

THE BRIDGE FOR HEROES

England & Wales · Charity number 1138136

Details

Status	Registered
Legal form	Charitable company
Company number	07096496
Registered	2010-09-21
Register	View on the Charity Commission register

Contact

Address	52A South Clough Lane King's Lynn Norfolk PE30 1SE
Phone	01553760230
Email	contact@thebridgeforheroes.org
Website	www.thebridgeforheroes.org

Activities

Objects: THE ORGANISATION WILL ADVANCE ANY LAWFUL CHARITABLE PURPOSE (AT THE DISCRETION OF THE TRUSTEES) FOR THE BENEFIT OR SERVING AND FORMER SERVING MEMBERS OF THE ARMED FORCES OF THE CROWN AND THEIR DEPENDANTS (THE BENEFICIARIES) IN PARTICULAR BUT NOT EXCLUSIVELY, BY PROVIDING FACILITIES FOR RESPITE, REST AND RECUPERATION INCLUDING ACCOMMODATION, SUBSIDENCE AND GROUP ACTIVITIES WHICH PROMOTE THE EFFICIENCY OF SERVING PERSONNEL OR WHICH RELIEVE OTHER CHARITABLE NEEDS OF BENEFICIARIES.

Activities: In recognition of their service to the Nation, The Bridge for Heroes' vision is that all members of the Armed Forces Community be treated fairly, with respect, and will receive the best possible help and support at their time of need, covering mental health, well-being, readjustment, resettlement, loneliness, isolation, accommodation, finance, relationships and any other issues they are facing.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Arts/culture/heritage/science, Armed Forces/emergency Service Efficiency
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-05-31	£333,835	£283,645	-	-
2024-05-31	£218,383	£244,924	-	-
2023-05-31	£293,482	£262,915	-	-
2022-05-31	£195,890	£242,468	-	-
2021-05-31	£294,618	£223,796	-	-

Trustees

Name	Role	Appointed
Emma Harrison		2024-11-28
Graham John Clarke		2025-02-13
James Scott		2026-05-14
Lindsey Wood		2024-03-07
Mark James Cosham		2025-02-13
Sharon Edwards		2019-07-04
Siobhan Vaughan		2016-12-08
Wendy May Human		2024-11-28

THE BRIDGE FOR HEROES

England & Wales - Charity number 1138136

Accounts



THE BRIDGE

FOR HEROES

Trustees Annual Report
& Financial Statement

MAY 2025



REGISTERED CHARITY: 1138136

COMPANY LIMITED BY GUARANTEE: 7096496

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The Chair of Trustees' Report

I would like to extend a warm welcome to you all in this, the Bridge for Heroes annual report. Thank you for reading our summary of the past 12 months, and I hope that you will be encouraged by the reports that illustrate the ever-changing services provided by this small charity.

It is right that we look back with pride at the incredible journey the charity has taken since it was first conceived. Countless lives have been reclaimed and even more positively influenced by our interventions. However, there is a reason why a rear-view mirror in a car is tiny by comparison to the size of the windscreen; the way ahead is far more important and exciting than where we have been.

We are constantly fine-tuning our operations in order to deliver the maximum impact to our diverse band of beneficiaries in an increasingly pressured financial landscape. We are working hard to streamline our systems to reduce our overheads and pursue new fundraising opportunities in response to these pressures. It goes without saying that we rely heavily upon our current list of grant givers, supporters and fundraisers, and we are eternally grateful to all of them.

Thanks, and recognition is due to our Chief Executive and the Welfare Team at the Bridge Centre, because of your outstanding efforts you have proven, yet again, that 'good things come in small packages'.

This year the Charity has directly supported nearly 300 members of the Armed Forces Community, 124 who are new to the Charity. 10,000 refreshments have been provided, ranging from a refreshing cup of tea to a substantial "Sunday roast"! This clearly demonstrates the strength and depth of the Bridge for Heroes method of operations, which allows it to be agile and responsive, meeting the individuals' needs whilst providing an amazing environment in which they feel "at home and safe".

Thanks are due to the board of trustees; without you it would have been challenging to progress the Charity, growing its scope of influence in challenging times. Also, a huge debt of gratitude is due to our volunteers, who this year have amassed an amazing 4000 voluntary hours! You are amazing; you are making a difference to the lives of others, thank you.

I am inordinately proud of the work put in by every person involved with the charity's work and want to underline my profound and ongoing gratitude to those who make it possible through fundraising and patronage.

It is with great pleasure that I recommend to you this report, which sets out, for our supporters and the general public, our achievements over the last year and our future plans



Steve Russell BCoA
Chair of Trustees

A handwritten signature in black ink, consisting of several stylized, overlapping strokes that form the name 'Steve Russell'.

Our Patrons



Lord-Lieutenant of Norfolk, The Lady Dannatt MBE

A handwritten signature in black ink, appearing to read 'The Lady Dannatt'.



General The Lord Dannatt, GCB, CBE, MC, DL

A handwritten signature in black ink, appearing to read 'Richard Dannatt'.

'I have had the privilege of witnessing the exceptional work carried out by The Bridge for Heroes, an organisation small in size but immense in compassion and impact. Under Helen Taylor's inspirational leadership, the charity continues to flourish, evidenced by the appointment of six new Trustees and the development of a dedicated welfare team whose commitment to the Armed Forces Community in King's Lynn, West Norfolk and beyond is deeply admirable. I hold the charity in the highest regard and am proud to support its mission. The team's proactive and solution-focused approach, collaborative spirit, and holistic model of care; whether through direct assistance, referrals, or simply a brew and a catch-up, embody the very best of community service. The compassion, professionalism, and impact of their work are a shining example of service to others, making a profound and enduring difference to the lives of veterans and their families.'

Lord-Lieutenant of Norfolk, The Lady Dannatt MBE

294

beneficiaries were directly supported

124

New beneficiaries

116

Average number supported each month

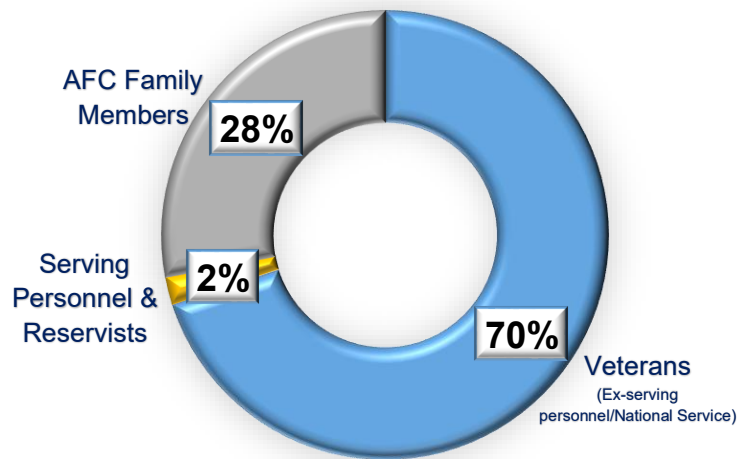
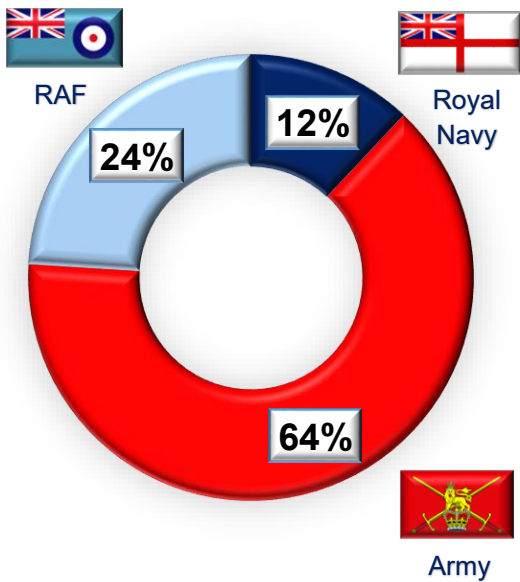
882

Number indirectly supported e.g positive impact on family and friend groups

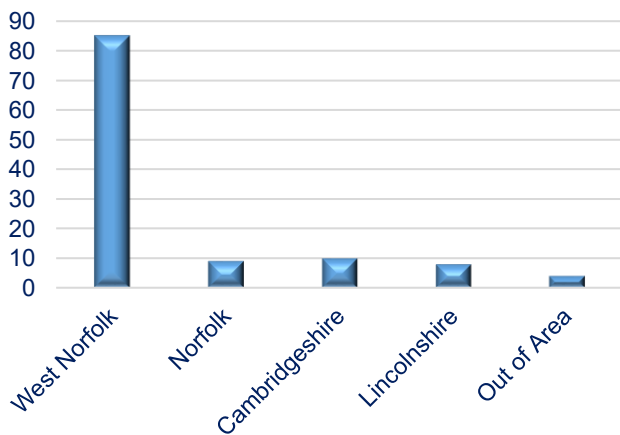
The help and support given is highlighted on the next page

Who are our Beneficiaries?

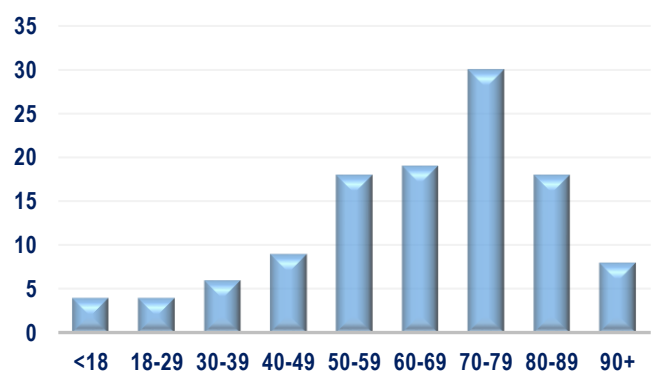
HM Armed Forces Community (AFC)



Geographic Location



Average no. by age group each month



66%

Male

33%

Female

1%

Other

Welfare Support



7388

Group sessions

Group talk therapy sessions continue to be a preferred choice for many beneficiaries who benefit from peer-to-peer support, comradeship and conversation.



1269

1to1 sessions

1to1 sessions are usually carried out face-to-face either at the Bridge Centre or off-site, but telephone calls are also offered, especially between planned in-person sessions.



387

1to1 support calls



203

Home visits

We provide home visits and hospital visits when required providing 1 to 2 hr sessions



128

Hospital Visits



72

Care Home Visits

We are currently reaching veterans in 6 different care settings, providing group reminising sessions and individual support, including applying for the veterans badges



282

Transportation provided

Lifts are available to beneficiaries who would like to come in for the day, but who have restricted mobility and/or limited access to public transport.



1007

IAG Sessions

IAG- Information, advice and guidance are given to all beneficiaries requiring assistance with benefits, housing, relationships, mental health and obtaining their Veterans ID Card



14

Veterans ID Cards



2273

Healthy lunches

Homemade, nutritious meals are provided daily, cooked in the onsite 5-star food hygiene-rated kitchen



216

AFC Saturday Breakfasts

Monthly Armed Forces Community breakfasts. Veterans are also encouraged to attend other local Veteran breakfast clubs.



10,000+

Refreshments made

Brews are readily available along with soft drinks, with many regular beneficiaries using their own personalised mugs.



10

Sunday Lunches

Monthly Sunday dinners and a Christmas Day Dinner are offered to veterans or widows who would otherwise be eating alone on these days. These are very popular and beneficial in tackling aspects of loneliness and isolation amongst some of our beneficiaries.



8

Attending our Christmas Day Dinner

We provided the following activities

25

Activities

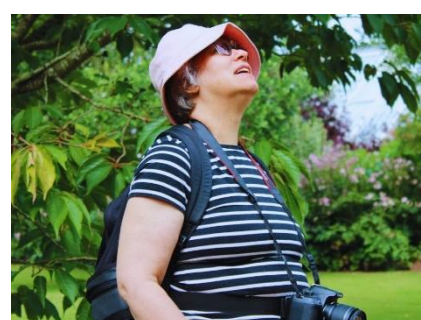
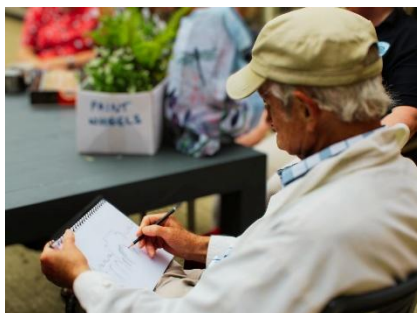
1764

Activity session

5,000+

Activity hours

- ❖ Armchair exercises
- ❖ Art & Craft
- ❖ Bike maintenance
- ❖ Board Games
- ❖ Cooking
- ❖ Chess
- ❖ Cribbage
- ❖ Crossword puzzles
- ❖ Dog Therapy
- ❖ Dominoes
- ❖ Equine Therapy
- ❖ Fishing
- ❖ Football (5 a-side)
- ❖ Gardening
- ❖ Genealogy
- ❖ Guitar & Ukulele
- ❖ IT Training
- ❖ Knitting & Crochet
- ❖ Open Days
- ❖ Photography
- ❖ Quizzes
- ❖ Running
- ❖ Trips
- ❖ Walking
- ❖ Woodwork



Who We Are

The Bridge for Heroes is a charity dedicated to supporting the Armed Forces Community (AFC) in West Norfolk and beyond. The team of staff, volunteers, and trustees are fully committed to ensuring that the needs of local veterans, reservists, serving personnel, widows, spouses, partners, and family members receive person-centred support, whatever their issue may be.

The Charity provides swift interventions and addresses individuals' needs holistically, offering short-term and long-term support. This support is proactively achieved through one-to-one sessions, innovative group therapies, a wide range of activities, and local community events, alongside referring individuals and families to other organisations when required.



Some of the Staff & Trustees of the Bridge for Heroes

Our Purpose

As set out in the objects contained in the company memorandum and articles of association, our charity's purposes are:

'The Organisation The Bridge for Heroes will advance any lawful charitable purpose (at the discretion of the Trustees) for the benefit of serving and former serving members of the armed forces of the crown and their dependents (the beneficiaries) in particular but not exclusively, by providing facilities for respite, rest and recuperation including accommodation, subsistence and group activities which promote the efficiency of serving personnel or which relieve other charitable needs of beneficiaries.'

Our Vision and Mission

Our Vision

The Bridge for Heroes' vision is to provide members of the Armed Forces community with support and facilities which promote their overall health and well-being (in order for them to lead meaningful lives).

Our Mission

The Bridge for Heroes' mission is to support members of the Armed Forces community (serving, veterans and their families) by providing companionship and comradeship, alongside information, guidance and activities that promote mental health, physical health and well-being

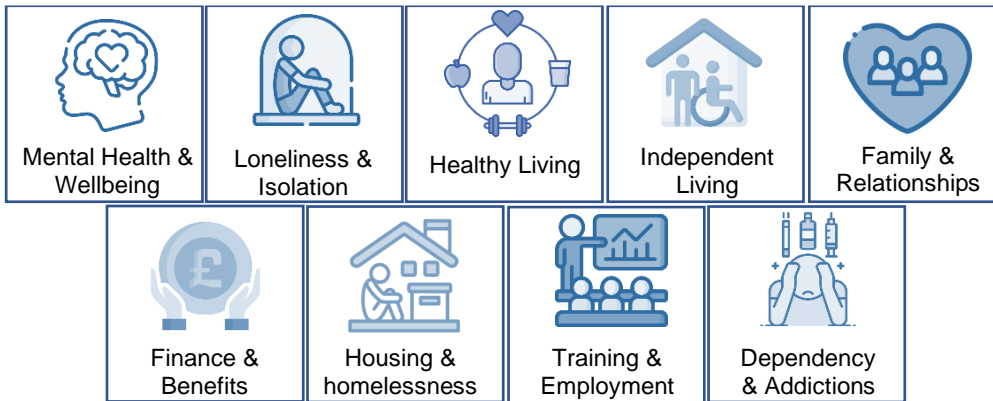


Our Main Charitable Activities

The Bridge for Heroes provides comprehensive support to the local Armed Forces Community (AFC) through a wide range of services. These include one-to-one sessions, group activities, peer support, respite opportunities, and the provision of refreshments and meals.

Our holistic, person-centred approach ensures that beneficiaries receive the help they need, whatever their circumstances. By actively listening to their concerns, our dedicated team of staff and volunteers is able to offer tailored support that reflects each individual's needs, preferences, interests, and any challenges or anxieties they may face.

Our holistic approach provides support with:



Our main charitable activities have continued to be offered for free to the Armed Forces Community at our Bridge 'drop-in' Centre.

Bridge 'Drop-In' Centre

Our main facility, located in the heart of King's Lynn, serves as the hub of our services. Open six days a week, it offers a welcoming drop-in space where visitors can enjoy an informal drink or light lunch, connect with others for a friendly chat, or have a more in-depth one-to-one conversation with a member of our Welfare Team.

The Centre is run by dedicated staff and volunteers who listen, inform, refer, and provide as much support as possible. It is a safe, non-judgmental environment where beneficiaries feel accepted and valued. We take time to get to know each person as an individual and understand what matters to them.

Our focus is on giving people the tools they need to help themselves, while also linking them with other local organisations through a strong referral network.



Our Main Charitable Activities (continued)

Outreach

Over the past year, we expanded our services through the introduction of an outreach programme for members of the Armed Forces Community who are unable to attend the Centre. This initiative enables us to visit veterans and family members in their own homes, care homes, and local hospitals.

The benefits of this approach have been significant: building first connections, assessing needs, supporting recovery, and reducing feelings of loneliness and isolation.

Feedback has highlighted, however, that a single one-hour visit per week is insufficient for those unable to travel to our drop-in Centre. This has underscored both the value of the service and the need to increase provision where possible.



Inreach

In response, we began developing a new inreach programme designed to bring members of the Armed Forces Community directly to the Bridge Centre. By collecting individuals from their homes, we are able to offer them the opportunity to spend several hours—or even a full day—at the Centre.

This initiative allows participants to reconnect with their peers, enjoy a healthy meal, and take part in a range of social activities. It strengthens community bonds while providing much-needed opportunities for socialisation and engagement.



Our Volunteers

27

Volunteers

4,000+

Volunteering
hours



Volunteers remain essential to the operations of Bridge for Heroes, providing vital support across all areas of service delivery. Their commitment and dedication are highly valued, and we work to ensure that every volunteer feels supported, appreciated, and fulfilled, with opportunities for training and personal development.

How volunteers contribute:

Direct Support: Offering practical help such as serving refreshments, providing befriending support, leading activities, assisting with transportation, gardening, and maintaining facilities.

Lived Experience: Many volunteers are themselves veterans or family members, enabling them to connect with beneficiaries through shared experiences and provide meaningful peer support.

Community Engagement: Facilitating social interaction and creating a welcoming environment that helps reduce loneliness and isolation among veterans and their families.

Personal Development: Access to training and skill-building opportunities ensures volunteers can grow and apply their expertise in meaningful ways.

Recognition and Support: We actively acknowledge the invaluable contributions of our volunteers and strive to maintain a supportive environment where they feel respected and valued.







We would like to extend our heartfelt thanks to all our amazing volunteers. Their generosity, commitment, and kindness underpin everything we do at The Bridge for Heroes. Whether through practical help, companionship, or simply offering a listening ear, their efforts make a real difference every day. Quite simply, we could not do this without them.

Working Together

We are proud to collaborate with a wide range of local and national organisations, each bringing their specialist knowledge and services to complement the support offered at The Bridge for Heroes. By welcoming them into our drop-in centre, we ensure that beneficiaries can access tailored help in one familiar and trusted environment.

Some of the organisations we have worked alongside include:

 <p>Department for Work & Pensions</p>			 <p>Cancer Charity — EST. NORFOLK 1980 —</p>
<p><i>Providing financial, benefit and pension guidance</i></p>	<p><i>Specialising in providing mental health support</i></p>	<p><i>Offering a range of services and support for physical & mental health and emotional wellbeing</i></p>	<p><i>Supporting people affected by cancer</i></p>

Through this collaborative approach, our beneficiaries benefit from a seamless pathway of care, minimising stress and confusion while maximising the positive impact on their lives and wellbeing.

Collaborative Partnerships

During this reporting year, we have also collaborated with the following organisations to ensure that individual beneficiaries and their families receive the highest standard of support from knowledgeable and experienced local and national providers:



We are members of Cobseo – The Confederation of Service Charities, Norfolk Safer Programme, Community Action Norfolk and ICO (Information Commissioner’s Office).

We actively advocate for the Armed Forces Community (AFC) and have worked hard to raise awareness among local organisations about their needs. Our aim is to ensure that service personnel, veterans, and their families are not disadvantaged compared to other citizens when accessing public and commercial services.

The Charity holds the **Bronze Employer Recognition Scheme Award**, reflecting our commitment not only to supporting the AFC but also to employing reservists, veterans, and military spouses/partners. Their lived experiences form an integral part of our organisation, enabling us to deliver truly informed and empathetic support to those in need.

We have also worked in partnership with the NHS in promoting the development of ‘**Veteran Aware**’ hospitals and encouraging local GP surgeries to become ‘**Armed Forces Veteran-Friendly Accredited Practices**’. In addition, we continue to engage with local care providers, encouraging them to deliver personalised care for AFC residents and to offer tailored support where it is most needed.



Why We Are Needed

While most members of the Armed Forces transition successfully into civilian life, a significant minority face challenges that profoundly affect their mental health and physical well-being. These challenges often mirror those experienced by civilians, but the **complexity and severity** of issues linked to military service and deployment can make them far harder to overcome. Many veterans live with chronic physical or mental health conditions that can be directly traced to their time in service.

Over the past 14 years, data and consultations with our beneficiaries have highlighted recurring themes: feelings of **isolation and loneliness**, loss of the close-knit camaraderie of military life, and difficulty rebuilding a sense of belonging. Veterans often struggle to seek help, fearing it will be seen as a weakness. Many tell us they walked past our doors several times before finally finding the courage to step inside.

Access to healthcare remains a particular challenge. Veterans often face long waits for GP appointments, followed by extended delays after referrals. Too often, the professionals they see have little understanding of the impact military service can have on a person's life. While progress is being made through the roll-out of **Veteran Friendly Accredited GP practices**, many gaps remain. Similar barriers exist in accessing housing or benefits, leaving those in crisis feeling **helpless, ignored, and hopeless** — with some even experiencing suicidal thoughts.

Loneliness and isolation are also critical concerns. Research shows that isolation can have a greater negative impact on health than smoking or obesity. Conversely, regular social interaction can significantly improve both physical and mental health, as well as overall quality of life.

Once someone becomes a beneficiary of **The Bridge for Heroes**, a safe haven opens up to them. For some, this may be as simple as a hot meal, a drink, and a friendly conversation. For others, it could mean **intensive crisis support**, such as help with homelessness or navigating a mental health emergency.

The Bridge for Heroes is needed because we can:

- **Provide peer-to-peer support**, offering empathy and understanding rooted in lived military experience.
- **Run activities that reduce isolation**, build social connection, and promote well-being.
- **Offer accessible strategies and coping tools** for those struggling with physical or mental health while facing delays in formal treatment.

Signpost to specialist services such as Op Courage and PTSD Resolution.

Advocate on behalf of beneficiaries, helping them navigate complex systems and secure the support they need.

At the **Bridge Centre**, beneficiaries find a safe, welcoming space where they can:

- Talk openly about their feelings.
- Access clear information to help them understand processes and systems.
- Receive peer support from others who have shared similar experiences.
- Take part in activities, workshops, or volunteering opportunities that:
 - empower them to improve their circumstances,
 - provide a renewed sense of purpose, and
 - reduce feelings of loneliness and isolation.
- This combination of support helps veterans and their families not just survive, but begin to **rebuild, reconnect, and thrive**



Recording, monitoring and Assessing

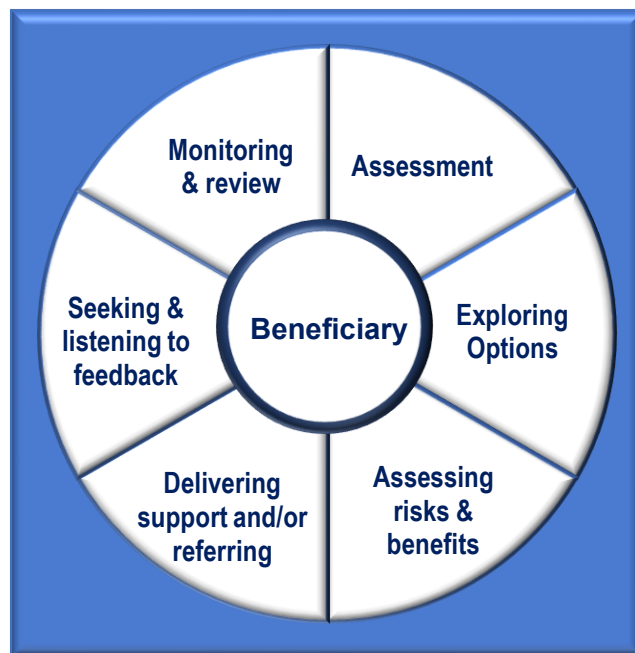
Person-Centred Approach and Monitoring

Our strong person-centred approach ensures that beneficiaries are fully involved in all decisions affecting them. Each individual is carefully assessed and monitored throughout their time with us, whether they require short-term assistance or longer-term support.

To deliver consistent, evidence-based care, the Charity uses **CharityLogOne**, a secure cloud-based case management system, in conjunction with the **Armed Forces Covenant Impact Hub**.

Wellbeing is evaluated through the **ONS4 personal wellbeing measures**, while health is monitored using tools such as the **General Anxiety Disorder-7 (GAD-7) questionnaire**, and the **Patient Health Questionnaire (PHQ)**, where appropriate.

This approach enables the Charity to gather meaningful insights into the needs and progress of each beneficiary. From this information, we can tailor our services to ensure beneficiaries are empowered to make informed choices and provided with the right tools to improve their wellbeing and long-term situation.



By consistently tracking these measures over time, we are able to identify positive changes in beneficiaries' wellbeing, resilience, and independence. This allows us not only to demonstrate the effectiveness of our services, but also to adapt quickly where additional support is required. Regular monitoring highlights improvements such as reduced anxiety, better management of health challenges, and increased confidence in navigating everyday life. These outcomes provide valuable evidence of the lasting impact our work has on individuals and their families within the Armed Forces community.

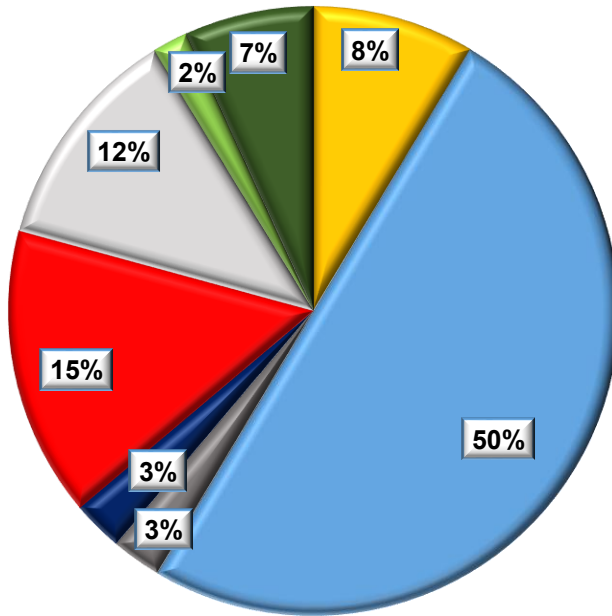


Achievements and Performances

Key to the Charity's achievements is the ability to collect reliable data and use it to demonstrate both effectiveness and the value delivered. Supported by the case management system, CharityLog, and the AFCFT impact measurement tool, staff are able to present strong evidence that highlights the ongoing impact and the continual value provided.

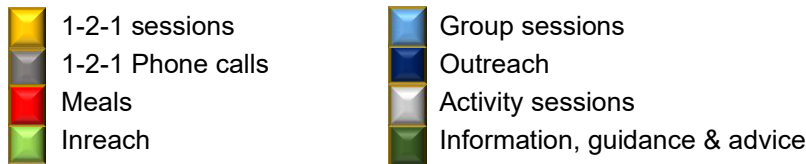
Through the commitment of our staff and volunteers, the Charity has been able to deliver the following support and services to the local Armed Forces Community.

