses to members of the Board of Trustees was £435 (2020: £0). Trustees are not remunerated or receive any other benefits.

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	£	£
5. Fundraising Costs		
Staff costs	361,341	348,042
Database costs	23,680	23,774
Advertising costs	12,181	8,414
Community	14,727	12,366
Challenge and Events	13,225	19,218
Direct Mail costs	340,071	314,221
Other related costs	38,942	33,875
Attributable support costs	178,849	193,416
	983,016	953,326
	2021	2020
	£	£
6. Membership Services - Welfare		
Staff costs	1,079,178	1,102,836
Welfare grants to members (all categories)	951,480	846,718
Continuing assistance to widows (all categories)	2,600	6,240
Chiropody	1,157	2,004
Welfare visiting	16,249	17,691
Other related costs	362,328	299,224
Members' annual conference	85,696	26,262
Special events	10,235	21
Research	5,000	-
Members' BLESMA costs	144,569	151,911
Branch welfare activities	9,402	9,232
Blackpool Bungalows	-	21,876
Branch support costs	1,938	2,070
Attributable support costs	482,305	546,468
	3,152,137	3,032,552
	2021	2020
	£	£
7. Membership Services - Activities		
Staff costs	151,720	125,609
Activities and Events	104,794	241,212
Venturers program	145,726	16,107
Inspiration and Individual Recovery	284,031	288,237
Other related costs	11,451	8,079
Attributable support costs	64,307	72,862
	762,029	752,106

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	£	£
8. Awareness and Representation		
Staff costs	173,717	155,923
General media costs	106,338	112,519
Subscriptions and fees	9,958	5,963
Other related costs	7,229	5,379
Attributable support costs	80,384	100,186
	<u>377,626</u>	<u>379,971</u>

	2021	2020
	£	£
9. National Volunteer Office		
Volunteer Recruitment and support	-	53
Marketing	-	-
Other related costs	-	536
	<u>-</u>	<u>589</u>

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

10. SUPPORT COSTS

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

	FUNDRAISING	MEMBERSHIP SERVICES	ACTIVITIES	AWARENESS & REPRESENTATION	2021	2020
<i>Basis of apportionment (FTE)</i>					TOTAL	TOTAL
	£	£	£	£	£	£
Salaries and related costs	74,965	204,449	27,260	34,075	340,749	392,272
Travel and meetings	157	429	57	71	714	776
Motor vehicle expenses	7,792	21,250	2,833	3,542	35,417	18,042
Postage	2,701	7,366	982	1,228	12,277	9,466
Telephone & office supplies	2,630	7,174	957	1,196	11,957	10,635
Pensions to retired staff	182	497	66	83	828	812
Headquarters premises cost	18,075	49,295	6,573	8,216	82,159	99,440
Publications and subscriptions	1,582	4,314	575	719	7,190	5,633
Office equipment maintenance	8,691	23,702	3,160	3,950	39,503	57,875
Other professional fees	6,119	16,689	2,225	2,782	27,815	14,858
Governance costs	11,355	30,968	4,129	5,161	51,613	62,296
Bank charges	807	2,201	293	367	3,668	3,063
Depreciation	42,334	109,991	14,665	18,332	185,322	233,684
Sundries & Presentations	1,459	3,980	531	663	6,633	4,078
	178,849	482,305	64,306	80,385	805,845	912,932

Governance costs include the gross annual audit fee of £28,500 incl VAT (2020: £27,500).

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

11. Tangible Fixed Assets

	Freehold Premises £	Computer Equipment £	Fittings & Equipment £	Motor Vehicles £	Total £
Cost or valuation:					
At 1 January 2021	2,369,081	106,729	139,161	69,613	2,684,584
Additions	-	12,442	-	-	12,442
At 31 December 2021	<u>2,369,081</u>	<u>119,171</u>	<u>139,161</u>	<u>69,613</u>	<u>2,697,026</u>
Depreciation:					
At 1 January 2021	207,363	71,737	56,067	51,485	386,652
Charge for the year	54,282	16,620	13,014	8,702	92,618
At 31 December 2021	<u>261,645</u>	<u>88,357</u>	<u>69,081</u>	<u>60,187</u>	<u>479,270</u>
Net book value	<u>2,107,436</u>	<u>30,814</u>	<u>70,080</u>	<u>9,426</u>	<u>2,217,756</u>
<i>At 31 December 2020</i>	<u>2,161,718</u>	<u>34,992</u> -	<u>83,094</u>	<u>18,128</u>	<u>2,297,932</u>

11(a) The investment properties value of £857,150 is apportioned on the basis of floor space (sq ft).