Contact Method

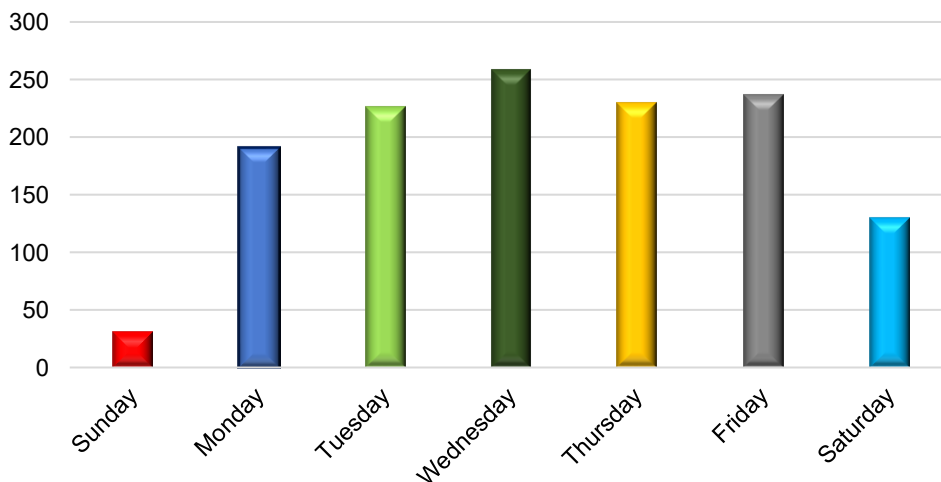


Areas of help and support:

- Mental Health
- Social Isolation & Loneliness
- Family & Relationships
- Independent Living
- Healthy Living
- Finance – incl. benefits & pensions
- Housing & Homelessness
- Training & Employment
- Dependency & Addiction
- Obtaining a Veterans ID card
- Obtaining a Veterans Badge
- Referring to other specialist organisations and charities



Frequency of attendance per month



The Bridge Drop-in Centre opening times are 10-4 Monday to Friday, 10-2 Saturdays and once a month on a Sunday

Achievements and Performances (continued)

Project Interface

Grant funded by Armed Forces Covenant Fund
AFCFT - £91k (2 years: Jan 23 - Dec 24)



Project Interface was developed following learning from previous initiatives undertaken by the Charity, alongside feedback from service users, partner organisations, and current research. This highlighted that a number of groups within the Armed Forces community were not fully aware that the Charity's services and activities were available to them.

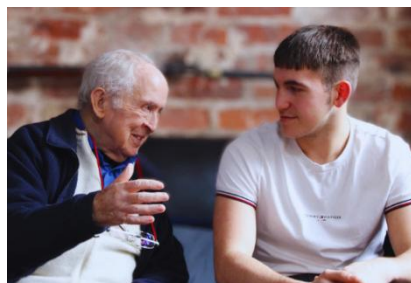
The project commenced by building links with Parish Councils across West Norfolk in order to extend awareness into more rural areas. Over the course of a two-year plan, the project sought to engage specific groups, including ex-service personnel in employment, female veterans, reservists and their families, and LGBT+ veterans—many of whom may not readily identify with the term “veteran.”

To address these needs, a series of focused events were delivered, such as a family day for working ex-service personnel and an awareness event celebrating the contribution of female veterans. In addition, the Charity piloted weekly evening sessions, enabling those in employment to access activities and services outside of standard working hours.

The project also facilitated the systematic collection and analysis of data, beneficiary feedback, and case studies, thereby strengthening the Charity's evidence base and informing the future development of services. This work supports the Charity's continuing commitment to a person-centred approach and its ambition to grow and adapt provision in line with the diverse needs of the Armed Forces community.



*Veterans, serving personnel, reservist and family members enjoy engaging together at the Bridge Centre
(all those pictured are unrelated)*



Project Golden Years

Grant funded by the Veterans Foundation
Veterans' Foundation - £30k (Nov 23 - Oct 24)



Project Golden Year was established to enhance the wellbeing of veterans aged over 60 by improving their sense of worth and quality of life. The Charity's Welfare team delivered tailored support through targeted interactions, community-based activities, assistance with managing daily living, and, in certain cases, bespoke training designed to help overcome mental and physical health challenges.

A key element of the project was the development of collaborative links with partner organisations, including the Defence Medical Welfare Service at The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust, SSAFA Norfolk, and local GP social prescribers. These partnerships strengthened referral pathways and broadened the support network available to older veterans.

In addition, training was provided for Welfare staff to enhance their skills in engaging with vulnerable veterans, enabling them to build trust, encourage open discussion, and better understand individual needs. Through these combined efforts, Project Golden Year contributed to reducing isolation, improving wellbeing, and ensuring that older members of the Armed Forces community received the person-centred support they required. It also has a lasting impact on the staff who received training, as it enabled them to utilise these skills with other veterans after the project had completed.



Achievements and Performances (continued)



Project Autumn Years

Grant funded by The National Lottery
Community Fund - £19k (Oct 24-Sept 25)



Building on the success of Project Golden Years, the Charity launched Project Autumn Years with funding from the National Lottery Community Fund. The project continues to address the specific needs of veterans aged over 60, focusing on reducing isolation, improving wellbeing, and maintaining independence.

A key element of the project has been the creation of peer-to-peer support opportunities, helping veterans share experiences and strengthen community connections. Practical support has also been provided, including transport assistance to enable attendance at activities and appointments. In addition, digital training has been offered to improve access to online resources and help beneficiaries stay in touch with family, friends, and services.

Alongside this, the Charity has worked to identify and engage new beneficiaries, ensuring that some of the most isolated older veterans are reached and supported. Project Autumn Years has therefore built on the strong foundations of earlier work, while adapting provision to meet evolving needs within the Armed Forces community.



Project In-reach

Grant funded by Veterans' Lottery
Staffing - £44k (Oct 24 – Sept 26)



Support from the Veterans Foundation has provided dedicated Welfare staffing, enabling the Charity to assist veterans and family members who, due to physical, psychological, or mental health challenges, cannot access the Bridge Centre without escorted transport.

The project has increased the number of isolated beneficiaries able to attend the Bridge 'drop-in' centre, while also helping to reduce loneliness and improve wellbeing. In addition, the in-reach service ensures that isolated veterans referred to the Charity are contacted and supported within five working days, providing timely access to the help they need.



Achievements and Performances (continued)

Army Matters

Grant funded by the Army Benevolent Fund
ABF - £30k (Jan 25 – Dec 25)



'Army Matters' has focused on meeting the growing and increasingly varied (and often hidden) support needs of our Army beneficiaries. This has included introducing a more structured approach for long-term users and strengthening partnerships with local organisations to raise awareness of the Armed Forces Community.

Between January and May, support was provided to 69 Army Veterans, and 32 family members, the majority of whom were widows or spouses.

Project Warm & Well

Grant funded by the Surviving Winter Fund via Norfolk Community Foundation (NCF)
NCF – £2k (Dec 24 – Mar 25)



We registered for the third year as a Warm Hub – Community Hot Spot, ensuring the Bridge Centre remained fully heated and welcoming throughout the winter months. Regular hot drinks and daily cooked, healthy meals were provided for members of the Armed Forces community using the Bridge 'drop-in' Centre.

Supported by funding from the NCF between December and March, we were able to support those most affected by rising heating bills and the wider cost of living crisis. During this period, more than 677 hot meals were served to 190 veterans and family members, while portable radiators were also made available to beneficiaries needing extra warmth after coming in from the cold.



Project Inform

Grant funded by the Veterans' Foundation
£25.5k (Jan 25 – Dec 25)



Project Inform has enriched the quality and diversity of support and information provided by the Bridge for Heroes to Veterans, carers, and family members across West Norfolk, the Fenlands, and South Holland by:

- ❖ Expanding the range of talks, workshops, and presentations to encourage greater understanding and knowledge.
- ❖ Strengthening relationships with local organisations and charities that can provide specialist support on issues affecting our beneficiaries.
- ❖ Maintaining up-to-date leaflets, information, and referral contact details.
- ❖ Actively engaging in local networking meetings and hosting sessions when required.



Big C



NHS Hep C Screening



NHS Stop Smoking

Achievements and Performances (continued)



Bridging the Gaps

Grant funded by the
Armed Forces Covenant Fund Trust -
Embedding Prevention of Veteran Suicide
AFCFT - £49k (Jan 25 – Dec 25)



This project is enabling the Charity to sustain and further develop its unique services for veterans experiencing suicidal thoughts or ideation, and for their families. Support is delivered through compassionate, proactive, person-centred care, underpinned by military-specific knowledge and provided from a single point of contact to ensure continuity, responsiveness, and flexibility.

To date, the project has already provided vital support to individuals in critical need, helping to safeguard lives and strengthen family resilience.

Of the 21 individuals supported to date:

Critical cases	5					
Gender	Male	18	Female	2	Other	1
Branch	Navy	1	Army	16	RAF	4
Beneficiary Status	Veteran	18	Spouse	1	Family (<i>dependants</i>)	2
Marital Status	Married	8	Single	3	Widow	1
	Widower	1	Separated	4	Divorced	4
Employment Status	Full-time	2	Retired	10	Unemployed	9

Of those unemployed 6 are actively seeking employment

LGBT+ Veterans Voice

Grant funded by the Armed Forces Covenant Fund Trust -
Fulfilling Futures Programme
AFCFT – BFH: £16k, Fighting with Pride: £56.8k (Mar 25 – Sept 26)



This project, still in its early stages, will support LGBT+ veterans and other minority groups, such as female veterans, in the East of England by raising awareness, providing targeted services, and strengthening links with existing veteran organisations. Its aim is to address specific needs, reduce isolation, and ensure long-term integration of support within mainstream veteran services.

A Veteran Community Worker (VCW) will be recruited to focus specifically on LGBT+ veterans in the region, a group currently without dedicated outreach. The post will be employed by our partner organisation, Fighting with Pride, whose expertise in LGBT+ veterans' welfare will ensure access to specialist resources and tailored training.

Once in post (expected early July), the VCW will complete training with Fighting with Pride before working alongside the East of England Thrive Together team to build a database of contacts and support networks. A strategic outreach plan will be developed to connect with LGBT+ veterans through Pride groups, veteran organisations, and wider community settings. This initiative fills a significant gap in provision and will ensure LGBT+ and minority veterans can access inclusive services, helping reduce isolation and improve quality of life.



Achievements and Performances (continued)

CASE STUDIES

We first met Alex when he came in for an appointment with a staff member from Working Well Norfolk who was using our centre as a base. Whilst waiting for his appointment to start, he asked about what we offer at The Bridge for Heroes. After talking for a while about our services and the activities we run, he wanted to become a beneficiary.

After his first visit, we didn't hear or see Alex for a week. We phoned him for a welfare check and found out he had had a bad fall, was on strong pain medication and resting. Roughly once a week, we would ring him for a welfare call and chat. Alex was always very grateful for the call and someone to talk to. We offered our support and help if he wanted any as well as home visits. Alex did not want any at the time, but appreciated us keeping in touch.

This went on for about two months until Alex came into the centre. Alex stayed for half an hour with his dog for a cup of tea. He is going to try and come into the centre more often and stay for lunch.

Alex struggles with driving the distance from his house to our centre. We have discussed arranging transport so that Alex and his dog can come into our drop-in centre more easily. Alex is very grateful for the offer, but wants to keep coming in by himself for now. He seemed more relaxed after knowing he has support and another way to access our centre if he wishes to.

Zac was picked up from his house by a member of staff. He discussed how lonely he had been feeling and how grateful he now was for the Bridge for Heroes.

Zac had attended the Christmas Day dinner, and he described how, without the Christmas Day event, it would have been another terrible Christmas on his own. Zac said it had become one of the best Christmases that he had ever experienced.

Zac discussed the loss of his wife and two children. Zac had lost his wife 8 years ago, and his two children died when they were young. Zac talked about how he'd had many brothers and sisters, but he was the only member of his family left, and now has no one.

A staff member spoke with Zac about coming into Bridge Centre on a regular basis, which Zac was very keen to do. Since Zac had been told to stop driving, he was unable to get out of the house very much. Zac described how he mostly eats porridge because it is easy for him to make, as he has a problem with his hands, which means he cannot use them for regular, everyday tasks. Zac was delighted to come into the Bridge Centre and eat a warm home-cooked meal.

Before dropping Zac off at home, he was taken along to a local care home to meet two other beneficiaries. Zac sat with the beneficiaries and made friends with them, agreeing to visit them again, with a member of the Bridge staff next week, and play draughts with them.

When Zac was dropped off at his home, he was emotional and grateful for the day he'd had. Zac described how The Bridge for Heroes had given him something to look forward to now. He'd gone from having nothing to having friends and a place to belong.

"This place is my happy place. I don't know what I'd do without 'the Bridge'"

"I honestly don't know how I would have coped with the last year without your support"

"My life has changed since I have come to this place. I was looking at four walls stuck in my house all day. Now I have a community. I come here most days"

"I am leaving much happier than I came in, this place is a God send"

Some of the comments made by beneficiaries at the Bridge for Heroes

June



D Day Open Day Event at the Bridge Centre



King's Lynn Lions Fun Day



Royal Norfolk Show



Norwich Community Sports Foundation – AF Veterans' Football Tournament

Aug

July



Time to Talk Football Cup



Norton Hill Charity Event with KL Lions



Felbrigg Art Trip



VJ Day



Veteran Central Open Day

Sept

Running the King's Lynn Air Raid Shelter (ARS) on Heritage Day



Battle of Britain Flag Raising Event



Dec

Nov

Remembrance Sunday Event



Beneficiary Christmas Party



Jan



Briar House Care Home Veteran Badge Presentations

Feb



The Bridge for Heroes AGM

Mar



The Bridge for Heroes & Big C Event



Hep C Screening Event

Apr



Goodwin Care Home Brunch Fundraiser



Second East Region Armed Forces Conference, at Newmarket Racecourse

May



King's Lynn 10k GEAR



Briar House Care Home Fundraiser



Achievements and Performances (continued)

Thrive Together: Veterans Voice

Grant funded by Armed Forces Covenant Fund

THE ARMED FORCES COVENANT FUND TRUST

Veterans Voice is part of the Thrive Together programme in the East of England. Building on the success of the Veterans Places, Pathways and People (VPPP) Programme and the extensive consultation conducted in 2024, the project was designed to respond to the identified needs of the veteran community. Running from April 2024 to March 2027, Veterans Voice is being delivered in three phases, each focusing on engagement, collaboration, and sustainable impact.



Phase 1: Project View Point: The Consultation and Needs Assessment

AFCFT – BFH: £26,746, Programme Management & Costs: £52'265, & Funded projects: £54'550 (Apr 24 - Sept 24)

Between May and July 2024, a comprehensive consultation was carried out with veterans, their families, and carers across the East of England. This process sought to better understand the challenges faced by the veteran community. A structured set of questions was used to gather insights into areas such as access to services, social integration, and health and well-being. The consultations were carried out by:



Alongside veterans and their families, professionals working in charities, local authorities, the NHS, and other statutory organisations were also consulted to provide a broader perspective on existing provision and unmet needs.

The consultation revealed common themes and recommended the need to:

- Improve awareness and accessibility of available services
- Strengthen networks to ensure effective connections with the veteran community
- Tackle stigma around mental health
- Foster improved community integration.

These findings directly informed the design and implementation of Phase 2 activities.

Phase 2: Implementation and Delivery

AFCFT – BFH: £94,884, Programme Management, support & Costs: £217,021, & Funded projects: £394,287 (Oct 24 - Sept 26)

In response to the recommendations, seven targeted initiatives were launched:

- Expanding local hubs and drop-ins
- Deploying mobile awareness stands
- Developing programmes aimed at reducing mental health stigma
- Developing programmes aimed rebuilding self-esteem
- Identifying and supporting veterans in care homes
- Addressing transport barriers to improve access to services
- Building a regional collaborative armed forces network

Following a 2-stage tendering process, organisations were invited to submit bids for funding. This resulted in 7 organisations receiving project funding for 12 different initiatives, starting in January 2025.



Thrive Together: Veterans Voice (continued)

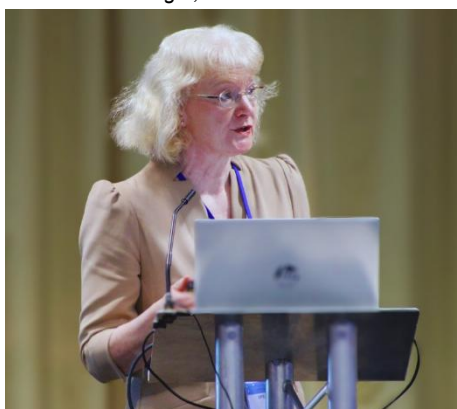
Veterans Voice Conference

In April 2025, the second annual Armed Forces Conference was held to launch Veterans Voice. The event brought together a diverse cross-sector audience of around 80 representatives from Armed Forces charities, statutory bodies, and the AFCFT. Distinguished speakers, including Anne Wright, CEO of the AFCFT, offered insights into their experiences, while interactive workshops enabled open dialogue and feedback, ensuring that stakeholders remained engaged in shaping the project.



Steve Russel & Darren Hickie, The Bridge for Heroes

Anne Wright, CEO of the AFCFT



Websites

Two digital platforms have been developed in response to the recommendations of improving awareness and access to services and strengthening networks:

[Veteransvoice.co.uk](https://veteransvoice.co.uk) is a website for the veteran community, containing comprehensive information on local and national charities, local authority and NHS support services, and veterans' events.

thrive.together.thebridgeforheroes.org, is aimed at the professional community and shares news, project updates, and sector information.

Stakeholder Relationships and Collaboration

A key aspect of the project is to strengthen collaboration across the region. Long-standing relationships with statutory partners, including local authorities and the NHS, have deepened, while new partnerships have been established.

Regular attendance at regional Armed Forces Covenant Boards, and Armed Forces Working groups ensures that the project remains aligned with wider policy and strategic priorities as well as expanding collaboration and influence. In addition, Veterans Voice holds membership of the East Veterans Pension Advisory Committee (E-VPAC), which provides direct input to government ministers on regional matters.

Future Plans

Strategic Priorities for 2025–2026

Our Commitment to the Armed Forces Community

As we look ahead to 2025–2026, our charity remains dedicated to strengthening its support for the Armed Forces Community throughout Norfolk and the East of England. Our priorities continue to focus on three core themes:

- **Raising Our Profile and Presence:** We are committed to ensuring that more members of the Armed Forces Community are aware of, and able to access, our services across the region.
- **Growing Our Impact:** We aim to expand both the reach and quality of our programmes, projects, and support networks to benefit more individuals.
- **Building a Sustainable Organisation:** Our focus remains on financial resilience and the long-term stability of our charity.

Key Areas of Focus

Expanding Programmes and Services

We will continue to deliver a broad array of inclusive workshops, group sessions, and community activities, all tailored to the diverse needs of the Armed Forces Community. The Bridge Drop-in Centre will remain central to our efforts, serving as a hub of support and collaboration. Our partnerships with community organisations will be further developed to enhance outreach and in-reach initiatives, addressing loneliness and isolation. Additionally, we will explore the creation of a safe and secure transport service to ensure all beneficiaries have access to our support.

Strengthening Organisational Capacity

To uphold best practices and ensure safe, consistent support, we will invest in ongoing training for both staff and core volunteers. A staff succession plan will be developed to guarantee leadership continuity and reinforce governance. Our IT systems will be reviewed and upgraded to ensure efficient, secure operations. Furthermore, a comprehensive business continuity plan will be established to safeguard our services against potential risks.

Maintaining and Developing Infrastructure

We will assess our future building maintenance needs to keep our facilities safe, accessible, and fit for purpose. This will enable us to continue providing high-quality support space for our community.

Enhancing Partnerships and Collaboration

We are committed to deepening our relationships with other organisations, particularly those specialising in mental health, to strengthen support pathways for our beneficiaries. Special attention will be given to building collaborative partnerships with PTSD Resolution, the Royal British Legion, and other sector leaders to maximise our collective impact.

Building Financial Sustainability

To secure the long-term future of our work, we will continually review and diversify our income streams. Our strategy includes the development of a corporate sponsorship scheme, an enhanced grant funding program, and an awareness campaign that aligns with our broader marketing efforts. The Volunteer Strategy will also be refreshed to recognise and support the vital contributions of our volunteers, ensuring they remain engaged and valued.

Looking Forward

Through these plans, we aim to not only strengthen the foundation of the charity but also to broaden our reach and impact. We are dedicated to ensuring that every member of the Armed Forces Community in Norfolk and the East of England can access the support they need.

Financial review

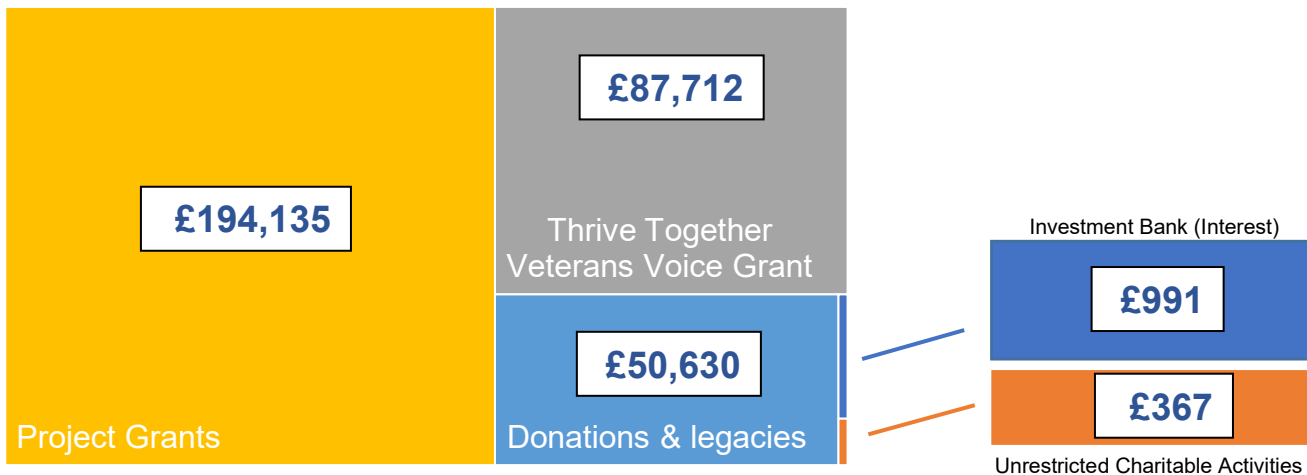
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)"

This part of the Trustees' Annual report comments on the key features of the annual accounts.

Money received: £333,835 **Money spent: £283,645**

We ended the year with **£171,724** of which **£82,457** was restricted for the completion of funded activities and projects in the next financial year.

INCOME



EXPENDITURE



Thrive Together Project Funding

We manage the AFCFT grant-funded **Thrive Together** programme through a separate account, supporting seven active projects. Funding is provided on a quarterly basis by the AFCFT, contingent on the submission of quarterly reports. To meet these requirements, each of the seven funded projects submits monthly reports to The Bridge for Heroes. Further details about the programme can be found on pages 21 and 22.

Funding Approach











Grants remain the charity's principal source of funding, as our limited number of volunteers restricts the capacity to carry out fundraising collections. We have maintained a steady level of one-off donations, alongside a slight increase in individuals choosing to give regularly through monthly contributions.

Of every pound donated, **97% was directed towards The Bridge for Heroes' charitable activities and support services**, while just **3% of unrestricted funds** were allocated to essential fundraising efforts, including the preparation of grant applications.



Where Our Money Comes From

Over the financial year we were fortunate to secure funding from the following:

Code	Grant Funder	Project Name	Project purpose	Dates	Amount	Status
RF071	VPPP Gap Funding 	VPPP	Activities at the BC & in the Community	May24-Sept24	£14,000	Completed
RF072	Veterans Norfolk	Beneficiary Support	Unrestricted	unrestricted	£5,000	Completed
RF073	Thrive Together programme Phase 1	(VPPP2)	VPPP2 phase1 Support	May24-Oct24	£12,346	Completed
RF074		(VPPP2)	Project Management & Projects	May24-Oct24	£12,346	Completed
RF075		Project Autumn Years	Welfare support & %Running costs	Oct24-Sept25	£19,000	Funding ends Sept '25
RF076	Thrive Together programme – Phase2&3 	Veterans Voice	Project Management BFH Management Project Support Veterans Project Support	Oct24-Mar27	£385,000	Funding ends March '27
RF077		Project In-reach	Welfare staffing	Oct24-Sept26	£44,000	Funding ends Sept '26
RF078		Project Army Matters	Staffing & running costs @ 62% Army	Jan-Dec25	£30,000	Funding ends Dec '25
RF080	Surviving Winter Fund 	Warm & Well	Heating and food for hot meals	Jan-Mar25	£2,000	Complete
RF081		Project Inform	Informative talks & workshops	Jan-Dec25	£25,500	Funding ends Dec '25
RF082	Embedding Prevention Veterans' Suicide 	Bridging the gap	Suicide prevention	Jan-Dec25	£49,000	Funding ends Dec '25
RF083	Fulfilling Futures programme 	LGBT+ Veterans Voice	Supervising Fighting with Pride – Veteran Community Worker	Mar25-Sept26	£16,379 BFH (£56,750-FWP)	Funding ends Sept '26
<i>The Grant amounts stated may cross over more than one reporting year. This is only a summary of the total amount we have or will receive</i>						

Further information on the allocation and expenditure of each grant is provided in the *Achievements and Performance* section of this report. The charity also strives, wherever possible, to ensure that projects remain sustainable beyond the conclusion of their grant funding period.

We wish to extend our sincere appreciation to all our funders, whose invaluable support enables the Charity to fulfil many of its strategic objectives.

Your ongoing contributions play a vital role in ensuring that essential services and initiatives promoting mental health and wellbeing remain accessible to the Armed Forces Community for at least 360 days each year. We are profoundly grateful for your generosity and look forward to strengthening our partnership as we continue this important work together.

Where Our Money Comes From (continued)

Mark Howard & Susi Rogers-Hartley	£810
Howard Family Bingo	£600
Donations via Just Giving	£3,010
Knitted Dolls	£600+
Royal Anglians	£2,000
Big K Products	£677
Hunstanton Lions Golf Event	£1,000
Castle Acre Ex-Servicemen's Club	£364
KL&WN Mobility Centre	£100
Refley Friends & Neighbours	£91.63
Anonymous Donation	£10,000
Bikers Saturday Morning Club	£400
Swaffham & District u3a	£185.39
Swaffham RBL Coffee Morning	£206
Fenland Church Harvest Donation	£58.50
Home Instead Charity	£500
King's Lynn Lions & Norton Hill Railway	£500
TK Maxx Foundation	£500
Norfolk Military Vehicle Group	£330
Goodwin Care Home	£398
41 Club	£300
Tesco Fakenham Book Sale	£240
Union Church Hunstanton	£30
Cake Sale Chatterton House	£280
Trinity Rotary Club	£200
Briar House Fundraiser	£107.51
West Norfolk Lottery	£258
Veterans Lottery Affiliation Scheme	£125



We receive food from Tesco each week that would otherwise be put in landfill. This includes tinned, packaged and fresh food which we use to help provide daily meals for our beneficiaries.



4 Secure Self-Storage enables us to store a small amount of furniture and other large items to support our homeless and housing programme, and mental health and wellbeing activities.



The Borough Council of King's Lynn and West Norfolk continue to support the running of our drop-in centre indirectly. They provide a small public space for our beneficiaries and volunteers to work on and ask us to run the King's Lynn Air Raid Shelter on Heritage Day and for local school visits.



Combat Stress provides an online learning platform, 'Combat Stress Learning', to train the Bridge for Heroes staff and volunteers offering training on veteran-specific mental health, including suicide prevention, equipping them with the knowledge and skills to better support veterans.

We gratefully acknowledge the generous contributions of plants, tea, coffee, and other items received from beneficiaries, volunteers, staff, and members of the public. Their kindness and support are very much appreciated.

Finance Review (cont.)

We plan to diversify our income streams by prioritising applications for multi-year funding wherever possible and by actively seeking opportunities for unrestricted or core funding, which provide greater financial flexibility.

Reserves Policy

The Trustees have reviewed the charity's requirements for reserves in light of the principal risks to the organisation. They have agreed a policy that unrestricted funds, not committed or invested in tangible fixed assets, should be maintained at a level equivalent to between three and six months of expenditure.

For 2025–26, the charity's budgeted expenditure (excluding the *Thrive Together Veterans Voice* programme) is £253,021. On this basis, the target range for unrestricted reserves is therefore £63,255 to £126,510.

Reserves are required to cover the essential running costs of the charity and are designated to ensure operational continuity. At this level, the Trustees are confident the charity would be able to maintain its core activities in the event of a significant reduction in income.

As of the latest financial review, unrestricted reserves stand at £89,267, equivalent to approximately four months of running costs. The Trustees' strategy is to continue strengthening the reserve position, particularly through corporate sponsorships and other diversified funding streams.

The purpose of holding reserves is to enable the charity to:

- Meet its ongoing commitments;
- Manage unforeseen expenditure; and
- Protect the delivery of core services and achievement of strategic objectives.

The Trustees have further agreed that any reserves held in excess of the target range may be applied to:

- Cover unexpected but necessary expenditure; and
- Address income shortfalls where actual income is below projected levels.

Investment Policy

The Charity currently holds limited funds and minimal assets and, as such, does not maintain a formal investment policy at this time.

Budget Management

Our budget management system continues to be used effectively for setting, reporting, and monitoring budgets. This system also served as the baseline for preparing the budgets of the previous two financial years.

Grant Making

The Charity does not distribute its own unrestricted funds as grants to charities, hospitals, schools, or other institutions.

However, under specific partnership programmes funded by the Armed Forces Covenant Fund Trust (AFCFT), the Charity does act on the AFCFT's behalf to administer grant distributions:

- Thrive Together Three-Year Programme – a portion of the grant received is distributed to other charities and organisations on behalf of the AFCFT.
- Fulfilling Futures Programme – the majority of the grant is allocated directly to Fighting with Pride.

In both cases, these payments are made solely from AFCFT-designated funds and do not involve the Charity's own unrestricted resources.

Going Concern

The Trustees have a reasonable expectation that the Charity has sufficient resources to continue operating for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Structure, Governance and Management

Status and Objects

The Bridge for Heroes was incorporated on 5 December 2009 under the Companies Act 1985 as a company limited by guarantee and was registered with the Charity Commission for England and Wales on 21 September 2010. The Charity is governed by its Memorandum and Articles of Association, adopted in 2010.

Appointment, Induction, and Training

Directors of the company also serve as Charity Trustees under charity law and, in accordance with the Articles, are members of the Management Committee. All new Trustees are approved by the Management Committee and may be recruited through a range of channels, including open advertisements.

Following the appointment, Trustees are made fully aware of their duties and responsibilities through discussion with the Chair and CEO, guidance issued by the Charity Commission, and an induction programme. Additional training is provided as required, with access to external opportunities available through our membership with The Confederation of Services Charities (Cobseo).

Risk Management

The Board undertakes regular discussions and assessments of the risks to which the Charity is exposed. Risk management is an ongoing process, with the Senior Management Team providing updates on project-specific risks where appropriate.

Systems and procedures are in place to mitigate identified risks, including clear internal controls governing the authorisation of all transactions and projects. Compliance procedures ensure the health, safety, and welfare of staff, volunteers, beneficiaries, and visitors, and these are reviewed periodically to ensure continued effectiveness.

Public Benefit

The Charity's main activities and the beneficiaries we support are described throughout this report. In determining the services and activities provided, the Trustees have regard to the Charity Commission's general guidance on public benefit. They are satisfied that the Charity's current aims and activities further its charitable purposes and deliver clear public benefit.

Organisational Structure

The Board of Trustees comprises 10 members, bringing a wide range of expertise in areas including health and safety, finance, human resources, adult learning, psychological well-being, and marketing. The Board meets monthly, where possible, and is responsible for setting the strategic direction and policies of the Charity.

The staff team is led by a small management group consisting of the Chief Executive Officer, Welfare Manager, and Bridge Centre Manager. They are supported by a welfare team that includes two Charity Coordinators, a General Support Worker, and an Administration and Finance Assistant. Staff pay and benefits are reviewed annually by the Trustees.

Volunteers play an indispensable role in every aspect of the Charity's operations, enabling us to deliver our full range of services.

The Charity is registered with the Information Commissioner's Office and complies fully with all data protection legislation.

Reference and Administration Details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

Principal address: The Bridge for Heroes
52a South Clough Lane,
King's Lynn, Norfolk
PE30 1SE

Patrons The Lady Dannatt MBE, HM Lord-Lieutenant
General The Lord Dannatt, GCB, CBE, MC, DL

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

Chair Steve Russell BCA_o
Trustee-Directors Tim Wiskin (reappointed 13/02/25)
Siobhan Vaughan
Sharon Edwards BFP FCA
Lindsey Wood
Emma Harrison (appointed 29/11/2024)
David Human MBE (appointed 29/11/2024)
Wendy Human (appointed 29/11/2024)
Graham Clarke MBE (appointed 14/02/2025)
Mark Cosham (appointed 14/02/2025)

Trustee Resignations Lindsey Bavin (resigned 13/2/2025)
Nathan Johnson (resigned 13/02/25)

Staff Director Helen Taylor MBE, CEO

Senior Management Team Helen Taylor MBE, CEO
Andrew Pover, Welfare Manager
Gregg Baker, Welfare Officer

East of England Thrive Together
Project Manager Darren Hickie MAAT, (Develop and Promote)
Project Support Julia Wheldon (Develop and Promote)

Bankers TSB
1 Tuesday Market Place,
King's Lynn, Norfolk,
PE30 1JU

Independent Examiner Stephenson Smart
22-26 King Street,
King's Lynn, Norfolk, PE30 1HJ

Declaration

The trustees, who are also directors of The Bridge for Heroes Limited for the purposes of company law, are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at the 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

Date: 04/12/2025

THE BRIDGE FOR HEROES LIMITED**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MAY 2025**

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income from:							
Donations and legacies	3	50,258	372	50,630	39,353	5,000	44,353
Charitable activities	4	367	281,847	282,214	852	172,340	173,192
Investments	5	991	-	991	838	-	838
Total income		<u>51,616</u>	<u>282,219</u>	<u>333,835</u>	<u>41,043</u>	<u>177,340</u>	<u>218,383</u>
Expenditure on:							
Raising funds	6	8,738	-	8,738	1,954	180	2,134
Charitable activities	7	35,647	239,260	274,907	43,291	199,499	242,790
Total expenditure		<u>44,385</u>	<u>239,260</u>	<u>283,645</u>	<u>45,245</u>	<u>199,679</u>	<u>244,924</u>
Net income/(expenditure) and movement in funds		7,231	42,959	50,190	(4,202)	(22,339)	(26,541)
Reconciliation of funds:							
Fund balances at 1 June 2024		<u>82,036</u>	<u>39,498</u>	<u>121,534</u>	<u>86,238</u>	<u>61,837</u>	<u>148,075</u>
Fund balances at 31 May 2025		<u>89,267</u>	<u>82,457</u>	<u>171,724</u>	<u>82,036</u>	<u>39,498</u>	<u>121,534</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE BRIDGE FOR HEROES LIMITED**BALANCE SHEET****AS AT 31 MAY 2025**

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	13		14,611		18,061
Current assets					
Debtors	14	1,297		2,652	
Cash at bank and in hand		302,914		143,623	
		304,211		146,275	
Creditors: amounts falling due within one year	15	(147,098)		(42,802)	
Net current assets			157,113		103,473
Total assets less current liabilities			171,724		121,534
The funds of the charity					
Restricted income funds	17		82,457		39,498
Unrestricted funds	18		89,267		82,036
			171,724		121,534


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2025.

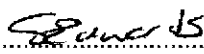
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 11/12/2025.


 S Russell
 Trustee


 S Edwards
 Trustee

Company registration number 07096496 (England and Wales)

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

Charity information

The Bridge for Heroes Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 52a South Clough Lane, King's Lynn, Norfolk, PE30 1SE.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a statement of cash flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably. Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

Grants are only included in the SOFA when the general income recognition criteria has been met as detailed above. In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Support costs have been allocated between governance costs and other support. Governance costs comprise of all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings and equipment	25% reducing balance
Computers	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Tangible fixed assets are capitalised if they cost over £100 and can be used for more than one year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Donations and gifts	50,258	372	50,630	36,759	5,000	41,759
Donated assets	-	-	-	2,594	-	2,594
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

4 Charitable activities

	Charitable Income 2025	Charitable Income 2024
	£	£
Donations from donated goods, and goods made by beneficiaries	367	852
Grants specifically for charitable activities	281,847	172,340
	<u>282,214</u>	<u>173,192</u>
Analysis by fund		
Unrestricted funds	367	852
Restricted funds	281,847	172,340
	<u>282,214</u>	<u>173,192</u>

5 Income from investments

	Unrestricted funds 2025	Unrestricted funds 2024
	£	£
Interest receivable	991	838
	<u> </u>	<u> </u>

6 Expenditure on raising funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£	£	£	£
Fundraising and publicity						
Support costs	8,738	-	8,738	1,954	180	2,134
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****7 Charitable activities**

	Bridge Centre 2025 £	Thriving Together 2025 £	Total 2025 £	Bridge Centre 2024 £	Outreach 2024 £	Nelson Activity Centre 2024 £	VPPP 2024 £	Total 2024 £
Staff costs	121,838	28,895	150,733	108,610	848	21,317	3,992	134,767
Rent, utility, building insurance	23,866	-	23,866	21,550	-	16,500	-	38,050
Projects, services & activities	17,093	-	17,093	7,507	738	8,528	-	16,773
Services & operation	251	59,868	60,119	5,000	-	-	-	5,000
Support costs	2,526	-	2,526	3,700	-	-	-	3,700
Repairs, maintenance and equipment	406	-	406	259	-	-	-	259
Printing, postage and stationery	372	-	372	779	-	16	-	795
Telephone	3,053	-	3,053	1,203	-	517	-	1,720
IT and website	2,440	-	2,440	618	-	-	9,040	9,658
Publicity	1,026	-	1,026	76	461	-	-	537
Project management	-	-	-	11,392	-	-	1,440	12,832
Other charitable expenditure	733	-	733	-	-	-	-	-
	<u>173,604</u>	<u>88,763</u>	<u>262,367</u>	<u>160,694</u>	<u>2,047</u>	<u>46,878</u>	<u>14,472</u>	<u>224,091</u>
Share of support costs (see note 8)	11,700	-	11,700	14,827	-	3,079	-	17,906
Share of governance costs (see note 8)	840	-	840	793	-	-	-	793
	<u>186,144</u>	<u>88,763</u>	<u>274,907</u>	<u>176,314</u>	<u>2,047</u>	<u>49,957</u>	<u>14,472</u>	<u>242,790</u>
Analysis by fund								
Unrestricted funds	35,647	-	35,647	41,097	141	613	1,440	43,291
Restricted funds	150,497	88,763	239,260	135,217	1,906	49,344	13,032	199,499
	<u>186,144</u>	<u>88,763</u>	<u>274,907</u>	<u>176,314</u>	<u>2,047</u>	<u>49,957</u>	<u>14,472</u>	<u>242,790</u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****8 Support costs allocated to activities**

	2025	2024
	£	£
Staff costs	17,478	14,355
Depreciation	2,769	5,505
Subscriptions	191	180
Governance costs	840	793
	<u>21,278</u>	<u>20,833</u>
Analysed between:		
Fundraising	8,738	2,134
Bridge Centre	12,540	15,620
Nelson Activity Centre	-	3,079
	<u>21,278</u>	<u>20,833</u>

9 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	2,985	5,509
(Profit)/loss on disposal of tangible fixed assets	(216)	1,286
	<u>2,769</u>	<u>6,795</u>

10 Trustees

Travel expenses totalling £137 (2024 - £0) were paid to one trustee during the year.

11 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
Charitable activities	8	10
	<u>8</u>	<u>10</u>

Employment costs

	2025	2024
	£	£
Wages and salaries	158,917	141,210
Social security costs	6,028	5,453
Other pension costs	3,266	2,459
	<u>168,211</u>	<u>149,122</u>

There were no employees whose annual remuneration was more than £60,000.

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****11 Employees****(Continued)****Remuneration of key management personnel**

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	45,801	47,043

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Fixtures, fittings and equipment	Computers	Total
	£	£	£
Cost			
At 1 June 2024	24,524	10,572	35,096
Additions	885	-	885
Disposals	(3,061)	(129)	(3,190)
At 31 May 2025	22,348	10,443	32,791
Depreciation and impairment			
At 1 June 2024	11,857	5,178	17,035
Depreciation charged in the year	1,894	1,091	2,985
Eliminated in respect of disposals	(1,779)	(61)	(1,840)
At 31 May 2025	11,972	6,208	18,180
Carrying amount			
At 31 May 2025	10,376	4,235	14,611
At 31 May 2024	12,667	5,394	18,061

14 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Other debtors	1,297	2,652

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****15 Creditors: amounts falling due within one year**

	2025	2024
	£	£
Other taxation and social security	2,106	1,843
Other Creditors (TT)	144,334	40,959
Accruals and deferred income	658	-
	<u>147,098</u>	<u>42,802</u>

16 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>3,266</u>	<u>2,459</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Balance at 1 June 2023	Resources expended	Balance at 1 June 2024	Movement in funds		Balance at 31 May 2025
				Incoming resources	Resources expended	
	£	£	£	£	£	£
Fixed assets	669	(349)	320	-	(108)	212
Fund 30	5,311	(1,402)	3,909	-	(721)	3,188
Fund 30A	217	(54)	163	-	(41)	122
Fund 25	306	(51)	255	-	(38)	217
Fund 31	106	(27)	79	-	(20)	59
Fund 34	335	(86)	249	-	(64)	185
Fund 36	73	(73)	-	-	-	-
Fund 38	107	(107)	-	-	-	-
Fund 43	2,546	(905)	1,641	-	35	1,676
Fund 44	581	(145)	436	-	(109)	327
Fund 47	3,477	(869)	2,608	-	(703)	1,905
Fund 49	1,533	(227)	1,306	-	(170)	1,136
Fund 51	1,716	(28,564)	676	-	(70)	606
Fund 52	9,040	(9,040)	-	-	-	-
Fund 54	856	(11,256)	-	-	-	-
Fund 56	338	(40)	298	-	(298)	-
Fund 57	558	(102)	456	-	(76)	380
Fund 58	1,000	(1,000)	-	-	-	-
Fund 59	566	(12)	554	-	(12)	542
Fund 60	4,250	(42,662)	5,040	26,379	(31,157)	262
Fund 61	2,291	(2,291)	-	-	-	-
Fund 62	16,961	(16,961)	-	-	-	-

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025**

17 Restricted funds	(Continued)					
Fund 63	4,000	(3,805)	195	-	(195)	-
Fund 64	5,000	(4,395)	605	-	(129)	476
Fund 65	-	(30,000)	-	-	-	-
Fund 66	-	(10,000)	-	-	-	-
Fund 67	-	(10,000)	-	-	-	-
Fund 68	-	(12,082)	17,918	158	(18,076)	-
Fund 69	-	(2,782)	-	-	-	-
Fund 70	-	(2,000)	-	-	-	-
Fund 71	-	(2,400)	-	9,600	(9,600)	-
Fund 72	-	(2,210)	2,790	-	(2,790)	-
Fund 73	-	(3,782)	-	7,564	(7,564)	-
Fund 74	-	-	-	2,489	(2,489)	-
Fund 75	-	-	-	19,304	(13,308)	5,996
Fund 76	-	-	-	87,712	(85,362)	2,350
Fund 77	-	-	-	20,880	(14,015)	6,865
Fund 78	-	-	-	30,000	(14,472)	15,528
Fund 79	-	-	-	500	(500)	-
Fund 80	-	-	-	2,000	(2,000)	-
Fund 81	-	-	-	25,500	(9,514)	15,986
Fund 82	-	-	-	24,454	(20,287)	4,167
Fund 83	-	-	-	25,595	(5,331)	20,264
Fund TT24-27	-	-	-	84	(76)	8
	61,837	(199,679)	39,498	282,219	(239,260)	82,457
	61,837	(199,679)	39,498	282,219	(239,260)	82,457

The purpose and restrictions placed on the various restricted funds are as follows:

- Fixed assets - Funding provided for the purchase of fixed assets.
- Fund 30 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk.
- Fund 30A - East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge - Beneficiary laptop and funding for Operation Mirror
- Fund 25 - Veteran's Foundation - Bridge Centre running costs
- Fund 31 - Norfolk Community Fund - Bringing older people together
- Fund 34 - Norfolk Community Foundation Local Resilience Fund - Funding for Operation Mirror
- Fund 36 - Armed Forces Covenant Fund Trust (AFCFT) - Veterans Should Not Be Forgotten - Funding for Operation Mirror
- Fund 38 - Armed Forces Covenant Fund Trust (AFCFT) - COVID impact Programme - Funding for Operation Mirror
- Fund 43 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk
- Fund 44 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - running social groups and garden parties
- Fund 47 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - start up costs for new facility - Nelson Activities Centre (NAC)
- Fund 49 - Norfolk Community Foundation NAF CF - NAC Operational costs
- Fund 51 - Armed Forces Covenant Fund Trust (AFCFT) - Project Nile - NAC rent and staffing
- Fund 52 - Armed Forces Covenant Fund Trust (AFCFT) - Project Wide Reach - setting up and running a positive media website for East of England

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****17 Restricted funds****(Continued)**

- Fund 54 - Armed Forces Covenant Fund Trust (AFCFT) - Project Sunrise support
- Fund 56 - Veterans Foundation - Project Connect VF22 - running costs and operations
- Fund 57 - Government Grant Apprentice - Salary and laptop for apprentice
- Fund 58 - Royal Air Force Benevolent Fund - Project Connect RAF22 - contribution towards Bridge Centre rent
- Fund 59 - Armed Forces Covenant Fund Trust (AFCFT) - Project Silent Partner - workshop and support for families of veterans
- Fund 60 - Armed Forces Covenant Fund Trust (AFCFT) - Project Interface - wages, operations and outreach
- Fund 61 - Royal Navy & Royal Marine Charity (RNRMC) 2020 - contributions towards Bridge Centre rent and running costs
- Fund 62 - Veterans Foundation - Staffing Welfare
- Fund 63 - Cranes Garden Buildings - contribution towards CharityLog
- Fund 64 - Norfolk Community Foundation - contributions towards activity resources
- Fund 65 - ABF The Soldiers Charity - Project Continuo - contributions towards rent, NAC and staffing
- Fund 66 - NAFC - Project Connect - NAC staffing and running costs
- Fund 67 - Armed Forces Covenant Fund Trust (AFCFT) - Project Rainbow - supporting LGBTQ+
- Fund 68 - Veteran's Foundation - Project Golden Years - Supporting over 60's.
- Fund 69 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Admin and PM costs
- Fund 70 - Norfolk Community Foundation - contributions towards activity resources
- Fund 71 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Activities at the Bridge Centre and in the community
- Fund 72 - Veteran's Norfolk - Insurance and wages
- Fund 73 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Support, plus consultations
- Fund 74 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Project Management and projects
- Fund 75 - The National Lottery - Project Autumn Years - Support, running costs
- Fund 76 - Armed Forces Covenant Fund Trust (AFCFT) - TT Veterans Voice - Project Management, Bridge for Heroes management, project support and Veterans project support.
- Fund 77 - Veteran's Foundation - Project In-reach - Staffing
- Fund 78 - ABF The Soldiers Charity - Project Army Matters - Staffing and running costs
- Fund 79 - Home Instead - Christmas - Christmas meals etc
- Fund 80 - Norfolk Community Foundation - Project Warm & Welcome - Heating and food
- Fund 81 - Veteran's Foundation - Project Inform - Talks and workshops
- Fund 82 - Armed Forces Covenant Fund Trust (AFCFT) - Bridging the Gaps - Suicide prevention
- Fund 83 - Armed Forces Covenant Fund Trust (AFCFT) - LGBT+ Veterans Voice - Supervising Fighting with Pride paid a person to cover East of England.
- Fund TT24-27 - Armed Forces Covenant Fund Trust (AFCFT) - TT Projects - Projects (Holding Account)

More details about each current grant fund can be found in the TAR.

18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2024	Incoming resources	Resources expended	At 31 May 2025
	£	£	£	£
General funds	82,036	51,616	(44,385)	89,267
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2025****18 Unrestricted funds (Continued)**

Previous year:	At 1 June 2023	Incoming resources	Resources expended	At 31 May 2024
	£	£	£	£
General funds	86,238	41,043	(45,245)	82,036

19 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 May 2025:			
Tangible assets	5,251	9,360	14,611
Current assets/(liabilities)	84,016	73,097	157,113
	<u>89,267</u>	<u>82,457</u>	<u>171,724</u>
	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 May 2024:			
Tangible assets	5,608	12,453	18,061
Current assets/(liabilities)	76,428	27,045	103,473
	<u>82,036</u>	<u>39,498</u>	<u>121,534</u>

20 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

Independent Examiner's Report to the Trustees of The Bridge for Heroes Limited

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of The Bridge for Heroes Limited ('the charitable company') for the year ended 31 May 2025 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the

examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Melton FCCA TEP
Stephenson Smart
22 -26 King Street
King's Lynn
Nprfolk
PE30 1HJ

29 October 2025

The Bridge for Heroes

Supporting the

Armed Forces Community



RAF Veteran spending time with the son of serving RAF parents during an intergenerational group session

THE BRIDGE FOR HEROES

England & Wales - Charity number 1138136

Accounts



THE BRIDGE FOR HEROES



Trustees Annual
Report & Financial
Statement
May 2024

Registered Charity: 1138136
Company Limited by Guarantee: 07096496

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The Chair of Trustees Report

It is my pleasure and privilege to extend a warm welcome to you all, in this, The Bridge for Heroes annual report. Thank you for reading this review of our work during the past year and I hope that you will be encouraged by the reports that illustrate the ever-changing services provided by this amazing charity. It is with great pleasure that I recommend to you this report, which sets out, for our supporters and the general public, our achievements and our future plans.

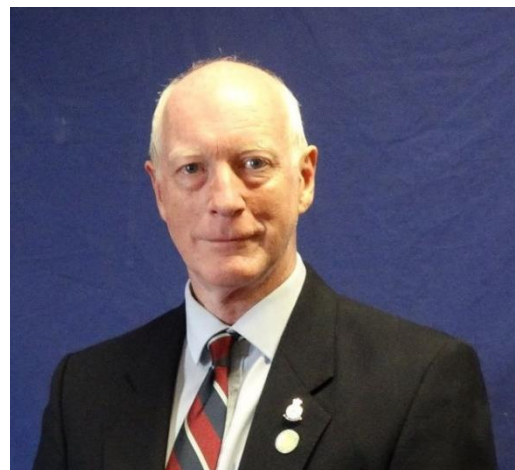
The author Neale Donald Walsch once wrote “Life begins at the end of your comfort zone.” We have all experienced changes in the last 12 months, for some, this has been a challenge, for others the process has been relatively easy. Maybe we do not need to step out of our "comfort zones" but we may need to expand them. Change does not have to be our focus, **it's the journey that matters, not the destination**, so have fun along the way. To all of the staff, volunteers and beneficiaries, I would like to say, "Take time to appreciate the huge amount of courage it takes to do what you're doing and approach it with a sense of fun and enjoyment." There will be further developments and changes to the services that The Bridge for Heroes will offer during the next year. We all need to learn to appreciate the opportunities that are opening up. The charity is strong and doing well, so we should all value the experiences we are having and all that we are discovering about ourselves. And don't forget to celebrate your successes as you go.

In closing, I would like to emphasise my gratitude to those who give so much to support our Armed Forces Community. I would like to thank all the organisations who provided financial or specialist support; with their help we have continued to deliver our core services. This year has been amazing.

Finally, my sincere thanks go to all our staff, Trustees, volunteers, supporters and friends. Looking forward to the next year, God bless.



Steve Russell BC Ao
Chair of Trustees



Our Patrons



The Lady Dannatt MBE
HM Lord-Lieutenant of Norfolk



General The Lord Dannatt,
GCB, CBE, MC, DL



Patron visit
on 16th
May 2024



General The Lord Dannatt in his capacity as both Patron and Deputy Lieutenant of Norfolk visited The Bridge for Heroes Drop-in Centre to present the Blue Plaque in recognition of our community work during the Covid pandemic, followed by an unveiling of our bespoke memorial board remembering volunteers and beneficiaries who have been involved in The Bridge for Heroes over the last 14 years, who have since passed away. Despite the rain, the event was well attended with guests, staff, volunteers and beneficiaries valuing the opportunity to remember loved ones and reflect on the difficulties faced during the pandemic.



Our Impact

300
beneficiaries

Directly benefited
from our services

144
new
beneficiaries

Average of
112
beneficiaries
were supported each
month

Who are our Beneficiaries?

HM Armed Forces Community (AFC)

12%

Navy



72%

Veterans

62%

Army



3%

Serving/
Reservists

26%

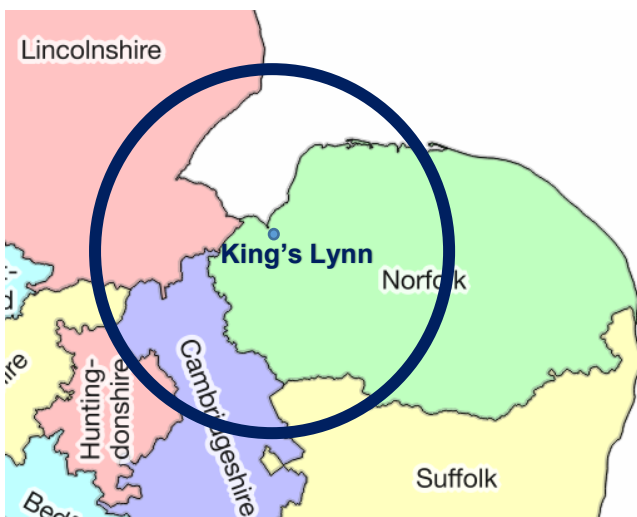
RAF



25%

AFC Family

Covering West Norfolk and beyond



72%

West Norfolk

10%

Norfolk

11%

Cambridgeshire

5%

Lincolnshire

2%

Out of Area

Our Impact

Welfare Support

3750



Group sessions

1014



1to1 sessions



114


Home Visits



265

1to1 Support Calls

1012



IAG sessions

Information, advice, and guidance

68



Hospital visits




Monthly Saturday Veterans Breakfast


2286

Hot meals provided

Daily lunches
Mon to Sat



Countless hot drinks




Monthly Sunday Lunch

For those who would otherwise be eating alone

Veterans Christmas Day Lunch

New transport service offering lifts to beneficiaries



Our Impact

Activities

2300
activity sessions

24
different activities

6000+
activity hours



Volunteering

27
Volunteers

Giving more than
3000
volunteering hours



Our volunteers have supported in a wide variety of roles including fundraising, supporting the day to day running of the Bridge 'drop-in' centre, providing peer to peer support, leading activities, running the air raid shelters, admin and much more

The Bridge for Heroes was awarded The Queen's Award for Voluntary Service in June 2020

Who we are

The Bridge for Heroes is a charity dedicated to helping and supporting the Armed Forces Community (AFC) in the West Norfolk area and beyond. Our team of staff, volunteers and trustees are fully committed to ensure the needs of local veterans, reservists, serving personnel, widows, spouses/partners and family members receive person centred support whatever their issue may be.

We provide swift interventions and address individuals needs holistically, offering short-term and long-term support. This support is proactively achieved through one-to-one sessions, innovative group therapies, a wide range of activities, and local community events, alongside referring individuals and families to other organisations when required.



Our purpose, vision and mission

As set out in the objects contained in the company memorandum and articles of association, our charity's purposes are:

'The Organisation The Bridge for Heroes will advance any lawful charitable purpose (at the discretion of the Trustees) for the benefit of serving and former serving members of the armed forces of the crown and their dependents (the beneficiaries) in particular but not exclusively, by providing facilities for respite, rest and recuperation including accommodation, subsistence and group activities which promote the efficiency of serving personnel or which relieve other charitable needs of beneficiaries.'

Our Vision

The Bridge for Heroes' vision is to provide members of the Armed Forces community with support and facilities which promote their overall health and well-being (in order for them to lead meaningful lives).

Our Mission

The Bridge for Heroes' mission is to support members of the Armed Forces community (serving, veterans and their families) by providing companionship and comradeship alongside information, guidance and activities that promote mental health, physical health and well-being.