Investment Property	£
Fair value at 1 January 2021	879,228
Loss during the period	(22,078)
Fair value at 31 December 2021	<u>857,150</u>

11(b) Intangible Fixed Assets

	Computer Software £
Brought forward at 1 January 2021	193,043
Additions	7,500
At 31 December 2021	<u>200,543</u>
Amortisation:	
At 1 January 2021	69,274
Charge for the year	65,174
At 31 December 2021	<u>134,448</u>
Net book value	
At 31 December 2021	<u>66,095</u>
<i>At 31 December 2020</i>	<u>123,769</u>

**BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

12. Investments	2021	2020
	£	£
Market Value		
At 1 January 2021	32,500,903	31,422,899
Purchases	9,580,445	12,082,945
Sales	(9,374,809)	(12,336,687)
Net Investment gain/ (loss)	3,437,478	1,331,746
At 31 December 2021	36,144,018	32,500,903
Add: Cash awaiting investment	517,052	1,259,870
Market Value at 31 December 2021	36,661,070	33,760,773
Cost at 31 December 2021	29,599,972	29,420,824
Analysis of investments at 31 December 2021		
UK Quoted investments		
Equities:		
United Kingdom	3,798,912	3,798,379
Europe	1,082,896	1,255,923
North America	6,395,512	6,438,272
Global	13,907,425	11,222,651
Total Equities	25,184,745	22,715,225
Bonds:		
United Kingdom	-	2,222,513
North America	1,715,706	1,174,788
Global	1,574,395	-
Total Bonds	3,290,101	3,397,301
Alternatives:		
Multi-Asset	617,485	328,866
Hedge Funds	540,581	508,935
Property	2,856,538	2,910,786
Others	3,654,568	2,639,790
Total Alternatives	7,669,172	6,388,377
Cash awaiting investment	517,052	1,259,870
	36,661,070	33,760,773

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
13. Debtors		
Rent incentive debtor	10,313	-
Other debtors	7,500	8,942
Prepayments and accrued income	414,027	389,214
Accrued legacy income	-	120,607
	<u>431,840</u>	<u>518,764</u>

	2021 £	2020 £
14. Creditors due within one year		
Trade creditors	63,211	96,924
Accruals	218,669	172,719
Other creditors (incl pension scheme)	3,931	467
	<u>285,811</u>	<u>270,110</u>

14 (a). Provision

The sum of £128,609 (2020: £145,416) is a provision for third party assistance to care for Blesma Members resettled in care homes. £96,944 of the provision made in 2020 was released in 2021 and an additional provision of £80,137 made.

	2021 £	2020 £
15. Financial assets at fair value		
Investments	36,661,070	33,760,773
Investment Property	857,150	879,228

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
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16. Related party transactions

BLESMA has a 20% interest in WSY Holdings Limited, a company established to distribute legacies arising from an estate. During the year BLESMA received £0 (2020: £1,220,000).

There are no other related party transactions to report.

17. Unrestricted Funds	1 January 2021	Income	Expenditure	Investment Gain (loss)	Transfers	31 December 2021
	£	£	£	£		£
General Fund	38,077,856	3,624,408	(4,705,151)	3,437,478	159,928	40,594,519
Investment Properties	879,228	-	-	-	(22,078)	857,150
Intangible Fixed Assets	123,769	-	-	-	(57,674)	66,095
Fixed Asset Fund	2,297,932	-	-	-	(80,175)	2,217,757
	41,378,785	3,624,408	(4,705,151)	3,437,478	(0)	43,735,520

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

18. Restricted Funds	1 January 2021	Income	Expenditure	31 December 2021
	£	£	£	£

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

Welfare:-

Geographic specific	392,360	249,858	(173,430)	468,788
Residential Fees	97,229	-	(15,000)	82,229
Specific restrictions - various individuals	-	304,981	(302,115)	2,866
Wives and widows	197,552	-	(87,205)	110,347
Libor Funds	68,463	602	(61,883)	7,182
General Welfare	-	45,876	(45,876)	-
	755,604	601,317	(685,509)	671,412
Prosthetic Aids	2	-	(2)	-
Research	8,823	-	(5,000)	3,823
Chiropody Fund	9,242	-	(1,157)	8,085
Branch specific	12,857	-	(2,257)	10,600
	786,528	601,317	(693,925)	693,921

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
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19. Net Assets	Unrestricted	Restricted	Total 2021
	£	£	£
The net assets of the charity are summarised below:			
Fixed Assets	2,217,756	-	2,217,756
Intangible Fixed Assets	66,095		66,095
Investment Properties	857,150	-	857,150
Investments	36,661,070	-	36,661,070
Current Assets	4,347,869	693,919	5,041,788
Creditors	(414,420)	-	(414,420)
	<u>43,735,520</u>	<u>693,919</u>	<u>44,429,439</u>

20. Operating lease commitments

As at 31 December 2021, the charity had annual commitments under non-cancellable operating leases of:

	Motor Vehicles £	Office Equipment £	2021 £
Within one year	167,880	26,762	194,642
Between two and five years	<u>82,521</u>	<u>40,535</u>	<u>123,056</u>
	<u>250,401</u>	<u>67,297</u>	<u>317,698</u>

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

21. COMPARATIVE NOTES 2020

(a) Comparative Statement of Activities

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

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

21. COMPARATIVE NOTES 2020 (continued)

(b) Comparative Unrestricted Funds

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
	£	£	£		£
All restricted funds are held as part of balances at bank and in hand.					
Welfare:-					
Geographic specific	365,317	167,934	(140,891)	-	392,360
Residential Fees	159,260	36,483	(98,514)		97,229
Specific restrictions - various individuals	1,767	185,783	(227,884)	40,334	-
Wives and widows	258,741	-	(61,189)		197,552
Libor Funds	122,021	65,000	(118,558)		68,463
General Welfare	(5,333)	-	-	5,333	-
	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
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(d) Comparative Net Assets 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>