Our main charitable activities

The Bridge for Heroes main areas of charitable activity are the provision of help and support through group sessions, peer-to-peer support, respite, activities, refreshments and meals. This holistic approach means that whatever the issue, our dedicated team of staff and volunteers are readily available to help and support our local Armed Forces Community (AFC). The Charity has a strong person-centred approach, actively listening to the needs and concerns of our beneficiaries and providing choices for the individual depending on their needs, likes, interests, fears or anxieties.

Our holistic approach provides support with:



Our main charitable activities have been offered free to the AFC at our two dedicated facilities, the Bridge ‘drop-in’ Centre and Nelson Activity Centre, Nelson House. We also continue to develop our outreach service focused on home and hospital visits.

Bridge ‘Drop-In’ Centre



Our main facility is based in the town centre of King’s Lynn offering a drop-in service with everything from an informal drink and light lunch, with opportunities for a friendly chat with like-minded people who have been serving members of the AFC, to a more in-depth one to one talk with one of our Welfare Team. It is the hub of our services, open six days a week and run by staff and volunteers who listen, inform, refer and offer as much support as possible. The Centre focuses on providing a safe space where beneficiaries feel accepted and not judged, where people genuinely want to build on getting to know them as individuals and develop an understanding of what matters to them. We focus on providing the tools necessary to help beneficiaries help themselves and we also have a good referral system with other local organisations.

Bridge Activities Centre (June 2021 – June 2024)

Our Activity Centre based at Nelson House comprised of a variety of workshops and studio areas offering free activities for veterans and their families. All of the activities available promoted positive mental health and well-being and focused on reducing feelings of loneliness and isolation.

Activities included art, bike maintenance, glass engraving, knitting and woodwork, along with off-site activities including walking, fishing, bowling and cycling. We welcomed other organisations and charities to also make use of the facility linking with Help for Heroes, Outside the Wire, and DMWS.



Despite the fantastic facilities and opportunities available at the BAC, usage from our existing beneficiaries and those linked to other organisations was lower than expected, with only a small number of our beneficiaries attending regularly. Over the three years of running our attempts to increase footfall did not result in a significant change and although our rental costs were low, staffing costs were significant and a decision was made that continuing to run the facility was unviable.

Our Volunteers

Our Volunteers are crucial to all the work the Bridge for Heroes undertakes providing outstanding support right across our services, whether it is helping provide light lunches and refreshments at our 'drop-in' centre or providing invaluable befriending support to help reduce loneliness and isolation, leading one of our many activities, providing transport for our beneficiaries, gardening or helping run and maintain our facilities.



Many of our volunteers have lived experiences and are able to share their journey with the people we support and act as positive role models. We are immensely appreciative of the contributions made every day by our fantastic volunteering team and are constantly overwhelmed by the dedication and commitment that they all show.

It is important that our volunteers feel supported, rewarded and fulfilled in their volunteering role which enables them to continue their own personal development. Opportunities for training, learning new skills and using their knowledge and expertise are encouraged.

Thank you to our wonderful team of volunteers.

Thank you for being so generous with your time, skills and knowledge. You make a tangible difference to so many lives within the Armed Forces Community



Working together

There are many local organisations, agencies and charities that provide specific help and support in the areas our beneficiaries need to access. We recognise the importance of working closely together to provide a consistent, professional and clear support network that meets the holistic needs of our beneficiaries.

This reporting year, we have worked with:

- Veterans UK Welfare Service – Stuart Burgess visiting monthly
- Department for Work & Pensions – Wayne Farrow visiting monthly
- Borough Council of King's Lynn & West Norfolk
- Defense Medical Welfare Service – Michelle Reynolds referring AFC hospital patients
- The Queen Elizabeth Hospital King's Lynn (QEH) Armed Forces Network
- Veteran Cancer Café (QEH)
- Dementia Intensive Support Team
- Fenland Council
- Purfleet Trust
- SSAFA – Gordon Halewood Div Sec
- Op Courage – John Traylor
- Lily Norfolk – Rebekah Bensley-Mills
- March AF & Veteran Hub – Jeff Walters
- Veterans Central - West Raynham
- Combat2Coffee
- Veteran Community Network
- Fighting with Pride – Caroline Paige
- Outside the Wire (Matthew project)
- NHS Social Prescribing
- Norfolk County Council Social Services
- Combat Stress
- Company of Makers
- Step Together Volunteering
- Veterans Norfolk
- Walking with the Wounded
- Warrior Programme
- NHS Norfolk & Suffolk Foundation Trust
- NSFT Military Support Group

We are members of Cobseo – The Confederation of Service Charities, Norfolk Safer Programme, Community Action Norfolk and ICO (Information Commissioner's Office).

Support is also received from local businesses and organisations who offer their expertise, time and resources to help with the day-to-day running of the Charity. Develop and Promote has been supporting the Charity since it started, providing continuous support with IT, marketing and other general charitable activities. Nadler Group, Borough Council of King's Lynn & West Norfolk provide ongoing support with various services, Nelson Developments Ltd, supported providing a facility to run our activities, and Crane Garden Buildings support our wood workshop.

We receive food from Tesco each week that would otherwise be put in landfill. This includes tinned, packaged and fresh food which we use to help provide daily meals for our beneficiaries. 4 Secure Self-Storage enables us to store a small amount of furniture and other large items to support our homeless and housing programme and activities.



BUSINESS DEVELOPMENT

Borough Council of
King's Lynn &
West Norfolk



Why we are needed

1. While the majority of those who serve make a successful transition to civilian life, a minority experience challenges which have an impact on their mental health and well-being. While these problems do not differ greatly from those of the average person, it is the complexity and severity of these problems that are markedly different.

2. Data from and consultations with beneficiaries over the last 14 years highlights that many veterans and family members are impacted by feelings of isolation and loneliness through changes in their lives where they miss the family units and comradeship that military life provided.

3. Many find it difficult to seek and ask for help as they think it is a sign of weakness, but it takes immense courage for an individual to do so. Long waits for initial medical and mental health appointments followed by, waiting lists once a referral has been made, online forms, and a lack of understanding of the available benefits can be very disheartening for anyone. These frustrations can add worry and stress to an already unsettled beneficiary and can trigger feelings of anger, depression, anxiety, hopelessness and in some cases suicidal thoughts.

While any member of society can be affected by changes in their social and economic situation, our beneficiaries are often less able to manage such changes without focused support and guidance

The Bridge for Heroes is needed because the Charity can:

- provide peer to peer support which provides understanding and empathy of the military way of life
- provide activities which reduce feelings of loneliness and isolation, and promote general wellbeing.
- provide accessible support and strategies and tools to help individuals cope when they are suffering from poor physical or mental health and are facing delays or difficulty in accessing assessment or treatment.

This vital service has been delivered from the safe haven of the Bridge Centre providing the Armed Forces Community opportunity to:

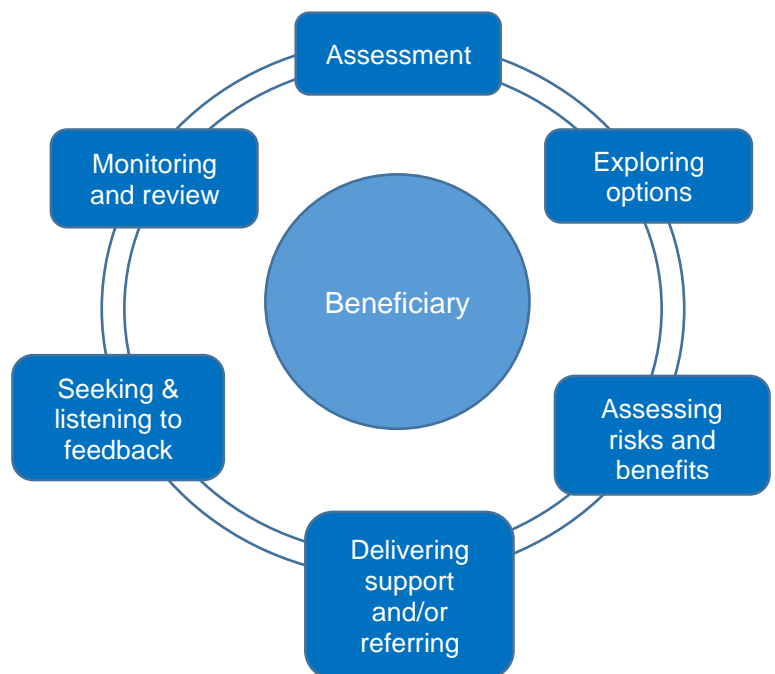
- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer-to-peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering which aids them in
 - empowering their circumstances
 - providing a new purpose
 - reduce feelings of loneliness and isolation

Recording, monitoring and assessing

Our strong person-centred approach includes our beneficiary's involvement with all decisions affecting them, and where each beneficiary is assessed and monitored throughout their time with us whether it is for short-term or long-term support.

We use CharityLogOne, a cloud-based case management system, our own in-house mental health and wellbeing scale gauge, alongside the Impact hub run by the Armed Forces Covenant.

This system is used to measure the beneficiaries' mental health and current situation. From this information, the Charity can tailor its services to provide the best possible support for beneficiaries to make informed choices and gain the tools they need to improve their situation.



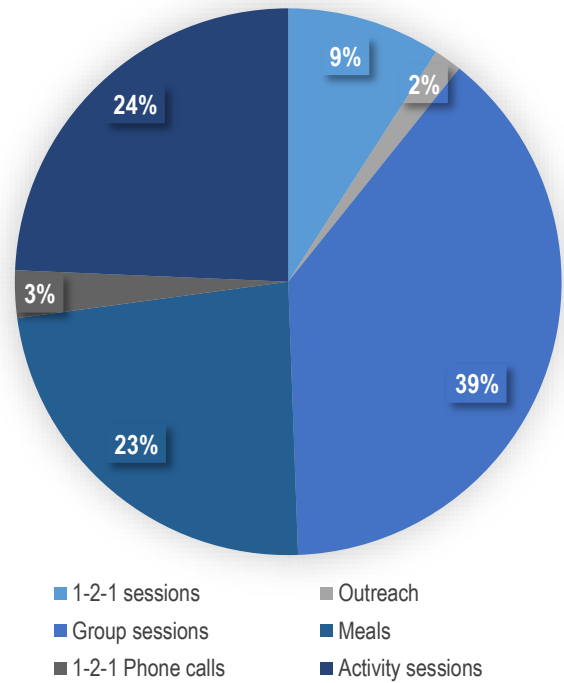
Achievements and performances

Key to our achievements is the ability to collect reliable data and use it to demonstrate the Charity's effectiveness and the value we deliver. Our case management system, CharityLog and the continuation of using the AFCFT impact measurement tool ensures that we have strong data that shows our value. Our amazing team of staff and volunteers have been able to provide the following support and help to our local Armed Forces Community.

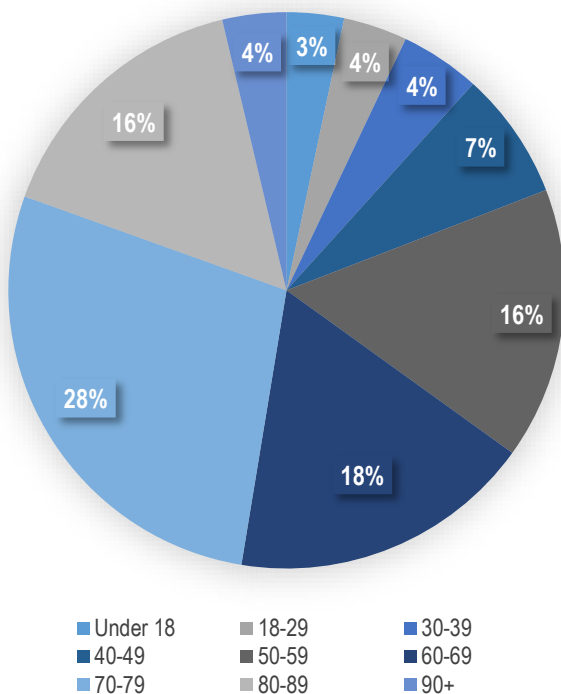
Areas of help and support given:

- Mental Health
- Social Isolation & Loneliness
- Family & Relationships
- Independent Living
- Healthy Living
- Finance
- Housing & Homelessness
- Training & Employment
- Dependency & Addiction

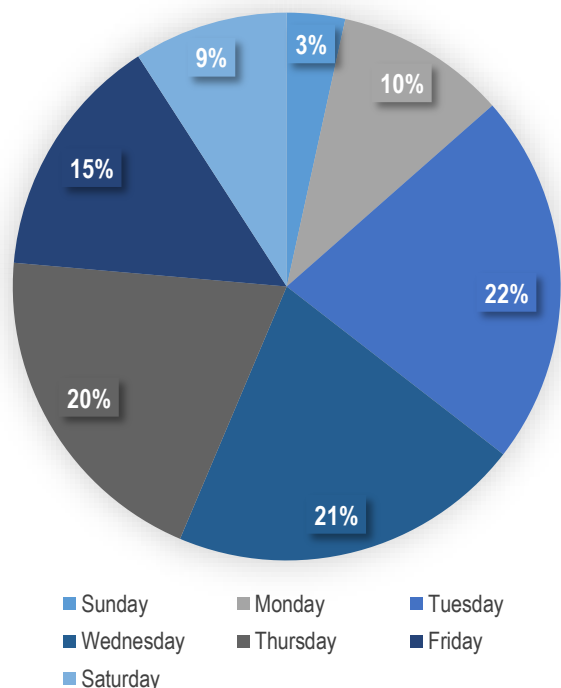
Contact Method



Who we help by age range



Beneficiary Attendance



Achievements and performances (continued)

Project Connect

Grant funded by NAFC, RAFBF and RNRMC

NAFC-7.5k (Jun23-May24), RNRMC-£2.3k (Apr23-Mar24), RAFBF-£4k (Sept22-Aug23)



Project Connect focused on

- Connecting veterans and their families to our activities and services
- Connecting veterans with veterans, focusing on reducing feelings of loneliness and isolation
- Connecting veterans and family members, who are using other organisations and charities, with our Charity through social prescribing

The grant funding enabled the charity to maintain and develop its core services and promote them to a wider audience through our social media platforms, blogs and advertising.



Project Continuo

Grant funded by Army Benevolent Funds The Army's National Charity

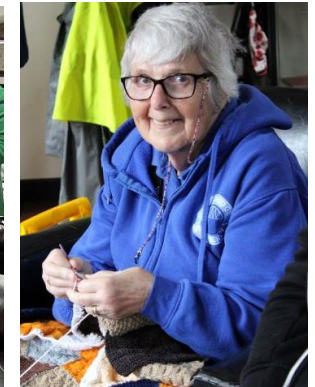
ABF TSC - £30k (Jun 23 - May 24)

This funding enabled the Charity to continue to provide vital help and support to the Army Community in the West Norfolk area, identifying and assisting those with hidden and compelling needs, and breaking the spell of loneliness and isolation by encouraging individuals to engage in the charity's varied range of services and activities.



We saw an increase in the number of the Army Community accessing our services and an improvement in their mental health from when they first joined the project. The Norfolk ITV News Anglia's Emily Knight reported on how the ABF's grant has helped the Bridge for Heroes to support veterans and family members which was aired in March 2024.

<https://www.itv.com/news/anglia/2024-03-24/how-charity-saved-falklands-veterans-life>



Achievements and performances (continued)

Project Nile

Grant funded by the Armed Forces Covenant Fund Trust
AFCFT - £80k over two years (Feb 22-Jan 24)

The VPPP East Programme provided funds for staffing to coordinate a range of activities which promote positive mental health and well-being along with support with funding the overheads. Working with other VPPP projects has provided opportunities for networking and social prescribing. DMWS Welfare Officer Michelle Reynolds working within the QEH, King's Lynn, has proved to be a vital link in reaching isolated veterans in a hospital setting.



Welfare Support

Grant funded by the Veterans' Foundation
VF - 20k (May 23 – Apr 24)

Our welfare support is a crucial part of the services we offer. Our Welfare Team run regular group sessions, provide one-to-one sessions, and offer regular home and hospital visits to those who require it. The funding from the Veteran's Foundation ensured a consistent and quality service throughout this reporting period.



Project Rainbow

Grant funded by the Armed Forces Community Fund Trust
AFCFT - 10k – (5K BFH, £5 Fighting with Pride) (Aug 23 – Mar 24)

Working in partnership with Fighting in Pride we offered a number of workshops, made available to VPPP East projects and linked organisations to help make more charities, organisations and agencies aware of the impact of the pre-2000 ban, the Veterans Independent review, and what support is now available to veterans who served in the military, but who suffered substantial harm to their health, emotions or financially as a result of the ban.



We received the Pride in Veterans Standard from Fighting with Pride in October 2023 which is valid for a year. It highlights the commitment we have to work in partnership with Fighting with Pride to provide inclusive and welcoming support to LGBT+ Veterans, serving personnel and their families.

Project Hot Spot

Grant funded by the Norfolk Community Foundation
NCF– 2k (Feb 24 – Mar 24)

We registered again as a Warm Hub, ensuring we provided a warm space, regular hot drinks and daily cooked healthy meals during the cold months to the Armed Forces Community.



This was supported by funding from the NCF over February and March, which enabled us to assist those affected by the rise in heating bills and/or cost of living crisis. During these two months, we served over 400 hot-cooked meals, supporting 139 veterans or family members. Portable radiators were a pleasant addition to those of our beneficiaries who needed extra warmth after coming in from the cold. Some of our knitting group also knitted blankets for our beneficiaries, as well as the Queen Elizabeth Hospital in King's Lynn and a local Dementia Care home to support the community in staying warm over the colder months.

Achievements and performances (continued)

Project Activities

Grant funded by Norfolk Community Foundation & Norfolk Armed Forces Covenant Trust Fund

NCF-5k (Jun23-May24), NAFC-10k (Jun23-May24)

Funding from the NCF and NAFC enabled the continuation of all activities and an additional few through enabling resources to be replenished and support in providing lifts for those who were having difficulties with transport. This type of funding is vital to ensure all of our activities remain free for our beneficiaries.

Through the support of all the grant funding we received for the Activity Centre, we were able to deliver the following:



Activity	Sessions	Average hrs per session
Activities inc. glass engraving	123	1.0
Art & Craft	510	4.0
Bike Maintenance	167	2.0
Bowling	12	3.0
Cooking	40	1.4
Crochet	33	2.8
Cycling	45	2.2
Dog Therapy	213	2.2
Dominoes	255	0.6
Fishing	34	5.8
Gardening	32	2.2
Genealogy	4	1.5
Golf	13	1.7
IT Training	23	1.0
Jigsaws/Games	15	0.9
Knitting	137	2.5
Model Making	77	3.0
Photography	52	1.5
Quiz	147	1.2
Walking	93	1.7
Wheelchair activity	6	3.2
Woodwork	250	3.5



The Charity has been challenged by the lower than hoped numbers of beneficiaries, organisations and other charities accessing the Nelson Activity Centre to participate in our range of activities. Over the last few months, we took some of the activities over to the Bridge Centre where some of our beneficiaries feel more at ease. The feedback from 81% of our beneficiaries who had not wanted to engage in an activity at Nelson Activity Centre stated they would take part in an activity if it was held at the Bridge Centre or at a different venue. Reasons for this have varied but include the following:

- Not liking the location as it is on an industrial estate
- Not liking the fact that it is on the third floor -unable to use the stairs but not comfortable using the lift
- Preferring the safe haven of the Bridge Centre where there are more staff readily available to talk with them

Unable to encourage anymore users over this financial period has put a strain on the Charities finances **The Trustees have therefore made the decision to close the activity centre going into the next financial year** as the Centre was not deemed as being value for money, even with the considerable reductions given by Michelle Nadler (Director) and Vivienne Baroni (Financial Director) of Nelson House.

Achievements and performances (continued)

Activities for Veterans and their families



Funded by

THE ARMED FORCES COVENANT FUND TRUST

Part of the Veterans' Mental Health & Wellbeing Fund
VETERANS' PLACES, PATHWAYS & PEOPLE PROGRAMME



Achievements and performances (continued)

Project Interface

Grant funded by Armed Forces Covenant Fund
AFCFT - £91k (Jan 23 - Dec 24)

Project Interface was developed from other projects we have carried out over the last few years and from feedback gained from our beneficiaries, partner organisations and from current research which highlighted that there are a number of groups within the Armed Forces Community that do not realise that the services and activities we offer are for them too. We began by connecting with as many Parish Council groups as we could to spread the word to our more rural areas of West Norfolk. Within a two-year plan, we have aimed to target particular groups including ex-service personnel who are still working, female veterans, reservists and their families and LGBTQ+ veterans, all of whom may not identify with the term veteran. Events, activities and focused support groups will be run that specifically cater for their needs, alongside learning more about how their needs can and do differ from other veteran groups.

We have held several focused events aimed at particular groups within the veteran's community including a family day for working ex-service personnel and an awareness event showcasing females who have served. We also ran evening sessions once a week to enable ex-personnel who work during the day to still access many of our activities and services.



Families Open Day



Female Veteran Awareness Event



Female Veteran Awareness Event



Intergenerational session



Reminiscing Session



Achievements and performances (continued)

2023

June



ASDIC Conference, Leeds

Work Experience
Smithton Students



AFC Families Open Day



VPPP Project face to face meeting



July

NHS Collaborative East of England Conference



Supporting RAF Marham Family Day



Supporting Norton Hill Charity Event



Aug

National Arboretum Trip



Running the Kings Lynn Air Raid Shelter (ARS) on Heritage Day - September



Sept

Oct

Remembrance Sunday



+ Whitefriars Visiting the ARS in October

Nov



Christmas Fair

Dec



Christmas Day Lunch

Achievements and performances (continued)

2024

Jan



Volunteer Service Delivery Training Day

RAF Marham Welfare Team visit



Feb

Mar



ITV filming of ABFTSC support

East Region Armed Forces Conference, at Newmarket Racecourse



Women who served Awareness Event

Apr



Mark Howard completed the Marathon in a wheel chair



Green Park Centre, Wicken Green Bingo

May



Receiving the Blue Plaque from the Deputy Lieutenant General Richard Dannatt in recognition of our community work during the Covid pandemic

Our Patron General The Lord Dannatt unveiling our Memorial Board



Achievements and performances (continued)



It is always an honour when Lord & Lady Dannatt visit the Bridge Centre as Patrons of our Charity, but it was also very humbling to be presented with the blue plaque, General The Lord Dannatt in his capacity as Deputy Lieutenant of Norfolk, given in recognition of our resilience throughout the Covid-19 crisis, in May 2024



Bridge for Heroes beneficiaries, volunteers and staff were invited to the presentation in which many were involved or required help and support during such an unprecedented time.

Instead of hindering or limiting the Charity, the pandemic strengthened and developed our services, enabling us to reach out further and in areas we had not previously been able to.

Meeting in gardens and open spaces, keeping our distance and wearing protective equipment enabled us to meet with many veterans who were having to self-isolate due to their age or health. We not only directly helped and supported veterans, widows and widowers, but provided reassurance and comfort to family members across the country who were unable to travel due to the zone restrictions, limitations on numbers who could meet together, and 'support bubbles'.

Memories from the Covid-19 Pandemic



Mrs D Blake was awarded for walking 200 miles at 84



Home visits and deliveries



Linking beneficiaries together as well as IT training to enable novices to learn the art of zoom calling.

Achievements and performances

Veterans' Places, Pathways and People Programme East (VPPP-East) Project Sunrise

AFCFT programme: Veterans' Mental Health and Wellbeing Fund



Finances that were paid out to the projects were not put through the Bridge for Heroes Annual Accounts but were seen as money set in a holding accounting from the AFCFT.



Project Sunrise, managed by The Bridge for Heroes, has demonstrated sustained commitment and effective management throughout the two year in covering the East of England.

Program Overview

The Veterans' Pathways and Partnerships Program (VPPP) East aimed to:

1. Provide veterans with safe, welcoming places in their local communities.
2. Support veterans in accessing mental health support and tailored treatment pathways.
3. Enhance the training and connectivity of staff and volunteers to better link veterans with broader support networks.

Project Management and Funding

Throughout the 2 years, we diligently managed the grant fund, disbursing funds to projects that aligned with their approved plans. The commitment to adherence to project plans has been instrumental in achieving our goals.

AFCFT	VPPP - East	Prog Management	Dec21-Jan24	£74,000
AFCFT	VPPP	Project Wide Reach	Apr22-Mar24	£26,000
AFCFT	VPPP interim	Prog Management Website, CRM, Marketing	Feb24-Apr24	£13,037

Portfolio

We have collaborated with ten other charities within our portfolio, and established a cross-sector working group that fosters the sharing of best practices and strengthens connections between organisations to minimise duplication.

Combat Stress	Eastern England 24hr helpline	Feb22-Jan24	£60,000
Combat 2 Coffee	Caseworker for Suffolk/North Essex	Feb22-Jan24	£108,000
Company of Makers	Online creative learning	Feb22-Jan24	£66,000
Defence Medical Welfare Service	Welfare Officer at QEH King's Lynn	Feb22-Mar24	£90,000
SSAFA	Local person-centred casework service with a mental health dimension	Feb22-Jan24	£50,000
Step Together Volunteering	Individual support to veterans with complex needs through volunteering	Feb22-Jan24	£64,000
The Bridge for Heroes	Free activities for Veterans and their families which promote positive mental health and wellbeing	Feb22-Jan24	£80,852
Veterans Community Network	Peer welfare mentor	Feb22-Mar24	£62,750
Veterans Norfolk	Rework of veterans' website and retraining of volunteer cohort	Feb22-Jan24	£4,626
Walking with Wounded	Head Start Therapy Training	Feb22-Jan23	£35,139
Warrior Programme	Empowering Veterans and their families to build mental strength	Feb22-Jan24	£60,000

Achievements and performances

VPPP East *continued*

Mental Health Initiatives

The projects under VPPP East have consistently delivered positive outcomes in the mental health domain. Recognising the geographical challenges, we maintained monthly online group meetings, monthly reporting, and conducted workshops to foster collaboration across the region.

The focus of these projects provided veterans with safe spaces and facilitated access to mental health treatment and support. The team of staff and volunteers underwent comprehensive training to identify and address veterans' unique mental health needs arising from their service experiences. Online training has been provided to all projects from our strategic partners. This was well received and learnings were implemented in day-to-day work.



Engagement with NHS England

We actively participated in a conference held by NHS England, showcasing the progress of the programme. Some projects had the opportunity to present their experiences and insights, further strengthening our collaborative efforts.

Stakeholder Relationships and Collaboration

A key aspect of our work involved building and nurturing relationships in the East of England. Our efforts aimed to facilitate seamless collaboration between statutory bodies and the voluntary sector, promoting a holistic approach to veteran support. In March 2024 we held a successful East Region Armed Forces Conference with 115 attendees and 10 speakers presenting different aspects of support and services available for the Armed Forces Community. An interactive workshop was held in the afternoon to discuss better ways of collaborating and working together in the future.



Project Viewpoint – Phase 1

Project Viewpoint, managed by The Bridge for Heroes, evolved from the successful Project Sunrise and will run as a multi-phased programme from April 2024 until March 2027. It will back projects that will increase support to a significant community of vulnerable veterans throughout the East of England Region and enable this support to be self-sustaining.

Programme Overview

The Veterans' Pathways and Partnerships Program (VPPP) East aims to:

- Significantly improve help-seeking behaviour among the veteran community
- Reduce the stigma associated with mental health and seeking help and support.
- Better holistic approach to supporting veterans focusing on mental health and physical health services and activities.
- Improved support for veterans' carers and veterans' families

Achievements and performances

VPPP East *continued*

Phase 1

The Bridge for Heroes is managing the project's first phase, running from April 2024 to September 2024. This phase involves conducting a comprehensive consultation with the veteran community and ultimately producing a strategic plan identifying the needs of the veteran community and funding projects from charities to support these needs in line with the programme objectives.

During this phase, we have funded four of the original projects to continue the work they are doing in the veteran community, as well as assist in the consultation.

We have developed two online questionnaires, one for veterans and one for their families or carers, to submit their views on what support they are aware of, where they think improvements are needed and what barriers they feel are in place towards seeking mental health support. These questionnaires can be completed via the Positive Bridge Media website, set up for Project Sunrise, which has now been developed. The Bridge for Heroes and the funded projects have also carried out face to face meetings with the veteran community in order to gain their views. Two webinars and open discussions have also been held. The first was with an open invite to charities and the veteran community, with a poll held to gain their views. The second was with local authorities, to understand what they have in place regarding the Armed Forces Covenant, what needs assessments they have and what are their action plans. A similar webinar is planned for the NHS later in July.

Stakeholder Relationships and Collaboration

A key aspect of our work involves continually building and nurturing relationships in the East of England. We have now built contacts with most of the Local Authorities employees who are responsible for the Armed Forces Covenant and Darren Hickie attends regular meetings with the Armed Forces Covenant Boards. Darren is now also a member of the E-VPAC (East Veterans Pension Advisory Committee) who report directly to ministers for the East Region.

Our NHS contacts are building as we hope to expand on our involvement in this area following the webinar planned.



AFCFT	VPPP2	Prog Management Data Collection & Analysis Website, CRM, Marketing	May24-Oct24	£26,619 £33,992
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Combat 2 Coffee	A mobile coffee van initiative that fosters collaboration among organisations to engage veterans and families, raising awareness and consulting on veterans' needs Consultations	Apr24-Sept24	£19,250 £3,000
Defence Medical Welfare Service	Focusing on improving hospital access and community support for veterans and families, aiming to reduce emergency calls through better referrals Consultations	May24-Oct24	£22,500 £2,000
The Bridge for Heroes	Continue to provide activities in the community Consultations	May24-Oct24	£14,400 £3,000
Veterans Community Network	Focusing on suicide prevention, social prescribing, and peer mentoring, with the goal of expanding the model to other areas. Consultations	May24-Oct24	£4,800 £3,000

Future Plans

The success of current services and activities alongside lessons learnt over the past few years helped shape the new Bridge for Heroes Strategy 2023-26. It was also formed through the guidance from the Cobseo Governance Practices Self-reporting tool in conjunction with their Aide Memoire, and the Veteran's Mental Health Awareness Standard self-assessment tool.

Our key focuses continue to:

- Raise our profile and presence in Norfolk and the East of England
- Grow our impact throughout our programmes and projects to reach more of the Armed Forces Community
- Build a sustainable organisation with a focus on financial stability

This will include:

- Providing a range of inclusive workshops and group sessions which meet the needs of specific affiliates of the Armed Forces Community in our region
- Developing our training programme for staff and core volunteers to ensure that we provide best practice, consistent safe support for beneficiaries.
- Continue to provide a range of activities and services using our Bridge Drop-in Centre as well as other local community organisations such as the Men's Shed.
- Improving our links and partnerships, especially with other mental health organisations and charities
- Addressing issues around loneliness and isolation through developing our outreach and in-reach programmes
- Develop a safe and secure transport service
- Reviewing and developing our income streams



Financial Review

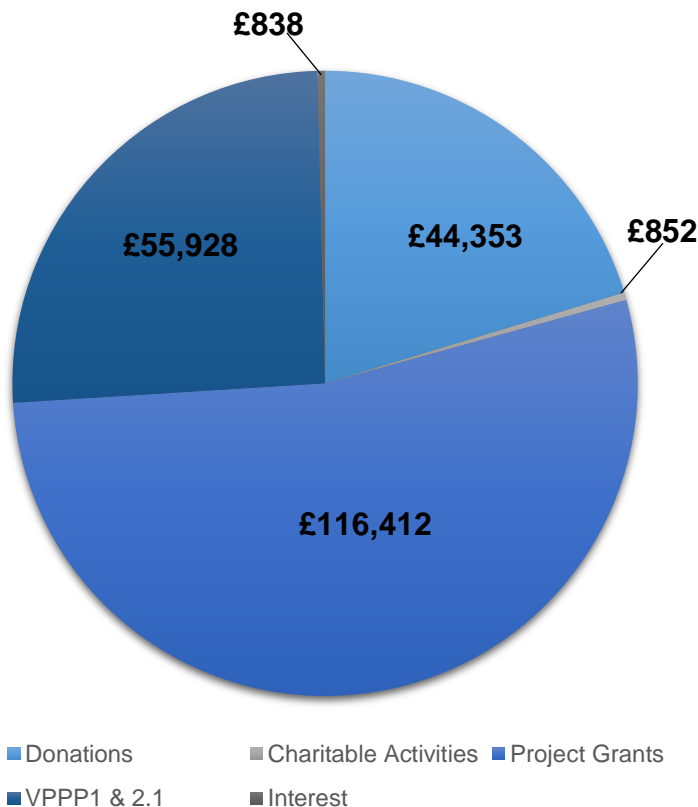
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

This part of the Trustees' Annual report comments on the key features of the annual accounts.

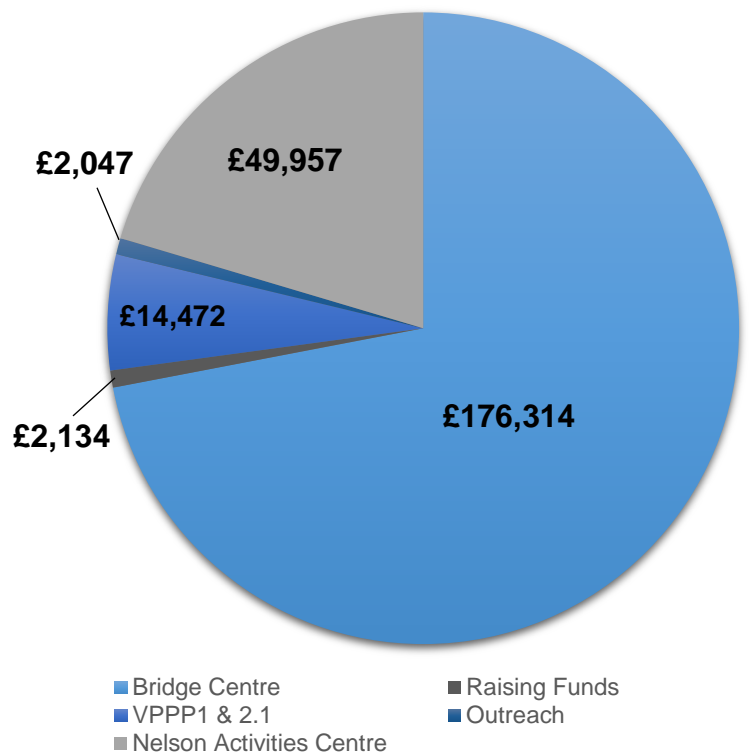
Money received - £218,383
Money spent - £244,924

We ended the year with £121,534 of which £39,498 was restricted for the completion of funded activities and projects in the next financial year.

Income



Expenditure



We hold a separate account, where we manage the AFCFT grant-funded VPPP programme in which 11 projects received funding over a two-year period until Feb 2024. This is a report-based programme where the money is released quarterly from the AFCFT on submission of quarterly reports. This is achieved through monthly reports submitted to the Bridge for Heroes from the 11 projects, (further detail on page 11).

Funding approach

Seeking grants has been the principal funding source this year due to the limited number of volunteers able to carry out street collections. We have, however, seen an increase in the number of donations made to the Charity via our Bridge Drop-in centre coming from individuals and local groups. We are registered with and follow the Fundraising Regulator's guidance.

A very small number of individuals continue to donate monthly through standing order arrangements.



of every pound you donated went on our charitable activities and support costs. Less than 1 pence went on raising funds.

Where our money comes from

Over the financial year we were fortunate to secure funding from the following:



RF051	AFCFT	VPPP – East	Project Nile	Feb22-Jan24	£80,000	Completed
RF054	AFCFT	VPPP	Project Sunrise Support	Jun22-May24	£26,000	Completed
RF058	RAFBF	Project Connect RAF	Project Connect RAF22	Sept22-Aug23	£4,000	Completed
RF060	AFCFT	Developing outreach to specific veteran groups	Project Interface	Jan23-Dec24	£91,000	Ongoing
RF061	RNRMC	Connecting Navy & Marine veterans and their families	Project Connect-Navy23	Apr23-Mar24	£2,300	Completed
RF062	Veterans' Foundation	Welfare staff	Welfare Support	May23-Apr24	£20,000	Completed
RF063	Cranes	Running costs	Unrestricted		£4,000	Completed
RF064	NCF	Connecting Older People	Project Activities	Jun23-May24	£5,000	Completed
RF065	ABF TSC	Connecting Army veterans and their families	Project Continuo	Jun23-May24	£30,000	Completed
RF066	NAFC	Improve mental health and wellbeing in the AFC	Project Connect - NAFC	Jun23-May24	£10,000	Completed
RF067	AFCFT	Connecting with organisations and beneficiaries within the LGBT+ community	Project Rainbow	Aug23-Mar24	£5,000 (£5,000)	Completed
RF068	Veterans' Foundation	Supporting over 60's AFC	Project Golden Years	Nov23-Oct24	£30,000	Ongoing
RF069	AFCFT	VPPP interim	VPPP Support	Feb24-Mar24	£2,782	Completed
RF070	NCF	Community Hot Spot during the colder months	Project HotSpot	Feb24-Mar24	£2,000	Completed
RF071	AFCFT	Staggered transition of activities from NAC into the community	Activity support	May24-Sept24	£14,400	Ongoing
RF072	Veterans Norfolk	Running costs	Unrestricted		£5,000	Ongoing
RF073	AFCFT	VPPP2	VPPP2 phase1 Support	May24-Oct24	£12,346	Ongoing

The Grant amounts stated may cross over more than one reporting year. This is only a summary of the total amount we have or will receive

We are extremely thankful and grateful for all the financial support which has been provided to help our local Armed Forces Community

Further information regarding how each grant has or is being spent can be found in this report's Achievements and Performance section.

Where our money comes from (continued)

Mark Howard	Three Peaks Challenge	Over 1,300
Other donations via Just Giving		£3,010
Knitted Dolls	Led by Anne Johnson a group of 5 knitters have knitted a variety of military soldier doll keyrings	Over £1,500
King's Coronation	Windsor Road, KL Street party	£1,000
Mayors Charity	From previous years' fundraising events	£4,508
B&Q, KL	Chosen Charity	£385
Norfolk Masons	Order of the Secret Monitor	£1,050
Spiritualist Church Snettisham		£641
Geoffrey Dicker Lodge - 9013		£300
Norton Hill Railway	Snettisham	£500
West Norfolk Lottery	Ticket and prize donations	£179



Mark Howard, who served with the Household Cavalry in the Life Guard Regiment has been fundraising for us for over 9 years. Due to injuries sustained to his legs, Mark has to rely on a wheelchair, but he has never allowed his injuries to stop him from being active. He has completed over 80 challenges using my handcycle and wheelchair to raise money for the Bridge for Heroes as well as other charities, hoping to inspire others along the way.

These challenges have included riding up to 100 miles on his handcycle all over the country, wheelchair marathons and half marathons and even swimming 2 miles in open water. Last year, he rode a handcycle in the sea on Christmas day! He became the first Wheelchair user to complete the 'London Classics medal' - London Marathon, Ride London, and Swim Serpentine - in the same year. Something he aims to do it again!

Last year Mark set himself the biggest challenge yet - to take on the National Three Peaks Challenge along with a support team of friends, family, and members of Hunstanton and District Round Table 615. This expedition has never been done before by a 'wheelie' and Mark had hoped to complete this in August 2024. He has a specially designed wheelchair for this event (funded by the Hunstanton and District Round Table).

However, in July 2024, Mark had a road accident whilst training which ruptured his shoulder preventing him from continuing with his strict training regime.

Despite this setback, Mark never takes long before he is back testing his endurance and stamina—if he can't do something, he will find a way around it to make sure it happens.

Mark self-funds his challenges by selling woodwork, which is another interest of his, and aims, in the coming years to raise funds for the Bridge for Heroes, BLESMA (support to limbless veterans) and East Anglia Air Ambulance.

Mark has been supported by the Hunstanton Round Table who provided his yellow wheelchair to do the 3-peaks, the NHS for his black wheelchair, and the Artic 1 Foundation, Bruce Wake Trust, Household Cavalry and his own fundraising efforts for the bespoke handcycle.

Financial Review (cont.)

We have plans to diversify our income streams to prioritise applications for multi-year funding where possible, as well as identify opportunities for unrestricted/core funding which provide greater flexibility.

Reserves Policy

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should equate to a minimum of £54,000, approximately 3 months of essential running costs.

The financial reserves will enable the charity to meet future commitments and unforeseen expenses without a negative impact on its ability to deliver core services or develop the business in the manner planned. The trustees have agreed that any reserves accrued above the target amount will be used for the following purposes:

- To fund unexpected but necessary expenditures; and
- To fund shortfalls in income, when income does not reach expected levels

Investment Policy

The Charity has limited funds and minimal assets and has no investment policy at this time.

Budget Management

Our budget management system is being used effectively to assist the Charity in budget setting, reporting and monitoring, and was a baseline for our June 2022 to May 2023 budget.

Grantmaking

We do not permit our funds to be used for grants to charities, hospitals, schools or other funds, societies or institutions.

Under the AFCFT VPPP a portion of the grants we receive are allocated to other charities and organisations and are paid through us on the AFCFT behalf. We do not use our own funds to cover these grants.

Going Concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Structure, governance and management

Status and objects

The Bridge for Heroes was registered under the Companies Act 1985 on 5th December 2009 as a company limited by guarantee and registered with the Charities Commission in England & Wales from 21st September 2010. Our governing document is a Memorandum and Articles of Association which dates from 2010.

Appointment, Induction, and Training

Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles are known as members of the management committee. All new Trustees are approved by the Management Committee. New Trustees are sought through a number of different routes and from time-to-time trustee posts are advertised.

Every Trustee is made aware of their duties and responsibilities after they have been approved, through discussion with the Chair and CEO, by receiving materials from the Charity Commission and by undergoing induction training. Further training is available for specific roles and responsibilities. Training is provided as required and external training is available through our membership with Cobseo.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed. This risk management process is ongoing and members of the Senior Management Team, as appropriate, provide regular updates to the Board on a project-specific basis.

Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers, beneficiaries, and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

How our activities deliver public benefit

Our main activities and who we try to help are outlined throughout this report. When considering what services and activities the Charity should provide, the Trustees refer to the guidance contained in the Charity Commission's general guidance on public benefit. The Trustees are satisfied that the current aims of the Charity are undertaken to further our charitable purposes for public benefit.

Organisational Structure

The Board of Trustees is currently comprised of 7 people, with a broad range of skills and professions, including legal, finance, health and safety, fundraising, adult learning, psychological well-being and marketing. Where possible they have met monthly and are responsible for the direction and policies of the Charity.

The staff team is managed by a small management team comprising the Chief Executive Officer, Project manager, Welfare Manager and Welfare Activities Officer. The welfare team consists of Charity Coordinators, Welfare Support Workers and an Administration and Finance Assistant. Staff pay and benefits are reviewed annually by the Trustees.

The paid staff oversee the roles, tasks, and responsibilities of our indispensable team of volunteers supporting the Charity's activities. Volunteers support every area of the Charity and are vital in providing our full service.

The Charity is registered with the Information Commissioner's Office and complies with all Data Protection legislation.

Reference and administrative details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

Principal address: The Bridge for Heroes
52a South Clough Lane,
King's Lynn, Norfolk
PE30 1SE

Patrons The Lady Dannatt MBE HM Lord-Lieutenant
General The Lord Dannatt, GCB, CBE, MC, DL

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

Chair Steve Russell BCA_o
Trustee-Directors Sharon Edwards BFP FCA
Siobhan Vaughan (reappointed 13/12/23)
Tim Wiskin
Gary Alexander (retired 13/12/23)
Lindsey Bavin
Lindsey Wood (appointed 07/03/24)
Nathan Johnson (appointed 07/03/24)

Directors Helen Taylor MBE, CEO
Andrew Pover, Welfare Manager

Trustee Support Secretary Denise Walmsley

Senior Management Team Helen Taylor MBE, CEO
Andrew Pover, Welfare Manager
Gregg Baker, Welfare Officer

VPPP Project Manager Darren Hickie MAAT, VPPP Project Manager

Bankers TSB
1 Tuesday Market Place,
King's Lynn, Norfolk,
PE30 1JU

Independent Examiner Stephenson Smart
22-26 King Street,
King's Lynn, Norfolk, PE30 1HJ

Declaration

The Trustees (who are also directors of The Bridge for Heroes for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

Date: 13th December, 2024

Independent Examiner's Report to the Trustees of The Bridge for Heroes Limited

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of The Bridge for Heroes Limited ('the charitable company') for the year ended 31 May 2024 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Melton FCCA TEP
Stephenson Smart
22 -26 King Street
King's Lynn
Nprfolk
PE30 1HJ

29 November 2024]

THE BRIDGE FOR HEROES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	39,353	5,000	44,353	76,310	10,192	86,502
Charitable activities	4	852	172,340	173,192	1,186	205,794	206,980
Investments	5	838	-	838	-	-	-
Total income		<u>41,043</u>	<u>177,340</u>	<u>218,383</u>	<u>77,496</u>	<u>215,986</u>	<u>293,482</u>
Expenditure on:							
Raising funds	6	1,954	180	2,134	1,811	-	1,811
Charitable activities	7	43,291	199,499	242,790	46,889	214,215	261,104
Total expenditure		<u>45,245</u>	<u>199,679</u>	<u>244,924</u>	<u>48,700</u>	<u>214,215</u>	<u>262,915</u>
Net income/(expenditure) and movement in funds		(4,202)	(22,339)	(26,541)	28,796	1,771	30,567
Reconciliation of funds:							
Fund balances at 1 June 2023		<u>86,238</u>	<u>61,837</u>	<u>148,075</u>	<u>57,442</u>	<u>60,066</u>	<u>117,508</u>
Fund balances at 31 May 2024		<u>82,036</u>	<u>39,498</u>	<u>121,534</u>	<u>86,238</u>	<u>61,837</u>	<u>148,075</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET

AS AT 31 MAY 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	13		18,061		19,716
Current assets					
Debtors	14	2,652		3,943	
Cash at bank and in hand		143,623		211,530	
		146,275		215,473	
Creditors: amounts falling due within one year	15	(42,802)		(87,114)	
Net current assets			103,473		128,359
Total assets less current liabilities			121,534		148,075
Net assets excluding pension liability			121,534		148,075
			=====		=====
The funds of the charity					
Restricted income funds	17		39,498		61,837
Unrestricted funds			82,036		86,238
			121,534		148,075
			=====		=====


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2024.

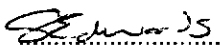
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 13th December 2024


.....
S Russell
Trustee


.....
S Edwards
Trustee

Company registration number 07096496 (England and Wales)

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

Charity information

The Bridge for Heroes Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 52a South Clough Lane, King's Lynn, Norfolk, PE30 1SE.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably. Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

Grants are only included in the SOFA when the general income recognition criteria has been met as detailed above. In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Support costs have been allocated between governance costs and other support. Governance costs comprise of all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings and equipment	25% reducing balance
Computers	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Tangible fixed assets are capitalised if they cost over £100 and can be used for more than one year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations and gifts	36,759	5,000	41,759	71,969	4,000	75,969
Government grants	-	-	-	4,341	6,192	10,533
Donated assets	2,594	-	2,594	-	-	-
	<u>39,353</u>	<u>5,000</u>	<u>44,353</u>	<u>76,310</u>	<u>10,192</u>	<u>86,502</u>

4 Charitable activities

	Charitable Income 2024	Charitable Income 2023
	£	£
Donations from donated goods, and goods made by beneficiaries	852	1,186
Grants specifically for charitable activities	172,340	205,794
	<u>173,192</u>	<u>206,980</u>
Analysis by fund		
Unrestricted funds	852	1,186
Restricted funds	172,340	205,794
	<u>173,192</u>	<u>206,980</u>

5 Income from investments

	Unrestricted funds 2024	Unrestricted funds 2023
	£	£
Interest receivable	<u>838</u>	<u>-</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

6 Expenditure on raising funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fundraising and publicity						
Membership schemes and social lotteries	-	-	-	251	-	251
Other fundraising costs	-	-	-	80	-	80
Support costs	1,954	180	2,134	1,480	-	1,480
	<u>1,954</u>	<u>180</u>	<u>2,134</u>	<u>1,811</u>	<u>-</u>	<u>1,811</u>

7 Charitable activities

	Bridge Centre 2024 £	Outreach 2024 £	Nelson Activity Centre 2024 £	VPPP 2024 £	Total 2024 £	Total 2023 £
Staff costs	108,610	848	21,317	3,992	134,767	113,994
Rent, utility, building insurance	21,550	-	16,500	-	38,050	39,089
Projects, services & activities	7,507	738	8,528	-	16,773	11,604
Services & operation	5,000	-	-	-	5,000	-
Payroll processing	-	-	-	-	-	588
Training	-	-	-	-	-	246
Support costs	3,700	-	-	-	3,700	1,694
Repairs, maintenance and equipment	259	-	-	-	259	732
Printing, postage and stationery	779	-	16	-	795	772
Telephone	1,203	-	517	-	1,720	1,584
IT and website	618	-	-	9,040	9,658	11,653
Publicity	76	461	-	-	537	-
Other costs	-	-	-	-	-	265
Project management	11,392	-	-	1,440	12,832	44,139
	<u>160,694</u>	<u>2,047</u>	<u>46,878</u>	<u>14,472</u>	<u>224,091</u>	<u>226,360</u>
Share of support costs (see note 8)	14,827	-	3,079	-	17,906	34,011
Share of governance costs (see note 8)	793	-	-	-	793	733
	<u>176,314</u>	<u>2,047</u>	<u>49,957</u>	<u>14,472</u>	<u>242,790</u>	<u>261,104</u>
Analysis by fund						
Unrestricted funds	41,097	141	613	1,440	43,291	46,889
Restricted funds	135,217	1,906	49,344	13,032	199,499	214,215
	<u>176,314</u>	<u>2,047</u>	<u>49,957</u>	<u>14,472</u>	<u>242,790</u>	<u>261,104</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

7 Charitable activities

(Continued)

For the year ended 31 May 2023

	Bridge Centre £	Outreach £	Nelson Activity Centre	VPPP £	Total 2023 £
Staff costs	62,978	16,872	34,144	-	113,994
Rent, utility, building insurance	20,089	-	19,000	-	39,089
Projects, services & activities	3,836	779	6,989	-	11,604
Payroll processing	588	-	-	-	588
Training	180	-	66	-	246
Support costs	1,694	-	-	-	1,694
Repairs, maintenance and equipment	676	20	36	-	732
Printing, postage and stationery	543	139	90	-	772
Telephone	998	-	586	-	1,584
IT and website	2,000	178	-	9,475	11,653
Other costs	265	-	-	-	265
Project management	-	-	-	44,139	44,139
	<u>93,847</u>	<u>17,988</u>	<u>60,911</u>	<u>53,614</u>	<u>226,360</u>
Share of support costs (see note 8)	30,933	-	3,078	-	34,011
Share of governance costs (see note 8)	733	-	-	-	733
	<u>125,513</u>	<u>17,988</u>	<u>63,989</u>	<u>53,614</u>	<u>261,104</u>
Analysis by fund					
Unrestricted funds	34,975	71	11,843	-	46,889
Restricted funds	90,538	17,917	52,146	53,614	214,215
	<u>125,513</u>	<u>17,988</u>	<u>63,989</u>	<u>53,614</u>	<u>261,104</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

8 Support costs allocated to activities

	2024	2023
	£	£
Staff costs	14,355	27,765
Depreciation	5,505	5,984
Subscriptions	180	257
Fundraising	-	1,485
Governance costs	793	733
	<u>20,833</u>	<u>36,224</u>
Analysed between:		
Fundraising	2,134	1,480
Bridge Centre	15,620	31,666
Nelson Activity Centre	3,079	3,078
	<u>20,833</u>	<u>36,224</u>

9 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	4,219	5,509
Loss on disposal of tangible fixed assets	1,286	-
	<u>5,505</u>	<u>5,509</u>

10 Trustees

Travel expenses totalling £0 (2023 - £49) were paid to trustees during the year.

11 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
Charitable activities	<u>10</u>	<u>5</u>

Employment costs

	2024	2023
	£	£
Wages and salaries	141,210	134,561
Social security costs	5,453	4,756
Other pension costs	2,459	2,442
	<u>149,122</u>	<u>141,759</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

11 Employees

(Continued)

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	47,043	42,848

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Fixtures, fittings and equipment £	Computers £	Total £
Cost			
At 1 June 2023	24,176	11,649	35,825
Additions	3,452	848	4,300
Disposals	(3,104)	(1,925)	(5,029)
At 31 May 2024	24,524	10,572	35,096
Depreciation and impairment			
At 1 June 2023	10,902	5,207	16,109
Depreciation charged in the year	2,762	1,457	4,219
Eliminated in respect of disposals	(1,807)	(1,486)	(3,293)
At 31 May 2024	11,857	5,178	17,035
Carrying amount			
At 31 May 2024	12,667	5,394	18,061
At 31 May 2023	13,273	6,443	19,716

14 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Other debtors	2,652	3,943

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

15 Creditors: amounts falling due within one year

	2024 £	2023 £
Other taxation and social security	1,843	2,514
Other creditors (VPPP)	40,959	84,600
	<u>42,802</u>	<u>87,114</u>

16 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	2,459	2,442
	<u>2,459</u>	<u>2,442</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Movement in funds			Movement in funds			Balance at 31 May 2024 £
	Balance at 1 June 2022 £	Incoming resources £	Resources expended £	Balance at 1 June 2023 £	Incoming resources £	Resources expended £	
Fixed assets	891	-	(222)	669	-	(349)	320
Fund 30	5,335	1,750	(1,774)	5,311	-	(1,402)	3,909
Fund 30A	290	-	(73)	217	-	(54)	163
Fund 25	374	-	(68)	306	-	(51)	255
Fund 31	142	-	(36)	106	-	(27)	79
Fund 34	450	-	(115)	335	-	(86)	249
Fund 36	97	-	(24)	73	-	(73)	-
Fund 38	143	-	(36)	107	-	(107)	-
Fund 43	1,686	1,750	(890)	2,546	-	(905)	1,641
Fund 44	775	-	(194)	581	-	(145)	436
Fund 46	12,258	-	(12,258)	-	-	-	-
Fund 47	4,136	500	(1,159)	3,477	-	(869)	2,608
Fund 48	645	-	(645)	-	-	-	-
Fund 49	1,836	-	(303)	1,533	-	(227)	1,306
Fund 50	-	34,154	(34,154)	-	-	-	-
Fund 51	1,508	40,000	(39,792)	1,716	27,524	(28,564)	676
Fund 52	28,500	-	(19,460)	9,040	-	(9,040)	-
Fund 53	1,000	-	(1,000)	-	-	-	-
Fund 54	-	16,156	(15,300)	856	10,400	(11,256)	-
Fund 55	-	20,000	(20,000)	-	-	-	-
Fund 56	-	29,424	(29,086)	338	-	(40)	298
Fund 57	-	6,193	(5,635)	558	-	(102)	456
Fund 58	-	4,000	(3,000)	1,000	-	(1,000)	-

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds	(Continued)							
Fund 59	-	8,950	(8,384)	566	-	(12)	554	
Fund 60	-	21,726	(17,476)	4,250	43,452	(42,662)	5,040	
Fund 61	-	2,383	(92)	2,291	-	(2,291)	-	
Fund 62	-	20,000	(3,039)	16,961	-	(16,961)	-	
Fund 63	-	4,000	-	4,000	-	(3,805)	195	
Fund 64	-	5,000	-	5,000	-	(4,395)	605	
Fund 65	-	-	-	-	30,000	(30,000)	-	
Fund 66	-	-	-	-	10,000	(10,000)	-	
Fund 67	-	-	-	-	10,000	(10,000)	-	
Fund 68	-	-	-	-	30,000	(12,082)	17,918	
Fund 69	-	-	-	-	2,782	(2,782)	-	
Fund 70	-	-	-	-	2,000	(2,000)	-	
Fund 71	-	-	-	-	2,400	(2,400)	-	
Fund 72	-	-	-	-	5,000	(2,210)	2,790	
Fund 73	-	-	-	-	3,782	(3,782)	-	
		60,066	215,986	(214,215)	61,837	177,340	(199,679)	39,498

The purpose and restrictions placed on the various restricted funds are as follows:

- Fixed assets - Funding provided for the purchase of fixed assets.
- Fund 30 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk.
- Fund 30A - East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge - Beneficiary laptop and funding for Operation Mirror
- Fund 25 - Veteran's Foundation - Bridge Centre running costs
- Fund 31 - Norfolk Community Fund - Bringing older people together
- Fund 34 - Norfolk Community Foundation Local Resilience Fund - Funding for Operation Mirror
- Fund 36 - Armed Forces Covenant Fund Trust (AFCFT) - Veterans Should Not Be Forgotten - Funding for Operation Mirror
- Fund 38 - Armed Forces Covenant Fund Trust (AFCFT) - COVID impact Programme - Funding for Operation Mirror
- Fund 43 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk
- Fund 44 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - running social groups and garden parties
- Fund 46 - Veterans Foundation - providing welfare support
- Fund 47 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - start up costs for new facility - Nelson Activities Centre (NAC)
- Fund 48 - Norfolk Community Foundation - Connecting Older People - NAC Operational costs
- Fund 49 - Norfolk Community Foundation NAF CF - NAC Operational costs

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds

(Continued)

- Fund 50 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP East - Project Sunrise - Supporting 11 projects in East of England
- Fund 51 - Armed Forces Covenant Fund Trust (AFCFT) - Project Nile - NAC rent and staffing
- Fund 52 - Armed Forces Covenant Fund Trust (AFCFT) - Project Wide Reach - setting up and running a positive media website for East of England
- Fund 53 - Arnold Clark - Bridge centre ops
- Fund 54 - Armed Forces Covenant Fund Trust (AFCFT) - Project Sunrise support
- Fund 55 - ABF The Soldiers Charity - Project Connect Army22 - running costs and operations
- Fund 56 - Veterans Foundation - Project Connect VF22 - running costs and operations
- Fund 57 - Government Grant Apprentice - Salary and laptop for apprentice
- Fund 58 - Royal Air Force Benevolent Fund - Project Connect RAF22 - contribution towards Bridge Centre rent
- Fund 59 - Armed Forces Covenant Fund Trust (AFCFT) - Project Silent Partner - workshop and support for families of veterans
- Fund 60 - Armed Forces Covenant Fund Trust (AFCFT) - Project Interface - wages, operations and outreach
- Fund 61 - Royal Navy & Royal Marine Charity (RNRMC) 2020 - contributions towards Bridge Centre rent and running costs
- Fund 62 - Veterans Foundation - Staffing Welfare
- Fund 63 - Cranes Garden Buildings - contribution towards CharityLog
- Fund 64 - Norfolk Community Foundation - contributions towards activity resources
- Fund 65 - ABF The Soldiers Charity - Project Continuo - contributions towards rent, NAC and staffing
- Fund 66 - NAFC - Project Connect - NAC staffing and running costs
- Fund 67 - Armed Forces Covenant Fund Trust (AFCFT) - Project Rainbow - supporting LGBTQ+
- Fund 68 - Veteran's Foundation - Project Golden Years - Supporting over 60's.
- Fund 69 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Admin and PM costs
- Fund 70 - Norfolk Community Foundation - contributions towards activity resources
- Fund 71 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Activities at the Bridge Centre and in the community
- Fund 72 - Veteran's Norfolk
- Fund 73 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP - Project Management & Projects

More details about each current grant fund can be found in the TAR.

18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2023 £	Incoming resources £	Resources expended £	At 31 May 2024 £
General funds	86,238	41,043	(45,245)	82,036
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 June 2022 £	Incoming resources £	Resources expended £	At 31 May 2023 £
General funds	57,442	77,496	(48,700)	86,238
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

19 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 May 2024:			
Tangible assets	5,608	12,453	18,061
Current assets/(liabilities)	76,428	27,045	103,473
	<u>82,036</u>	<u>39,498</u>	<u>121,534</u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 May 2023:			
Tangible assets	3,526	16,190	19,716
Current assets/(liabilities)	82,712	45,647	128,359
	<u>86,238</u>	<u>61,837</u>	<u>148,075</u>

20 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

THE BRIDGE FOR HEROES

England & Wales - Charity number 1138136

Accounts



THE BRIDGE FOR HEROES

ANNUAL REPORT AND FINANCIAL STATEMENT

JUNE 2022 to MAY 2023



**The Queen's Award
for Voluntary Service**

Registered Charity: 1138136
Company limited by Guarantee:
07096496

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The Chair of Trustees Report

I would like to extend a warm welcome to you all, in this, Bridge for Heroes annual report. Thank you for reading our summary of the past 12 months and I hope that you will be encouraged by the reports that illustrate the ever-changing services provided by this small charity. It is with great pleasure that I recommend to you this report, which sets out, for our supporters and the general public, our achievements over the last year and our future plans.

We have witnessed many changes as a Charity. Changes in staffing, changes in provision and range of services and activities and changes in our partnership working. For all of those who have supported these changes, "thank you". Thank you all for embracing change, continuing to look to improve and for keeping us moving forward in new and challenging ways.

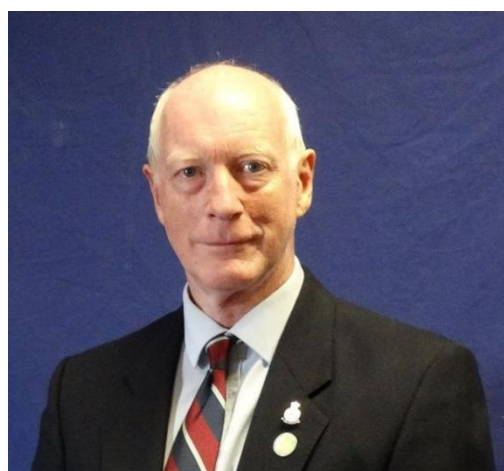
I have been thinking about these amazing changes and have come to the conclusion that further change must start with each one of us. Whether we are members of staff, Trustees, volunteers, external supporters or beneficiaries of the service, let's make change happen.

I am immensely proud of the new and innovative ways that we now support our beneficiaries. From new and exciting sessions at the Nelson House Activity Centre to the gentle offers of support given over a hot drink or meal at the Bridge Centre. We must always remember though, that constant change is here to stay. With this in mind I look forward to the next year, to the new plans, to the sessions that are being translated from idea to reality, to the new folk that we will help on their way, to the new ways that we can support "change" in all who we come in contact with.

It is impossible to emphasise enough my gratitude to those who give so much to support our Veteran Community. I would like to thank all the organisations who provided financial or specialist support; with their help we have continued to deliver our core services. This year has been amazing! Finally, my sincere thanks go to all our staff, Trustees, volunteers, supporters and friends. Looking forward to the next year, God bless.



Steve Russell BCoA
Chair of Trustees



Our Patrons

As Patrons to the Bridge for Heroes we are extraordinarily privileged to lend our names to this remarkable organisation as an expression of support for the charity's mission and programmes.

There are an estimated 2.5 million veterans living in the United Kingdom. For some veterans a return to, and maintaining a civilian life can be a joyous experience, however, for others, it can be an experience fraught with transitional difficulties that are multiple and complex in nature.

We know that the exceptional work of "The Bridge for Heroes" eases the challenges faced by these individuals and that they are afforded every support as they gain stability in their lives.

We would like to offer our huge thanks - Norfolk owes you the most profound debt of gratitude for the incredible work you do. And if we may, we would single out Helen for the most significant thanks of all. Helen, you are quite phenomenal in all you have achieved and continue to achieve.

Please thank your team and all the immensely hard-working volunteers. You are doing a great job. Don't stop now!



A handwritten signature in black ink that reads "The Lady Dannatt". The signature is fluid and cursive, with a long horizontal line underneath.

The Lady Dannatt MBE HM Lord-Lieutenant



A handwritten signature in black ink that reads "Richard Dannatt". The signature is bold and cursive, with a long horizontal line underneath.

General The Lord Dannatt, GCB, CBE, MC, DL

Our Impact

269
beneficiaries

Directly benefited from our services

162
new beneficiaries

Average of **97** beneficiaries were supported each month

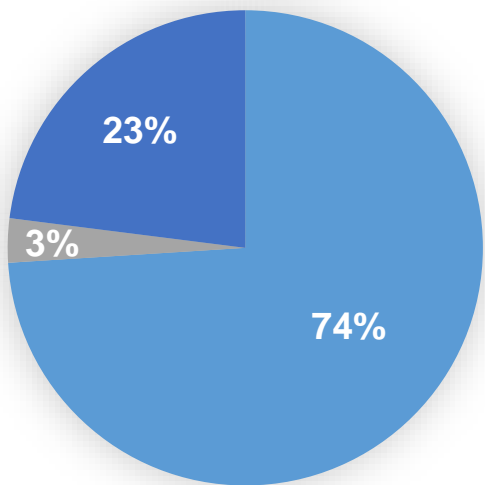
Who are our Beneficiaries?

The Armed Forces Community (AFC)
In King's Lynn & West Norfolk
and the bordering counties of
Lincolnshire, Cambridgeshire & Suffolk

13% 

60% 

27% 



■ Veteran ■ Serving ■ AFC

	Jun21-May22	Jun22-May23
Navy Veteran	8%	9%
Army Veteran	48%	44%
RAF Veteran	21%	21%
Serving	2%	3%
AFC widow	18%	7%
AFC spouse		8%
AFC Family-dependants	3%	8%

Our Impact

Welfare Support

2808



Group sessions

325



1to1 sessions

153




Home Visits

207



1to1 Support Calls

1303



IAG sessions

Information, advice, and guidance

12



Hospital visits




Monthly Saturday Veterans Breakfast

2056

Hot meals provided

Daily lunches Mon to Fri



Countless hot drinks



Monthly Sunday Lunch

For those who would otherwise be eating alone

Veterans Christmas Day Dinner

Our Impact

Activities

2310
activity sessions

21
different activities

6000+
activity hours



Volunteering

31
Volunteers

Giving more than
4500
volunteering hours



The Bridge for Heroes was awarded The Queen's Award for Voluntary Service in June 2020

Who we are

The Bridge for Heroes is a charity dedicated to helping and supporting the Armed Forces Community (AFC) in the West Norfolk area and beyond. Our team of staff, volunteers and trustees are on hand to offer a listening ear, whatever the issue, problem or concern.

We work in close partnership with other organisations, agencies and charities who are able to assist in specific areas that can affect the AFC whether they have just finished their service or left many years ago. We provide swift interventions and address individuals needs holistically, offering short-term and long-term support. This support is proactively achieved through one-to-one sessions, innovative group therapies, a wide range of activities, and local community events, alongside referring individuals and families to other organisations when required.



Our purpose, vision and mission

As set out in the objects contained in the company memorandum and articles of association, our charity's purposes are:

'The Organisation The Bridge for Heroes will advance any lawful charitable purpose (at the discretion of the Trustees) for the benefit of serving and former serving members of the armed forces of the crown and their dependents (the beneficiaries) in particular but not exclusively, by providing facilities for respite, rest and recuperation including accommodation, subsistence and group activities which promote the efficiency of serving personnel or which relieve other charitable needs of beneficiaries.'

Our Vision

The Bridge for Heroes' vision is to provide members of the Armed Forces community with support and facilities which promote their overall health and well-being (in order for them to lead meaningful lives).

Our Mission

The Bridge for Heroes' mission is to support members of the Armed Forces community (serving, veterans and their families) by providing companionship and comradeship alongside information, advice, guidance and activities that promote mental health and well-being.

Our main charitable activities

The Bridge for Heroes main areas of charitable activity are the provision of help and support through group sessions, talk therapy, respite, activities, refreshments and meals. This holistic approach means that whatever the issue, our dedicated team of staff and volunteers will always be there to help and support our local Armed Forces Community (AFC). The Charity has a strong person-centred approach, actively listening to the needs of our beneficiaries and providing choices for the individual depending on their needs, likes, interests, fears or anxieties.

Our holistic approach provides support with:



Our main charitable activities are offered free to the AFC at our two dedicated facilities, the Bridge ‘drop-in’ Centre and Nelson Activity Centre, Nelson House. We also offer an outreach service focused on home and hospital visits.

Bridge ‘Drop-In’ Centre



Our main facility is based in the town centre of King’s Lynn offering a drop-in service with everything from an informal drink and light lunch, with a chance of a friendly chat with like-minded people who have been serving members of the AFC, to a more in-depth one to one talk with our Welfare Manager. It is the hub of our services, open six days a week and run by staff and volunteers who listen, inform, signpost/refer and offer as much support as possible. The Centre focuses on providing a safe space where beneficiaries feel accepted and not judged, where people genuinely want to build on getting to know them as individuals and develop an understanding of what matters to them. We focus on providing the tools necessary to help beneficiaries help themselves and we also have a good referral system with other local organisations.

Nelson Activities Centre

Nelson House may look like an office building from the outside but the top floor has been converted into a number of workshop and studio areas offering free activities for veterans and their families. All of the activities available promote positive mental health and well-being and focus on reducing feelings of loneliness and isolation.

The owners of Nelson House, Michelle Nadler (Director) and Vivienne Baroni (Financial Director) have been extremely supportive. They have worked with us to ensure that Nelson House is a positive environment for both veterans and their families and supported us by attending open days and functions, which has been so valuable.



Our Volunteers

Our Volunteers are crucial to all the work the Bridge for Heroes undertakes providing outstanding support right across our services, whether it is helping provide light lunches and refreshments at our 'drop-in' centre or providing invaluable befriending support to help reduce loneliness and isolation, supporting our Guardian Troop with fundraising in local towns and supermarkets or leading one of our many activities, to name but a few.



Many of our volunteers have lived experiences and are able to share their journey with the people we support and act as positive role models. We are immensely appreciative of the contributions made every day by our fantastic volunteering team and are constantly overwhelmed by the dedication and commitment that they all show.

It is important that our volunteers feel supported, rewarded and fulfilled in their volunteering role which enables them to continue their own personal development. Opportunities for training, learning new skills and using their knowledge and expertise are encouraged.

Thank you to our extraordinary team of volunteers.
You are the backbone of the Charity, contributing so much time, energy and effort to ensure our facilities and services run effectively and efficiently.



Working together

There are many organisations, agencies and charities that provide specific help and support in the areas our beneficiaries need to access. We recognise the importance of working closely together to provide a consistent, professional and clear support network that meets the holistic needs of our beneficiaries.

This reporting year, we have worked with:

- Veterans UK Welfare Service
- Department for Work & Pensions
- Borough Council of King's Lynn & West Norfolk
- Defense Medical Welfare Service
- SSAFA
- Company of Makers
- Combat Stress
- Combat2Coffee
- Step Together Volunteering
- Veteran Community Network
- Walking with the Wounded
- Warrior Programme
- Veterans Norfolk
- Queen Elizabeth II Hospital
- NHS Norfolk & Suffolk Foundation Trust
- Lily Norfolk
- Pandora Project
- Dementia Intensive Support Team
- Fenland Council
- Purfleet Trust
- Norfolk County Council Social Services
- Utility Research Services Ltd

We are members of Cobseo, Norfolk Safer Programme, Community Action Norfolk and ICO (Information Commissioner's Office).

Support is also received from local businesses and organisations who offer their expertise, time and resources to help with the day-to-day running of the Charity. Develop and Promote has been supporting the Charity since it started, providing continuous support with IT, marketing and other general charitable activities. Nadler Group, Nelson Developments Ltd, support in providing facilities to run our activities, and Crane Garden Buildings support our wood workshop.

We receive food from Tesco each week that would otherwise be put in landfill. This includes tinned, packaged and fresh food which we use to help provide daily meals for our beneficiaries. We also are supported by 4 secure self-storage where we can store a small amount of furniture and other large items to support our homeless and housing programme.



Why we are needed

1. While the majority of those who serve make a successful transition to civilian life, a minority experience challenging problems. While these problems do not differ greatly from those of the average person, it is the complexity and severity of these problems that are markedly different.

2. Over the last 11 years the data and feedback from our beneficiaries has continually highlighted that many veterans and family members have unexpectedly suffered from feelings of loneliness and isolation of differing levels, where they miss the family units and comradeship that military life provides.

3. Many find it difficult to seek and ask for help as they think it is a sign of weakness, but it takes immense courage for an individual to do so. Long waiting periods, waiting lists, online forms, and a lack of understanding of the available benefits can be very disheartening for anyone. These frustrations can add worry and stress to an already unsettled beneficiary and can trigger feelings of anger, depression, anxiety or even thoughts of 'ending it all'.

The Bridge for Heroes is needed because the Charity can:

- provide peer to peer support which provides understanding and empathy of the military way of life
- provide activities which reduce feelings of loneliness and isolation, and
- provide strategies and tools to cope with the issues, waiting periods or delays that individuals may face when their mental health and wellbeing is low

This vital service has been delivered from the safe haven of the Bridge Centre and our new Activities Centre, providing the Armed Forces Community opportunity to:

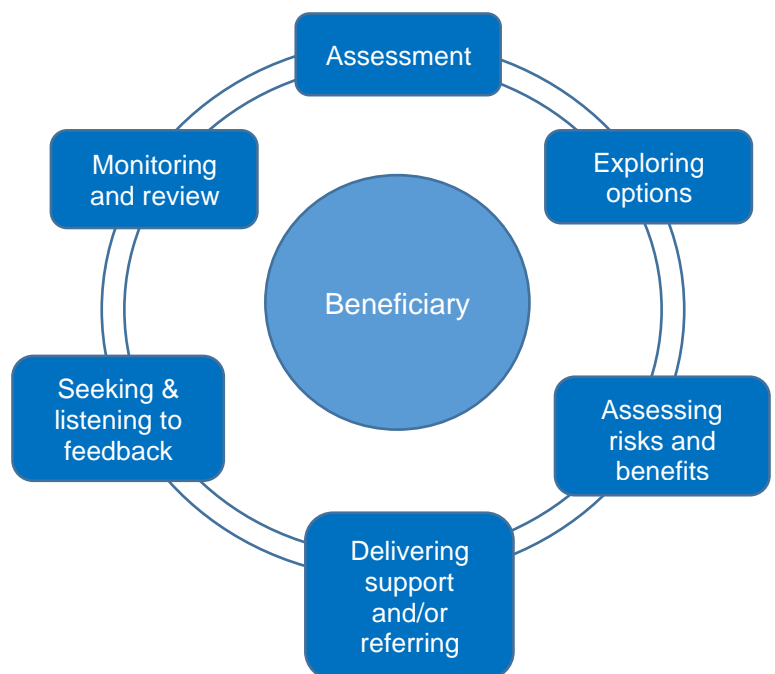
- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer to peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering which aids them in
 - empowering their circumstances
 - providing a new purpose
 - reduce feelings of loneliness and isolation

Recording, monitoring and assessing

Our strong person-centred approach includes our beneficiary's involvement with all decisions affecting them, and where each beneficiary is assessed and monitored throughout their time with us whether it is for short-term or long-term support.

We use CharityLog, a cloud-based case management system, our own in-house mental health and wellbeing scale gauge, alongside the Impact hub run by the Armed Forces Covenant.

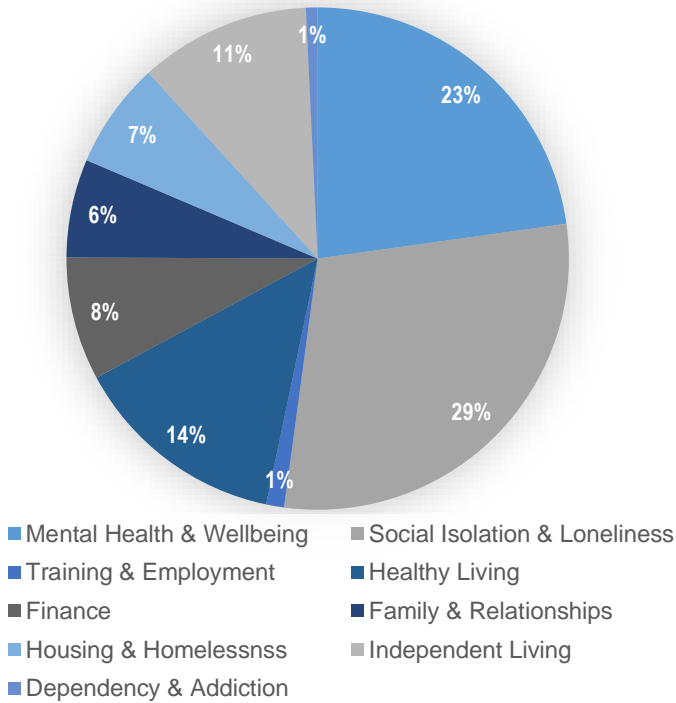
This system is used to measure the beneficiaries' mental health and current situation. From this information, the Charity can tailor its services to provide the best possible support for beneficiaries to make informed choices and gain the tools they need to improve their situation.



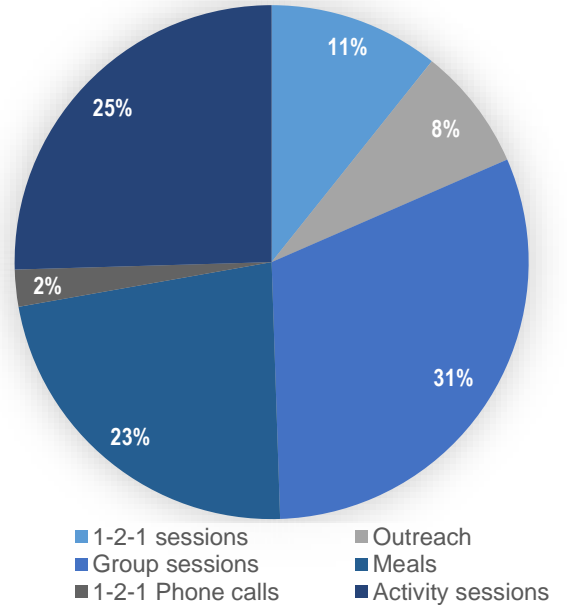
Achievements and performances

Key to our achievements is the ability to collect reliable data and use it to demonstrate the Charity's effectiveness and the value we deliver. Our case management system, CharityLog and the continuation of using the AFCFT impact measurement tool ensures that we have strong data that shows our value. Our amazing team of staff and volunteers have been able to provide the following support and help to our local Armed Forces Community.

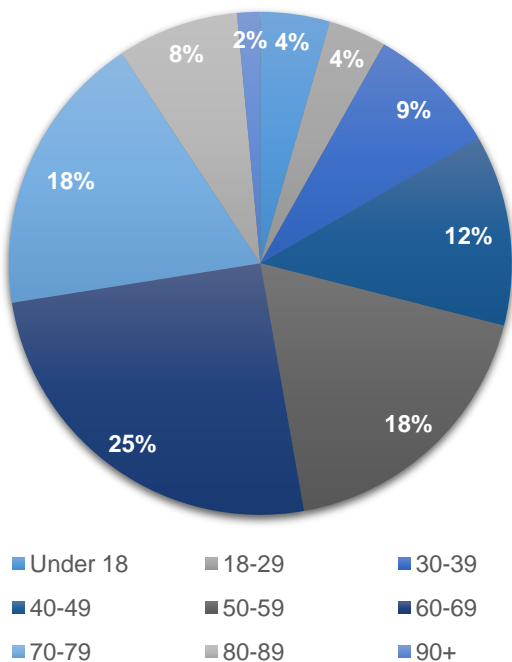
Help and support provided



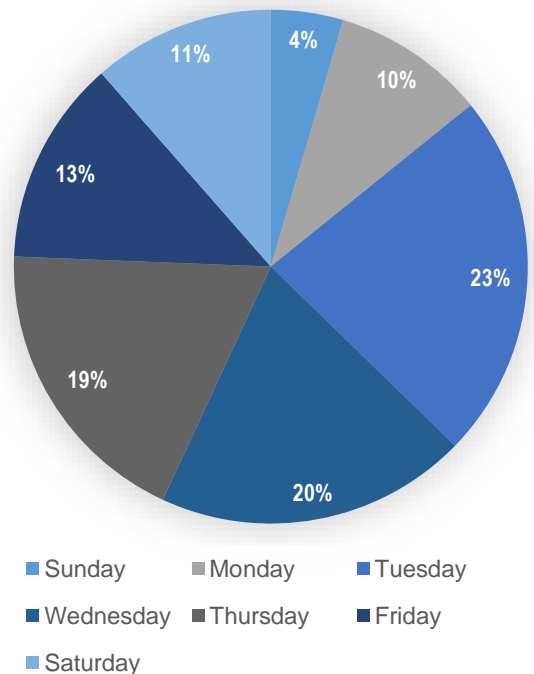
Contact method



Who we help by age range



Beneficiary attendance



Achievements and performances (continued)



We are delighted to have been awarded the accreditation by Cobseo. The accreditation is valid for 24 months, at which point we will complete the review again.

The Veterans Mental Health Awareness Standard (VMHAS) Self-Assessment Tool is designed to provide guidance and best practice examples. It consists of 14 questions with an emphasis on Performance, Support, and Transparency. It assists organisations supporting Veterans, their families and support networks who have mental health needs with the reassurance they are working towards best practice. Although not all questions are based on mental health specifically, they all do have a direct impact on the safe practice of supporting Veterans with mental health needs.

Project Connect

Grant funded by the Veterans Foundation, RAFBF and RNRMC



Veterans Foundation - £29.5k (Jun22-May23), **ABF The Soldiers' Charity** - £20k (Jun22-Mar23)
RAFBF-£4k (Sept22-Aug23), **RNRMC**-£2.3k (Apr23-Mar24)

Project Connect focused on

- Connecting veterans and their families to our activities and services
- Connecting veterans with veterans, focusing on reducing feelings of loneliness and isolation
- Connecting veterans and family members, who are using other organisations and charities, with our Charity through social prescribing

The grant funding enabled the charity to maintain and develop its core services and promote them to a wider audience through our social media platforms, blogs and advertising.



"I am so grateful to the staff at The Bridge for Heroes, they are wonderful and have changed my life. Nothing is too much trouble for them and they come and pick me up and take me home when I get tired. The Centre is lovely and it is so nice to talk and laugh with other veterans about days gone by. The help from the staff to get a wheelchair was fantastic it has changed my life"

Achievements and performances

Veterans' Places, Pathways and People Programme East (VPPP-East) Project Sunrise



Grant funded by AFCFT: Veterans' Mental Health and Wellbeing Fund
AFCFT – VPPP- £797,000 (Feb 22 – Jan 24)

Project Sunrise, managed by The Bridge for Heroes, has demonstrated sustained commitment and effective management throughout the year in covering the East of England.

Program Overview

The Veterans' Pathways and Partnerships Program (VPPP) East aims to:

1. Provide veterans with safe, welcoming places in their local communities.
2. Support veterans in accessing mental health support and tailored treatment pathways.
3. Enhance the training and connectivity of staff and volunteers to better link veterans with broader support networks.

Project Management and Funding

Throughout the year, we diligently managed the grant fund, disbursing funds to projects that aligned with their approved plans. The commitment to adherence to project plans has been instrumental in achieving our goals.

Mental Health Initiatives

The projects under VPPP East have consistently delivered positive outcomes in the mental health domain. Recognising the geographical challenges, we maintained monthly online group meetings, monthly reporting, and conducted workshops to foster collaboration across the region.

The focus of these projects remains on providing veterans with safe spaces and facilitating access to mental health treatment and support. The team of staff and volunteers undergo comprehensive training to identify and address veterans' unique mental health needs arising from their service experiences. Online training has been provided to all projects from our strategic partners. This was well received and learnings were implemented in day-to-day work.

Engagement with NHS England

We actively participated in a seminar with NHS England, showcasing the progress of the programme. Some projects had the opportunity to present their experiences and insights, further strengthening our collaborative efforts.

Stakeholder Relationships and Collaboration

A key aspect of our work involves building and nurturing relationships in the East of England. Our ongoing efforts aim to facilitate seamless collaboration between government agencies and the voluntary sector, promoting a holistic approach to veteran support.

Portfolio and Future Funding

Currently, we collaborate with ten other charities within our portfolio, funded until January 2024. As this funding cycle concludes, we are actively seeking support to sustain and expand our efforts. Our goal is to establish a cross-sector working group that fosters the sharing of best practices and strengthens connections between organisations to minimise duplication.



Conclusion

In conclusion, Project Sunrise has made significant strides in supporting veterans in the East of England. The Bridge for Heroes remains committed to its mission, and we look forward to continued success through strategic partnerships and sustained funding.

VPPP East - Project Wide Reach

Grant funded by AFCFT

AFCFT, £30,000 (Apr 22 – Mar 24)

THE ARMED FORCES
COVENANT FUND TRUST

Part of the Veterans' Mental Health & Wellbeing Fund
**VETERANS' PLACES,
PATHWAYS & PEOPLE
PROGRAMME**



In tandem with our commitment to Project Sunrise, we successfully secured funding to establish a comprehensive platform dedicated to showcasing uplifting veterans' news within our East region. This dynamic platform encompasses a rich multimedia experience, featuring videos, images, blogs, and podcasts, all centred around positive stories from and for veterans. Throughout the year, substantial efforts have been invested in refining and expanding this platform to ensure seamless access for visitors keen on understanding the support provided to veterans across the East of England.

The platform offers a user-friendly interface, enabling visitors to easily navigate and explore the impactful assistance extended to veterans in our community. Additionally, an events page has been incorporated, providing a glimpse into upcoming activities and initiatives within the region.

We prioritise open communication, routinely sharing updates through newsletters and maintaining an active presence on diverse social media platforms. These channels play a crucial role in spreading information about the continuous efforts and successes of Project Sunrise in the East.

Inspired by insights gained from the Norfolk Armed Forces Covenant veterans' workshop, the Project Sunrise group embarked on an initiative—a directory on an interactive map. This innovative approach not only consolidates information but also provides a spatial representation of the support networks available to veterans. It serves as a valuable resource for both veterans seeking assistance and organisations looking to collaborate in fostering a supportive environment.

A noteworthy development arising from our engagement with private organisations is their expressed interest in advertising job opportunities specifically tailored for veterans, recognising the unique skills they bring to the table. In response, Project Sunrise is actively exploring mechanisms to facilitate job advertisements and connections between veterans and prospective employers in the region. This aligns with our broader objective of empowering veterans through meaningful employment opportunities and creating lasting partnerships with organisations committed to supporting our veterans.

As we move forward, Project Wide Reach remains steadfast in its dedication to expanding the impact of Project Sunrise across the East of England. Through these initiatives, we are not only building a platform for sharing positive stories but also fostering tangible support networks and employment opportunities for our deserving veterans.

Achievements and performances (continued)

Nelson Activities Centre

NAC has continued to develop over the last year with a fully functioning woodwork room, bike maintenance workshop as well as art and photography studios. This progress has been made possible with funding from the following grant funders:



Project Nile

Grant funded by the Armed Forces Covenant Fund Trust

£80,000 over two years (Feb 22-Jan 24)

The VPPP East Programme provided funds for staffing to coordinate a range of activities which promote positive mental health and well-being along with support with funding the overheads. Working with other VPPP projects has provided opportunities for networking and social prescribing. DMWS Welfare Officer Michelle Reynolds working within the QEH has proved to be a vital link in reaching isolated veterans in a hospital setting.

Project Nelson's Victory

Grant Funded by the Norfolk Community Foundation and the Norfolk Armed Forces Community Fund

£10,000 (Sept 21-Jun 22)

Projected Nelson's Victory helped kick start Nelson Activities Centre after its initial pilot. It enabled us to top up on resources and support in providing lifts for those who were having difficulties with transport. This type of funding is vital to ensure all of our activities remain free for our beneficiaries.

Through the support of all the grant funding we received for the Activity Centre, we were able to deliver the following:

Activity	Sessions	Hours	Average hrs per session
Activities inc. dominoes, quizzes and crosswords	106	221	2.1
Art & Craft	412	1642	4.0
Bike maintenance	429	884	2.1
Cooking	43	61	1.4
Crochet	81	226	2.8
Cycling	210	452	2.2
Dog Therapy	22	48	2.2
Fishing	32	198	6.2
Gardening	36	78	2.2
Genealogy	4	6	1.5
Golf	52	88	1.7
IT Training	20	39	2.0
Jigsaws/Games	48	41	0.9
Photography	59	89	1.5
Walking	87	146	1.7
Wheelchair activity	6	19	3.2
Woodwork	319	1123	3.5





Project Outreach

Grant funded by Veterans' Foundation
VF - £40,000 (Feb 21 - Jan 23)

After the pandemic, there was a great need to continue offering home visits to some of our beneficiaries. This vital service was able to continue through the Veterans' Foundation funding enabling our Welfare team to visit those who are housebound, in hospital or were not ready to socialise at one of our Centres.



Welfare Support

Grant funded by Veterans' Foundation
VF - £20,000 (May 23 - Apr 24)

Our Welfare support is a crucial part of the services we offer. Our Welfare Team run regular group sessions, provide one-to-one sessions, and offer regular home and hospital visits to those who require it. The funding from the Veteran's Foundation will ensure a consistent and quality service into the year ahead.

Project Silent Partner

Grant funded by Armed Forces Covenant Fund
AFCFT – Forces for change - £8,950 (Sept 22 - Jan 23)

Project Silent Partner focused on researching the needs of partners and spouses of veterans suffering from PTSD or with complex mental health needs. A number of workshops were held to provide vital support, offering a safe space and the time to help partners/spouses reflect on their own needs and talk through some of their own worries and concerns regarding their own mental health.

Project Interface

Grant funded by Armed Forces Covenant Fund
VF - £91,000 (Jan 23 - Dec 24)

Project Interface was developed from other projects we have carried out over the last few years and from feedback gained from our beneficiaries, partner organisations and from current research which highlighted that there are a number of groups within the Armed Forces Community that do not realise that the services and activities we offer are for them too. We began by connecting with as many Parish Council groups as we could to spread the word to our more rural areas of West Norfolk. We will, over the next two years plan to target particular groups including ex-service personnel who are still working, female veterans, reservists and their families and LGBTQ+ veterans, all whom may not identify with the term veteran. Events, activities and focused support groups will be run that specifically cater for their needs, alongside learning more about how their needs can and do differ from other veteran groups.

"I first visited The Bridge for Heroes in September 2022 after the sudden loss of my father, he, like me served in the RAF. Staff at the Bridge supported me through that difficult time and helped me make sense of what happened. The staff and beneficiaries are warm and friendly and the military connection helps make a comfortable environment. The interservice banter is fun and gives a sense of belonging"

Achievements and performances (continued)

Air Raid Shelter, King's Lynn

As a part of King's Lynn Heritage Day on 2nd October 2022, the Bridge for Heroes was once again in charge of guiding visitors around the World War Two air raid shelters on the town's Tuesday Market Place. As in previous years there were queues all day and visitors enjoyed the immersive experience with staff and volunteers dressed in WW2 uniforms and the chance to experience the sounds of a night time air raid.



Wall Mural

Kick the Dust Time Turners - Stories of Lynn
Aug -Nov 22



Kick the Dust Time Turners, a group of young people delivering creative projects as part of the Stories of Lynn, led by Rachel Williams, painted a mural on the side of the Bridge Centre in collaboration with veterans from the Bridge for Heroes. It had been planned pre-covid to celebrate The Bridge for Heroes being presented with the Queen's Award for Voluntary Service in June 2020. Local artist Nicola Murray Woods transferred the design to the wall and helped supervise the project. The figures chosen represent Commonwealth soldiers, the Suffragettes, Royal Navy, British Army, Military service animals, chaplains, the RAF and veterans. It was officially unveiled by the Mayor of the Borough Council of King's Lynn and West Norfolk – Councillor Lesley Bambridge on Armistice Day.

Warm Spaces

To help our beneficiaries stay warm during the difficult winter and fuel crisis, the Bridge for Heroes registered as a Warm Hub. This allowed any beneficiaries or their families to access a warm environment, food and hot drinks. This was greatly appreciated especially from those who found keeping their own homes heated more of a challenge this year.



Dementia Cafe

Staff and volunteers from the Bridge for Heroes attended a local Dementia Café at London Road Methodist Church on Friday 3rd February 2023. They took along bird boxes and art materials to decorate the boxes and also took some military memorabilia to stimulate conversations. The completed boxes were placed in a garden for dementia patients at the local Queen Elizabeth hospital.



Remembrance birdboxes

Members of the woodwork and art groups together created birdboxes which were presented to pupils from Greyfriars Academy to decorate with poppies for remembrance. These were placed in the local park The Walks in King's Lynn. This project was coordinated by Gary Walker a Bridge for Heroes volunteer.

https://www.west-norfolk.gov.uk/news/article/1318/veterans_join_with_greyfriars_school_in_making_remembrance_bird_boxes_for_the_walks

Cllr Harry Humphrey, Cabinet member for Corporate Services, said:

"It was a really kind gesture by the Bridge for Heroes veterans to make the boxes and brilliant to get the young students from Greyfriars School, which backs on to the park, to decorate them so appropriately in this week of Remembrance. I look forward to seeing the brightly coloured bird boxes in The Walks."

We were delighted when the Mayor of the Borough Council of King's Lynn and West Norfolk – Councillor Lesley Bambridge alongside the Deputy Mayor – Councillor Margaret Rose Wilkinson selected The Bridge for Heroes and the Purfleet Trust as their chosen charities for the year.

The Mayor's Fundraising Team put together a number of amazing events throughout the year including a Trafalgar Dinner, King's Coronation Dinner and a quiz night, all held within the historical town hall.

We were also given the opportunity to host a visit from the High Sheriff of Norfolk, David LcLeavy Hill, accompanied by the Mayor. They were suitably impressed with the facilities, services and activities available for the AFC in West Norfolk and beyond.



Future Plans

The success of current services and activities alongside lessons learnt over the last three years have helped shape the new Bridge for Heroes Strategy 2023-26. It has also been formed through the guidance from the Cobseo Governance Practices Self-reporting tool in conjunction with their Aide Memoire, and the Veteran's Mental Health Awareness Standard self-assessment tool.

Over the next three years, our aims are to:

- Raise our profile and presence in Norfolk and the East of England
- Growing our impact throughout our programmes and projects to reach more people
- Build a sustainable organisation with a focus on financial stability

This will include:

- Providing a range of inclusive workshops and group sessions which meet the needs of specific AFC groups, such as female veterans and the LGBTQ+ veteran community.
- Developing our training programme for staff and core volunteers to ensure that we provide best practice, consistent safe support for beneficiaries.
- Increasing the number of beneficiaries attending activities at the Nelson Activity Centre
- Increasing the number of home visits and hospital visits we can offer through our developing Outreach programme
- Reviewing and developing our income streams

We are also looking to upgrade the case management system that we currently use. This will enable us to improve the amount of data we collect and collate, giving us a clearer view of our beneficiaries and activities, helping save time and resources on programmes and initiatives that aren't working and instead direct our energy towards the services and activities that are more likely to be effective. The upgrade will also help us to understand where to allocate budgets and make better predictions with our financial forecasting.

Financial Review

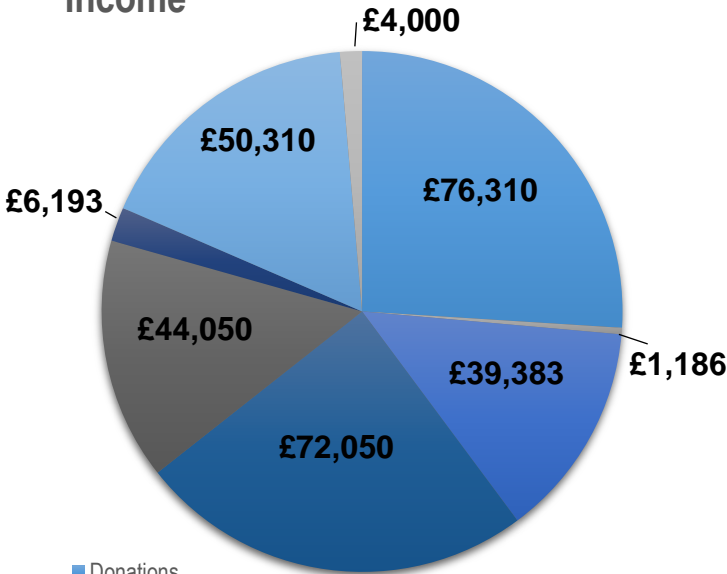
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

This part of the Trustees' Annual report comments on the key features of the annual accounts.

Money received - £293,482
Money spent - £262,915

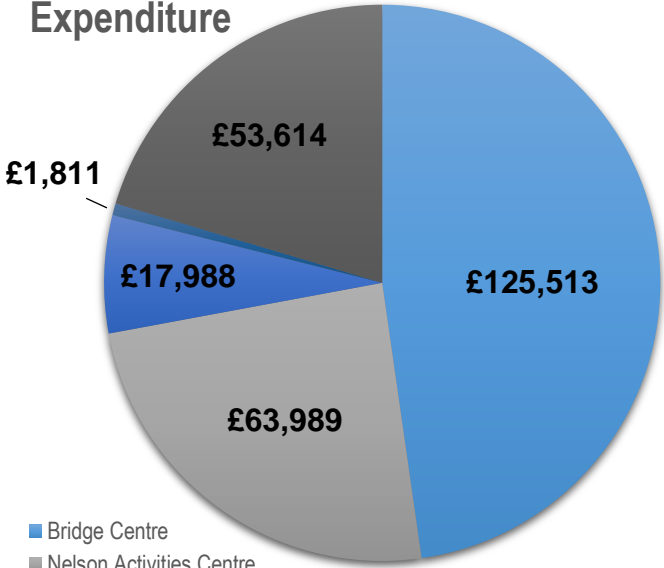
We ended the year with £148,075 of which £61,837 was restricted for the completion of funded activities and projects over the next financial year.

Income



- Donations
- Charitable Activities
- Bridge Centre Grants
- Nelson Activities Centre Grants
- Outreach Grant
- Apprentice - Gov Grant
- VPPP - Prj Sunrise
- Unrestricted Grant

Expenditure



- Bridge Centre
- Nelson Activities Centre
- Outreach
- Fundraising costs
- VPPP

We hold a separate account, where we manage the AFCFT grant-funded VPPP programme in which 11 projects receive funding over a two-year period until Feb 2024. This is a report-based programme where the money is released quarterly from the AFCFT on submission of quarterly reports. This is achieved through monthly reports submitted to the Bridge for Heroes from the 11 projects, (further detail on page 11).

Funding approach

During this reporting year we were able to carry out street and store collections in the East of England region. We continue to seek grant funding from military and civilian trusts and local funds.

A very small number of individuals continue to donate monthly through standing order arrangements.



of every pound you donated went on our charitable activities and support costs. Less than 1 pence went on raising funds.

Where our money comes from

Over the financial year we were fortunate to secure funding from the following:



RF046	Veterans' Foundation	Veteran Foundation Pandemic induced need	Outreach Welfare support	Feb22-Jan23	£19,999.50
RF048	NCF	Connecting Older People	Project Nelsons Victory	Sep21-Jun22	£5,000
RF049	NAFCT	Connecting Older People	Project Nelsons Victory	Sep21-Jun22	£5,000
RF050	AFCFT	VPPP - EAST	Project Sunrise	Feb22-Jan24	£797,000
RF051	AFCFT	(VPPP – East)	Project Nile	Feb22-Jan24	(£80,000)
RF052	AFCFT	VPPP	Project Wide Reach	Apr22-Mar24	£30,000
RF054	AFCFT	(VPPP)	Project Sunrise Support	Jun22-May24	(£26,000)
RF055	ABF The Soldiers' Charity	Connecting Army veterans and their families	Project Connect – Army22	Jun22-Mar23	£20,000
RF056	Veterans' Foundation	Running costs and ops	Project Connect-VF22	Jun22 – May23	£29,500
RF057	Gov'	Apprenticeship support			£6,193
RF058	RAFBF	Connecting RAF veterans and their families	Project Connect-RAF22	Sept22-Aug23	£4,000
RF059	AFCFT	Supporting the partners	Project Silent Partner	Sept22-Jan23	£8,900
RF060	AFCFT	Developing outreach to specific veteran groups	Project Interface	Jan23-Dec24	£91,000
RF061	RNRMC	Connecting Navy & Marine veterans and their families	Project Connect-Navy23	Apr23-Mar24	£2,300
RF062	Veterans' Foundation	Welfare staff	Welfare Support	May23-Apr24	£20,000
RF063	Cranes	Running costs	Unrestricted		£4,000
RF064	NCF	Connecting Older People	Project Activities	Jun23-May24	£5,000

The Grant amounts stated may cross over more than one reporting year and is a summary of the total amount we have or will receive

We are extremely thankful and grateful for all the financial support which has been provided to help our local Armed Forces Community

Further information regarding how each grant has or is being spent can be found within the Achievements and Performance section.

Where our money comes from

A big 'THANK YOU' to the general public for their donations



£46,370.51 was raised through street and store collections, which includes donations given for our knitted soldier dolls. We are very grateful to our small team of fundraisers, known as the Guardian Troop, who venture out at least once a week, regardless of the weather! We now have a card reader which enables us to receive donations from those who do not carry cash.

A special thanks must go to Anne Johnson and her group of knitters who have worked tirelessly throughout the years to knit soldier keyrings of varying designs to raise funds for the Bridge for Heroes.



Mark's Challenges



We have been amazed by the imagination and dedication of Mark Howard who has raised vital funds for The Bridge for Heroes. This reporting year Mark conquered a number of full and half Marathons including the October London Marathon, the March Great Yarmouth Marathon, the April virtual London Marathon and Ride London 2023 in May either riding his handcycle or wheelchair.

Mark has raised a magnificent sum for the Charity over the last 8 years and has no plans to stop yet.

Mark was also involved in raising funds with Live and Let Live, a community pub in the heart of Lynn. Live and Let Live staff and the local community held a Coronation Street party with a focus on raising funds for three local Charities including the Bridge for Heroes. They successfully raised £3,000 which was divided equally between the three charities.

He plans to swim the serpentine in the coming months even though he has regards himself as a non-swimming for the last thirty years.

Other donations were given through:	Amount
Gregg Baker - Gear Run 10k with a 40lb backpack	£300+
Live & Let Live Pub and local community	£1,000
Sales from donated goods and goods made by beneficiaries	£1,132
Donations from beneficiaries playing the West Norfolk Wins	£202

**Inspired by any of these ideas?
If you would like to help us raise money, we would love to hear from you!**

Financial Review (cont.)

The charity has secured a number of grants into the 2023-24 financial year, with around 48% of the charity's budgeted expenditure already secured. The charity retains a heavy focus on fundraising to provide stability and certainty going forward. We have plans to diversify our income streams with the aim of prioritised applications for multi-year funding where possible, as well as identifying opportunities for unrestricted/core funding which provide greater flexibility.

Reserves Policy

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should equate to a minimum of £65,000, approximately 3 months of essential running costs.

The financial reserves will enable the charity to meet future commitments and unforeseen expenses without a negative impact on its ability to deliver core services or develop the business in the manner planned. The trustees have agreed that any reserves accrued above the target amount will be used for the following purposes:

- To fund unexpected but necessary expenditures; and
- To fund shortfalls in income, when income does not reach expected levels

Investment Policy

The Charity has limited funds and minimal assets and has no investment policy at this time.

Budget Management

Our budget management system is being used effectively to assist the Charity in budget setting, reporting and monitoring, and was a baseline for our June 2022 to May 2023 budget.

Grantmaking

We do not permit our funds to be used for grants to charities, hospitals, schools or other funds, societies or institutions.

Going Concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Structure, governance and management

The Bridge for Heroes was registered under the Companies Act 1985 on 5th December 2009 as a company limited by guarantee and registered with the Charities Commission in England & Wales from 21st September 2010. The charity is governed by the Memorandum and Articles of Association.

The Board of Trustees is committed to meeting the new Charity Code of Governance as this will strengthen the management of the Bridge for Heroes. Work is planned for the coming financial year to achieve further compliance with the principles of the Code.

Appointment, Induction, and Training

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles are known as members of the management committee. All new Trustees are approved by the Management Committee. New Trustees are sought through a number of different routes and from time-to-time trustee posts are advertised.

Every Trustee is made aware of their duties and responsibilities after they have been approved, through discussion with the Chair and CEO, by receiving materials from the Charity Commission and by undergoing induction training. Further training is available for specific roles and responsibilities. Training is provided as required and external training is available through our membership with Cobseo.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed. This risk management process is ongoing and members of the Senior Management Team, as appropriate, provide regular updates to the Board on a project-specific basis.

Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers, beneficiaries, and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

How our activities deliver public benefit

Our main activities and who we try to help are outlined throughout this report. When considering what services and activities the Charity should provide, the Trustees refer to the guidance contained in the Charity Commissions general guidance on public benefit. The Trustees are satisfied that the current aims of the Charity are undertaken to further our charitable purposes for public benefit.

Organisational Structure

The Board of Trustees is currently comprised of 7 people, with a broad range of skills and professions, including legal, finance, health and safety, fundraising, adult learning, psychological well-being and marketing. Where possible they have met bi-monthly and are responsible for the direction and policies of the Charity.

The staff team is managed by a small management team comprising the Chief Executive Officer, Project Manager, Welfare Manager and Marketing & Communications Officer. The welfare team also includes Welfare Support Workers, an Activities Coordinator and an Administration and Finance Assistant. Staff pay and benefits are reviewed annually by the Trustees.

The paid staff oversee the roles, tasks, and responsibilities of our indispensable team of volunteers supporting the Charity's activities. Volunteers support every area of the Charity and are vital in providing our full service.

The Charity is registered with the Information Commissioner's Office and complies with all Data Protection legislation.

Reference and administrative details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

Principal address: The Bridge for Heroes
52a South Clough Lane,
King's Lynn, Norfolk
PE30 1SE

Patrons The Lady Dannatt MBE HM Lord-Lieutenant
General The Lord Dannatt, GCB, CBE, MC, DL

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

Chair Steve Russell BCA_o (reappointed 17/01/23)

Deputy Chair Gordon Halewood (retired 09/06/23)

Trustee-Directors

Sharon Edwards BFP FCA (reappointed 17/01/23)

Siobhan Vaughan

Tim Wiskin

Gary Alexander

Lindsey Bavin (appointed 21/06/22)

Company Secretary Sue Martinelli (appointed 22/07/22) (resigned 09/06/23)

Senior Management Team Helen Taylor MBE, CEO
Andrew Pover, Welfare Manager
Darren Hickie MAAT, VPPP Project Manager
Karl Perryman, Marketing & Communications Officer

Bankers TSB
1 Tuesday Market Place,
King's Lynn, Norfolk,
PE30 1JU

Independent Examiner Stephenson Smart
22-26 King Street,
King's Lynn, Norfolk
PE30 1HJ

Declaration

The Trustees (who are also directors of The Bridge for Heroes for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

Independent Examiner's Report to the Trustees of The Bridge for Heroes Limited.

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of The Bridge for Heroes Limited ('the charitable company') for the year ended 31 May 2023 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Melton FCCA TEP
Stephenson Smart
22-26 King Street
King's Lynn
Norfolk
PE30 1HJ

THE BRIDGE FOR HEROES LIMITED**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MAY 2023**

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<u>Income from:</u>							
Donations and legacies	3	76,310	10,192	86,502	87,230	-	87,230
Charitable activities	4	1,186	205,794	206,980	533	108,127	108,660
Total income		<u>77,496</u>	<u>215,986</u>	<u>293,482</u>	<u>87,763</u>	<u>108,127</u>	<u>195,890</u>
<u>Expenditure on:</u>							
Raising funds	5	1,811	-	1,811	1,839	339	2,178
Charitable activities	6	46,889	214,215	261,104	97,712	142,578	240,290
Total expenditure		<u>48,700</u>	<u>214,215</u>	<u>262,915</u>	<u>99,551</u>	<u>142,917</u>	<u>242,468</u>
Net income/(expenditure) for the year/ Net movement in funds							
		28,796	1,771	30,567	(11,788)	(34,790)	(46,578)
Fund balances at 1 June 2022		<u>57,442</u>	<u>60,066</u>	<u>117,508</u>	<u>69,230</u>	<u>94,856</u>	<u>164,086</u>
Fund balances at 31 May 2023		<u><u>86,238</u></u>	<u><u>61,837</u></u>	<u><u>148,075</u></u>	<u><u>57,442</u></u>	<u><u>60,066</u></u>	<u><u>117,508</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET AS AT 31 MAY 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	11		19,716		23,922
Current assets					
Debtors	12	3,943		5,864	
Cash at bank and in hand		211,530		153,907	
		<u>215,473</u>		<u>159,771</u>	
Creditors: amounts falling due within one year	13	<u>(87,114)</u>		<u>(66,185)</u>	
Net current assets			128,359		93,586
Total assets less current liabilities			<u>148,075</u>		<u>117,508</u>
Income funds					
Restricted funds	15		61,837		60,066
Unrestricted funds			86,238		57,442
			<u>148,075</u>		<u>117,508</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2023.


The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 13/12/2023


.....
S Russell
Trustee


.....
S Edwards
Trustee

Company registration number 07096496

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

Charity information

The Bridge for Heroes Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 52a South Clough Lane, King's Lynn, Norfolk, PE30 1SE.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably. Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

Grants are only included in the SOFA when the general income recognition criteria has been met as detailed above. In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Support costs have been allocated between governance costs and other support. Governance costs comprise of all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings and equipment	25% reducing balance
Computers	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Tangible fixed assets are capitalised if they cost over £100 and can be used for more than one year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2023	2023	2023	2022
	£	£	£	£
Donations and gifts	71,969	4,000	75,969	78,017
Government grants	4,341	6,192	10,533	9,213
	<u>76,310</u>	<u>10,192</u>	<u>86,502</u>	<u>87,230</u>

4 Charitable activities

	Charitable Income 2023	Charitable Income 2022
	£	£
Donations from donated goods, and goods made by beneficiaries	1,186	533
Grants specifically for charitable activities	205,794	108,127
	<u>206,980</u>	<u>108,660</u>
Analysis by fund		
Unrestricted funds	1,186	533
Restricted funds	205,794	108,127
	<u>206,980</u>	<u>108,660</u>

5 Raising funds

	Unrestricted funds	Unrestricted funds	Restricted funds	Total
	2023	2022	2022	2022
	£	£	£	£
<u>Fundraising and publicity</u>				
Membership schemes and social lotteries	251	-	235	235
Other fundraising costs	80	1,090	104	1,194
Support costs	1,480	749	-	749
	<u>1,811</u>	<u>1,839</u>	<u>339</u>	<u>2,178</u>
Fundraising and publicity	<u>1,811</u>	<u>1,839</u>	<u>339</u>	<u>2,178</u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****6 Charitable activities**

	Bridge Centre 2023 £	Outreach 2023 £	Nelson Activity Centre 2023 £	VPPP 2023 £	Total 2023 £	Total 2022 £
Staff costs	62,978	16,872	34,144	-	113,994	106,797
Rent, utility, building insurance	20,089	-	19,000	-	39,089	34,220
Projects, services & activities	3,836	779	6,989	-	11,604	24,180
Payroll processing	588	-	-	-	588	466
Training	180	-	66	-	246	1,264
Support costs	1,694	-	-	-	1,694	1,053
Repairs, maintenance and equipment	676	20	36	-	732	3,486
Printing, postage and stationery	543	139	90	-	772	494
Telephone	998	-	586	-	1,584	1,391
IT and website	2,000	178	-	9,475	11,653	112
Publicity	-	-	-	-	-	68
Other costs	265	-	-	-	265	420
Project management	-	-	-	44,139	44,139	17,077
	<u>93,847</u>	<u>17,988</u>	<u>60,911</u>	<u>53,614</u>	<u>226,360</u>	<u>191,028</u>
Share of support costs (see note 7)	30,933	-	3,078	-	34,011	48,589
Share of governance costs (see note 7)	733	-	-	-	733	673
	<u>125,513</u>	<u>17,988</u>	<u>63,989</u>	<u>53,614</u>	<u>261,104</u>	<u>240,290</u>
Analysis by fund						
Unrestricted funds	34,975	71	11,843	-	46,889	97,712
Restricted funds	90,538	17,917	52,146	53,614	214,215	142,578
	<u>125,513</u>	<u>17,988</u>	<u>63,989</u>	<u>53,614</u>	<u>261,104</u>	<u>240,290</u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****6 Charitable activities****(Continued)**

For the year ended 31 May 2022

	Bridge Centre £	Outreach £	Nelson Activity Centre	VPPP £	Total 2022 £
Staff costs	66,706	8,354	31,737	-	106,797
Rent, utility, building insurance	17,769	633	15,818	-	34,220
Projects, services & activities	5,232	1,201	17,747	-	24,180
Payroll processing	417	-	49	-	466
Training	768	400	96	-	1,264
Support costs	862	-	191	-	1,053
Repairs, maintenance and equipment	1,058	33	2,395	-	3,486
Printing, postage and stationery	365	19	110	-	494
Telephone	923	-	468	-	1,391
IT and website	-	-	112	-	112
Publicity	-	-	68	-	68
Other costs	420	-	-	-	420
Project management	-	-	-	17,077	17,077
	<u>94,520</u>	<u>10,640</u>	<u>68,791</u>	<u>17,077</u>	<u>191,028</u>
Share of support costs (see note 7)	46,135	-	2,454	-	48,589
Share of governance costs (see note 7)	673	-	-	-	673
	<u>141,328</u>	<u>10,640</u>	<u>71,245</u>	<u>17,077</u>	<u>240,290</u>
Analysis by fund					
Unrestricted funds	82,107	4,567	11,038	-	97,712
Restricted funds	59,221	6,073	60,207	17,077	142,578
	<u>141,328</u>	<u>10,640</u>	<u>71,245</u>	<u>17,077</u>	<u>240,290</u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****7 Support costs**

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	27,765	-	27,765	43,861	-	43,861
Depreciation	5,984	-	5,984	4,518	-	4,518
Support costs	257	-	257	210	-	210
Fundraising costs	1,485	-	1,485	749	-	749
Legal and professional	-	13	13	-	13	13
Independent examination	-	720	720	-	660	660
	<u>35,491</u>	<u>733</u>	<u>36,224</u>	<u>49,338</u>	<u>673</u>	<u>50,011</u>
Analysed between						
Fundraising	1,480	-	1,480	749	-	749
Charitable activities	34,011	733	34,744	48,589	673	49,262
	<u>35,491</u>	<u>733</u>	<u>36,224</u>	<u>49,338</u>	<u>673</u>	<u>50,011</u>

8 Trustees

Travel expenses totalling £49 (2022 - 0) were paid to 1 trustee during the year.

9 Employees

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
Charitable activities	<u>5</u>	<u>5</u>
Employment costs	2023	2022
	£	£
Wages and salaries	134,561	141,613
Social security costs	4,756	7,345
Other pension costs	2,442	1,700
	<u>141,759</u>	<u>150,658</u>

There were no employees whose annual remuneration was more than £60,000.

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****10 Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Tangible fixed assets

	Fixtures, fittings and equipment £	Computers £	Total £
Cost			
At 1 June 2022	11,828	23,718	35,546
Additions	581	1,198	1,779
Disposals	(1,500)	-	(1,500)
Reclassification	13,267	(13,267)	-
At 31 May 2023	<u>24,176</u>	<u>11,649</u>	<u>35,825</u>
Depreciation and impairment			
At 1 June 2022	1,701	9,924	11,625
Depreciation charged in the year	3,462	2,047	5,509
Eliminated in respect of disposals	(1,025)	-	(1,025)
Reclassification	6,765	(6,765)	-
At 31 May 2023	<u>10,903</u>	<u>5,206</u>	<u>16,109</u>
Carrying amount			
At 31 May 2023	<u>13,273</u>	<u>6,443</u>	<u>19,716</u>
At 31 May 2022	<u>10,127</u>	<u>13,795</u>	<u>23,922</u>

12 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Other debtors	3,943	5,864
	<u>3,943</u>	<u>5,864</u>

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Other taxation and social security	2,514	1,986
Other creditors (VPPP)	84,600	64,199
	<u>87,114</u>	<u>66,185</u>

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****14 Retirement benefit schemes****Defined contribution schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £2,442 (2022 - £1,700).

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 May 2023 £
	Balance at 1 June 2021 £	Incoming resources £	Resources expended £	Balance at 1 June 2022 £	Incoming resources £	Resources expended £	
Fixed assets	1,261	-	(370)	891	-	(222)	669
Project Shield	218	-	(218)	-	-	-	-
Fund 30	31,255	-	(25,920)	5,335	1,750	(1,774)	5,311
Fund 30A	387	-	(97)	290	-	(73)	217
Fund 25	607	7,718	(7,951)	374	-	(68)	306
Fund 31	190	-	(48)	142	-	(36)	106
Fund 34	603	-	(153)	450	-	(115)	335
Fund 36	130	-	(33)	97	-	(24)	73
Fund 38	190	-	(47)	143	-	(36)	107
Fund 40	2,391	-	(2,391)	-	-	-	-
Fund 41	793	-	(793)	-	-	-	-
Fund 42	4,271	-	(4,271)	-	-	-	-
Fund 43	23,312	-	(21,626)	1,686	1,750	(890)	2,546
Fund 44	14,765	1,000	(14,990)	775	-	(194)	581
Fund 46	14,483	20,000	(22,225)	12,258	-	(12,258)	-
Fund 47	-	9,500	(5,364)	4,136	500	(1,159)	3,477
Fund 48	-	5,000	(4,355)	645	-	(645)	-
Fund 49	-	5,000	(3,164)	1,836	-	(303)	1,533
Fund 50	-	17,077	(17,077)	-	34,154	(34,154)	-
Fund 51	-	13,332	(11,824)	1,508	40,000	(39,792)	1,716
Fund 52	-	28,500	-	28,500	-	(19,460)	9,040
Fund 53	-	1,000	-	1,000	-	(1,000)	-
Fund 54	-	-	-	-	16,156	(15,300)	856
Fund 55	-	-	-	-	20,000	(20,000)	-
Fund 56	-	-	-	-	29,424	(29,086)	338
Fund 57	-	-	-	-	6,193	(5,635)	558
Fund 58	-	-	-	-	4,000	(3,000)	1,000
Fund 59	-	-	-	-	8,950	(8,384)	566
Fund 60	-	-	-	-	21,726	(17,476)	4,250
Fund 61	-	-	-	-	2,383	(92)	2,291
Fund 62	-	-	-	-	20,000	(3,039)	16,961
Fund 63	-	-	-	-	4,000	-	4,000
Fund 64	-	-	-	-	5,000	-	5,000
	94,856	108,127	(142,917)	60,066	215,986	(214,215)	61,837

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

15 Restricted funds

(Continued)

The purpose and restrictions placed on the various restricted funds are as follows:

- Fixed assets - Funding provided for the purchase of fixed assets.
- Project Shield - Welfare All in one laptop and support for housing issues.
- Fund 30 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk.
- Fund 30A - East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge - Beneficiary laptop and funding for Operation Mirror
- Fund 25 - Veteran's Foundation - Bridge Centre running costs
- Fund 31 - Norfolk Community Fund - Bringing older people together
- Fund 34 - Norfolk Community Foundation Local Resilience Fund - Funding for Operation Mirror
- Fund 36 - Armed Forces Covenant Fund Trust (AFCFT) - Veterans Should Not Be Forgotten - Funding for Operation Mirror
- Fund 38 - Armed Forces Covenant Fund Trust (AFCFT) - COVID impact Programme - Funding for Operation Mirror
- Fund 40 - Royal Air Force Benevolent Fund 2020 - contribution towards Bridge Centre rent to support RAF veterans and their families in West Norfolk
- Fund 41 - Royal Navy & Royal Marine Charity (RNRMC) 2020 - contribution towards Bridge Centre rent to support Royal Navy & Royal Marine veterans and their families in West Norfolk
- Fund 42 - Flux Family NCF - Project Sustain which is to provide services from the Bridge Centre including outreach.
- Fund 43 - Armed Forces Covenant Fund Trust (AFCFT) - Positive Pathways Programme - running activities for veterans and their families in West Norfolk
- Fund 44 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - running social groups and garden parties
- Fund 46 - Veterans Foundation - providing welfare support
- Fund 47 - Armed Forces Covenant Fund Trust (AFCFT) - Forces 4 Change - start up costs for new facility - Nelson Activities Centre (NAC)
- Fund 48 - Norfolk Community Foundation - Connecting Older People - NAC Operational costs
- Fund 49 - Norfolk Community Foundation NAF CF - NAC Operational costs
- Fund 50 - Armed Forces Covenant Fund Trust (AFCFT) - VPPP East - Project Sunrise - Supporting 11 projects in East of England
- Fund 51 - Armed Forces Covenant Fund Trust (AFCFT) - Project Nile - NAC rent and staffing
- Fund 52 - Armed Forces Covenant Fund Trust (AFCFT) - Project Wide Reach - setting up and running a positive media website for East of England
- Fund 53 - Arnold Clark - Bridge centre ops - Fund 54 - Armed Forces Covenant Fund Trust (AFCFT) - Project Sunrise - running 11 projects in East of England for 2 year
- Fund 55 - ABF The Soldiers Charity - Project Connect Army22 - running costs and operations
- Fund 56 - Veterans Foundation - Project Connect VF22 - running costs and operations
- Fund 57 - Government Grant Apprentice - Salary and laptop for apprentice
- Fund 58 - Royal Air Force Benevolent Fund - Project Connect RAF22 - contribution towards Bridge Centre rent
- Fund 59 - Armed Forces Covenant Fund Trust (AFCFT) - Project Silent Partner - workshop and support for families of veterans
- Fund 60 - Armed Forces Covenant Fund Trust (AFCFT) - Project Interface - wages, operations and outreach
- Fund 61 - Royal Navy & Royal Marine Charity (RNRMC) 2020 - contributions towards Bridge Centre rent and running costs
- Fund 62 - Veterans Foundation - Staffing Welfare
- Fund 63 - Cranes Garden Buildings - contribution towards CharityLog
- Fund 64 - Norfolk Community Foundation - contributions towards activity resources

More details about each current grant fund can be found in the TAR.

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MAY 2023****16 Analysis of net assets between funds**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 May 2023 are represented by:					
Tangible assets	3,526	16,190	19,716	4,350	23,922
Current assets/(liabilities)	82,712	45,647	128,359	53,092	93,586
	<u>86,238</u>	<u>61,837</u>	<u>148,075</u>	<u>57,442</u>	<u>117,508</u>

17 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

THE BRIDGE FOR HEROES

England & Wales - Charity number 1138136

Accounts



THE BRIDGE FOR HEROES

ANNUAL REPORT AND FINANCIAL STATEMENT JUNE 2021 to MAY 2022



**The Queen's Award
for Voluntary Service**

**Registered Charity: 1138136
Company limited by Guarantee: 07096496**

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The Chair of Trustees Report

A welcome from our Chair of Trustees

It is with great pride and thankfulness that I write my annual opening words. This past year had been punctuated with many achievements and sadly some loss.

I would like to offer a warm welcome to The Bridge for Heroes' Annual Report. During the past 12 months this small charity has continued to develop its services. It is with great pleasure that I invite you to read this report which sets out, for our supporters and the general public, our achievements over the last year and our future plans.

Some years ago, Mahatma Gandhi said that, "we should be the change that we want to see in the world. Be happy, and we will see happy people. Be inspired, and see inspired people. And most importantly, be kind, and we will witness kind acts everywhere." I do not think that it a "fluke" that we have seen our services grow and it has been wonderful to stand, unobserved, at the entrance to the Contact Centre and listen to the peals of laughter and witness the wonderful supportive atmosphere that is evident within. At the Nelson House Activity Centre there is a wonderful transference of knowledge and encouragement, with folk doing things for the first time and finding that they have special "hidden" talents. The groups that meet there inspire one another to try something new and the results are amazing.

I am proud to have seen amazing acts of kindness. Veterans reaching out to one another irrespective of colours or branch, volunteers walking that extra mile and staff giving so much, to so many. I think that Mr. Gandhi's words ring true and his words have become a reality within this charity.

Once again, I stand humbled as I offer my gratitude to those who have given so much to support our Veteran Community. I would like to thank all the organisations who provided financial or specialist support; without their help we would not have been able to deliver our core services during the past year.

Unfortunately, during the past year, we have also experienced loss. I would like to acknowledge the work and commitment of Roy Johnson, sadly lost to us early in 2022, he will be greatly missed. I would also like to offer my personal thank you to Mike Taylor, our founder, who has stood down from his position as CEO and is now pursuing a more sedentary lifestyle. Thank you, Mike, as, without you, we would not be where we are today and we wish you well in the next chapter of your life. Secondly, I would like to thank Helen Taylor for taking the reins and accepting the position of CEO. May you be strengthened and take us through the next phase of this charity's life.

Again, this year has been amazing, and I must not end before offering my sincere thanks to all our staff, Trustees, volunteers, supporters and friends. As a cinema goer, waiting eagerly for the next film in the series, I am looking forward to the next year, God bless.



Steve Russell BCoA
Chair of Trustees



Our Patrons

As patrons to the Bridge for Heroes we are privileged to lend our names to this organisation as an expression of support for the charity's mission and programmes. This relationship has evolved over the years and we have been greatly encouraged by the charity's growth, achievements and resilience, especially over the past few years where providing on-going support to our veteran community has been challenged by a pandemic and, more recently, by new unforeseen financial challenges.

All of the Bridge for Heroes' achievements are the result of the hard and selfless work carried out by the staff, volunteers and trustees. To each we offer our sincere thanks and would like to state that you are making an amazing difference, providing life changing support to some folk who, sadly, society has either forgotten or do not realise the cost of their service to this country.

This year we have seen a major change within the charity. For 12 years Mike Taylor MBE has guided and helped develop this award-winning charity. He has been instrumental in securing its survival through rain and storm. After a period of having to face his own challenges, Mike has decided to stand down as CEO, handing the reins over to Helen Taylor MBE.

To Mike, we offer our sincere thanks and best wishes for the future. "Stand down, take your rest". To Helen we offer our congratulations and on-going support, looking forward to seeing the growth and further development of this unique and necessary charity.



A handwritten signature in black ink that reads "Lady Dannatt". The signature is written in a cursive style with a long horizontal line underneath.

Lady Dannatt, MBE, Lord-Lieutenant of Norfolk



A handwritten signature in black ink that reads "Richard Dannatt". The signature is written in a cursive style with a long horizontal line underneath.

General the Lord Dannatt, GCB CBE MC DL

Our Impact



Who are our Beneficiaries?

The Armed Forces Community
In King's Lynn & West Norfolk
and the bordering counties of
Lincolnshire, Cambridgeshire & Suffolk

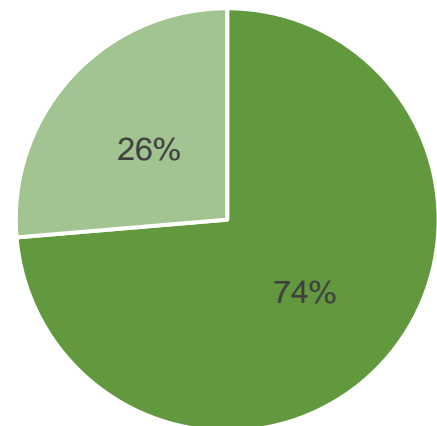
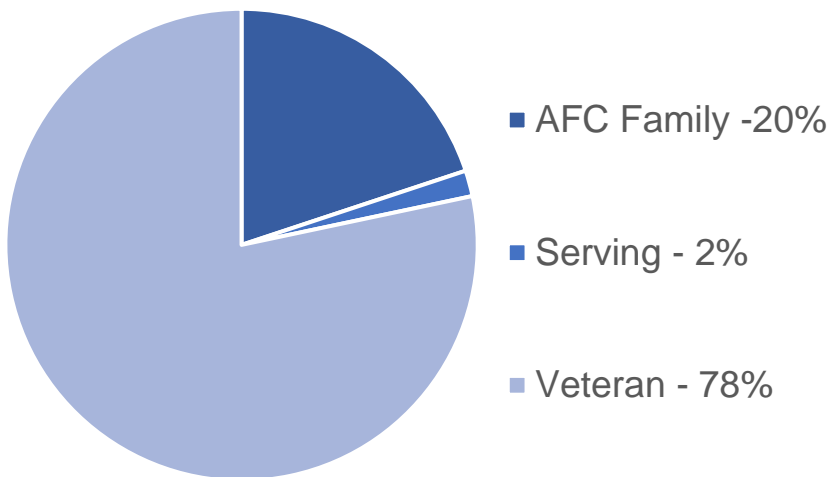
10%



61%



29%



■ Male ■ Female

These are similar statistics to our previous reporting year, although due to the need during the pandemic the monthly average beneficiaries supported was 90

Our Impact

Welfare Support

759



Group sessions

242



1to1's

409




Home Visits

264



1to1 Support Calls

1,631



IAG sessions

Information, advice, and guidance

406



Welfare Calls

Daily light lunches
Mon to Fri



421

Outreach support sessions



Monthly Veterans Breakfast

11



Hospital Visits

Veterans Christmas Day Dinner

Our Impact Activities

1496
activity
sessions

More than
4000
hours exercise



19
different
activities



1 New Activities Centre



Volunteering

53
Volunteers

Giving more than
7000
volunteering hours



The Bridge for
Heroes was
awarded The
Queen's Award for
Voluntary Service
in June 2020

Who we are

The Bridge for Heroes is a small charity, with a big heart, and a strong committed team of trustees, volunteers and staff who will go that extra mile to make sure the Armed Forces Community (AFC) in King's Lynn, West Norfolk area and far beyond, receive help and support in their hour of need.

Whatever the issue, problem or concern the Charity looks at how it can support individuals and families by giving direct support and signposting individuals to specialist services.

The Charity works in close partnership with other organisations, agencies and charities who are able to assist in specific areas that can affect the AFC when they finish their service and return to civilian life. The Charity continues to provide swift interventions and address individuals needs holistically, with on-going and long-term support.



This support is proactively achieved through one-to-one sessions, innovative group therapies, activities and local community events.

Our aims and objectives

Our Charity's purpose as set out in the objects contained in the Company Memorandum and Articles of Association are:

'The Organisation The Bridge for Heroes will advance any lawful charitable purpose (at the discretion of the Trustees) for the benefit of serving and former serving members of the armed forces of the crown and their dependents (the beneficiaries) in particular but not exclusively, by providing facilities for respite, rest and recuperation including accommodation, subsistence and group activities which promote the efficiency of serving personnel or which relieve other charitable needs of beneficiaries.'

Our Vision

The Bridge for Heroes' vision is to provide members of the Armed Forces community with support and facilities which promote their overall health and well-being (in order for them to lead meaningful lives).

Our Mission

The Bridge for Heroes' mission is to support members of the Armed Forces community (serving, veterans and their families) by providing companionship and comradeship alongside information, advice, guidance and activities that promote mental health and well-being.

How our activities deliver public benefit

Our main activities and who we try to help are described under 'who benefits from our activities'. When considering what services and activities the Charity should provide, the Trustees refer to the guidance contained in the Charity Commissions general guidance on public benefit. The Trustees are satisfied that the current aims of the Charity are undertaken to further our charitable purposes for the public benefit.

Our main charitable activities

The Bridge for Heroes main areas of charitable activity are the provision of help and support through group sessions, talk therapy, respite, activities, refreshments and meals. This holistic approach means that whatever the issue, our dedicated team of staff and volunteers will always be there to help and support our local Armed Forces Community (AFC).

Our holistic approach provides support with:



Bridge 'Drop-In' Centre

Our main facility is based in the centre of King's Lynn and offers a drop-in service with everything from an informal drink and maybe a light lunch, with a chance of a friendly chat with like-minded people who have been serving members of the Armed Forces, to a more in-depth talk with our Welfare Officer. It is the hub of our services, open five days a week and run by staff and volunteers who will listen, inform, signpost and offer as much support as possible.

Nelson Activities Centre

After a number of pilot activities and trying to accommodate them within the Bridge Centre, we began to look at different options on how we could improve our delivery of activities on a more regular basis and without the need to have to continually pack everything up. After a number of years of looking for a suitable venue and looking at other possible options we met with Michelle Nadler from Nelson Developments Ltd who had some vacant space in Nelson House, North Lynn Industrial Estate, Kings Lynn. Ms Nadler and her Trustees were very keen to support the Charity and offered us very generous terms to use the second floor of this building. We focused on seeking funding to start this new venture and were fortunate enough to be awarded sufficient to fit out and equip the rooms to enable a variety of activities to be run, mostly by our volunteers, including art, woodworking and bicycle maintenance.



This activity centre has proven to be a truly valuable asset in that it gives us the opportunity to offer beneficiaries the chance to socialise and maybe learn a new skill, for our volunteers to share their own interests and skills with others by leading an activity and thereby reduce the isolation of both groups of people.

Our Volunteers

Our Volunteers are crucial to all the work the Bridge for Heroes undertakes providing outstanding support right across our services, whether it is helping provide light lunches and refreshments at our 'drop-in' centre, or providing invaluable befriending support to help reduce loneliness and isolation, supporting our Guardian Troop with fundraising in local towns and supermarkets or leading one of our many activities, to name but a few.

We are immensely appreciative of the contributions made every day by our fantastic volunteering team and are constantly overwhelmed by the dedication and commitment that they all show.

It is important that our volunteers feel supported, rewarded and fulfilled in their volunteering role which enables them to continue their own personal development. Opportunities for training, learning new skills and using their knowledge and expertise are encouraged.



**Thank you to all of our volunteers
who have not only had an impact on
the lives of those we support but
also the wider community**

Working together

There are many organisations, agencies and charities who provide specific help and support in the areas our beneficiaries need to access. We recognise the importance of working closely together to provide a consistent, professional and clear support network that meets the holistic needs of our beneficiaries.

We are members of Cobseo and abide by their principles and framework for mental health. We are also members on the Norfolk Safer programme, Community Action Norfolk and ICO (Information Commissioner's Office).

This reporting year, we have worked with:

- West Norfolk Help Hub
- Borough Council of King's Lynn & West Norfolk
- SSAFA Norfolk
- Veterans UK Welfare Service
- Veterans Norfolk
- Broadland Housing
- Freebridge Community Housing
- Defense Medical Welfare Service
- Queen Elizabeth Hospital NHS Foundation Trust
- Department for Work & Pensions
- Lily Norfolk
- Pandora Project
- Dementia Intensive Support Team
- Fenland Council
- Purfleet Trust
- Norfolk County Council Social Services
- Utility Research Services Ltd



The Bridge for Heroes are very pleased that Darren Hickie and Develop and Promote has supported us for another year, something they have done since the charity started.

As the country came out of lockdown Darren helped to guide us into getting back to normal. With changes to our personnel he joined the senior management team attending weekly meetings and providing continuous support for the charity, covering many areas like Marketing, IT, Finance and other general charity activities.

Develop and Promote currently donates their time and resources to the charity as they support the work we do. It is reassuring to know that with them running our servers, websites, emails and support we can focus on our core activities. Further, Darren is happy to get involved with beneficiaries, staff, trustees and external organisations to help us achieve our charity aims and objectives. He also brings innovation to any issues that arise.

When bidding for the Veterans' Places, Pathways and People programme (VPPP) Darren and his team showed that, with their experience and organisational skills, the charity could apply to run bigger projects at a national level.

Through the next year Develop and Promote are helping to streamline the IT processes as the team grows, to upgrade the website and support our marketing activities.

Why we are needed

1. While the majority of those who serve make a successful transition to civilian life, a minority experience challenging problems. While these problems do not differ greatly from those of the average person, it is the complexity and severity of these problems that are markedly different.

2. Over the last 10 years the data and feedback from our beneficiaries has continually highlighted that many veterans and family members have unexpectedly suffered from feelings of loneliness and isolation of differing levels, where they miss the family units and comradeship that military life provides.

3. Many find it difficult to seek and ask for help as they think it is a sign of weakness, but it takes immense courage for an individual to do so. Long waiting periods, waiting lists, online forms, and lack of understanding of the available benefits can be very disheartening for anyone. These frustrations can add worry and stress to an already unsettled beneficiary and can trigger feelings of anger, depression, anxiety or even thoughts of 'ending it all'.

The Bridge for Heroes is needed because the Charity can:

- provide peer to peer support which provides understanding and empathy of the military way of life
- provide activities which reduce feelings of loneliness and isolation, and
- provide strategies and tools to cope with the issues, waiting periods or delays that individuals may face when their mental health and wellbeing is low

This vital service has been delivered from the safe haven of the Bridge Centre and our new Activities Centre, providing the Armed Forces Community opportunity to:

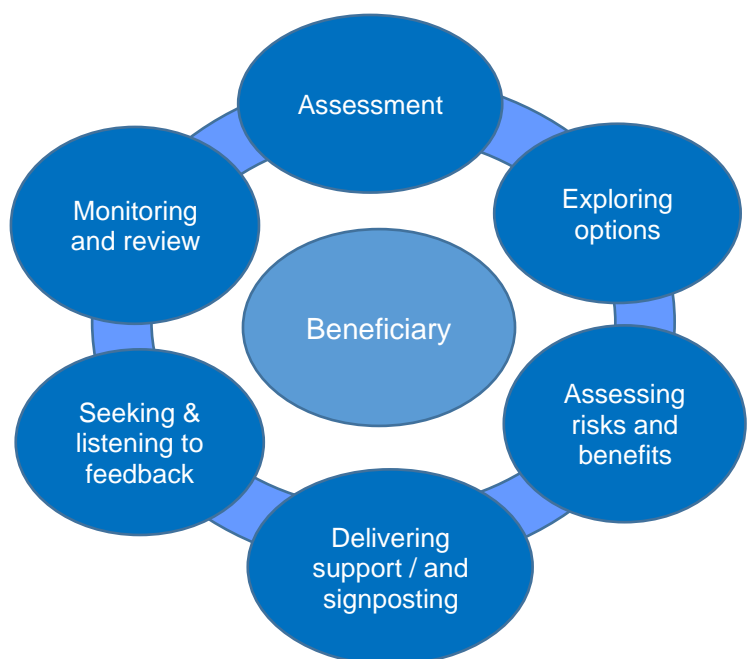
- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer to peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering which aids them in
 - empowering their circumstances
 - providing a new purpose
 - reduce feelings of loneliness and isolation

Recording, monitoring and assessing

Each beneficiary is assessed and monitored throughout their time with us whether it is for short term or long term support.

We use CharityLog, a cloud-based case management system, and our own in-house mental health and wellbeing scale gauge, alongside the Impact hub run by the Armed Forces Covenant. Our beneficiaries have action plans drawn up which are reviewed regularly depending on their needs.

This system is used to measure the beneficiaries' mental health and current situation. From this information the Charity can tailor its services to provide the best possible support for beneficiaries to make informed choices and gain the tools they need to improve their situation.



Achievements and performances

Veterans' Places, Pathways and People Programme East (VPPP-East)

Project Sunrise

Grant funded by AFCFT: Veterans' Mental Health and Wellbeing Fund



Towards the end of 2021 The Bridge for Heroes found out that we had been awarded the Programme management of the AFCFT VPPP Programme. This programme was funded through the Veterans' Mental Health and Wellbeing Fund to provide grants for the sustainable provision of places of safety and pathways of support across the UK. The funding is to support work aimed at reducing suicide risks amongst vulnerable veterans, supporting veterans to gain skills and confidence and (non-clinical) mental wellbeing interventions.

Each of these projects focuses on ensuring veterans have safe, welcoming **places** to go in their local area as well as **pathways** for them to obtain access to mental health treatment and support. Staff and volunteers, i.e. the **people**, in our Portfolio organisations are trained and skilled at recognising mental health issues and are empathetic and understanding of veterans' needs, which are often quite specific to their serving life and experiences.

The Bridge for Heroes was chosen to not only participate in this programme but to also be the Portfolio Lead for the East of England, as we were able to demonstrate our proven success and experience in the support of veterans with their particular needs, with our strong presence in the Armed Forces Community as well as geographically here in West Norfolk. There are ten other charities working with us within our Portfolio, funded for two years.



We already had the experience in the team to run a programme of work like this. Our programme manager having previous experience in running project this size and a Prince2 project practitioner. During this time, we will manage the projects involved and also help them to achieve their targets. We are also required to submit detailed reports to the Armed Forces Covenant Fund Trust.

The aim of the programme is to: -

- Give veterans safe, welcoming places to go in their local area
- Support veterans to access mental health support and treatment pathways that meet their needs
- Ensure that the people who support veterans (Staff and volunteers) can access good quality training and can have better access to connect veterans into wider pathways.

At this time, we have been running for just 4 months and already supported huge numbers of veterans and their families. Over the coming twenty months we expect this to grow even further with collaboration with each project and also the wider community who supports veterans. We are very grateful to the Armed Forces Covenant Fund Trust for selecting us to manage this programme of work which shows how we have grown as a charity that is now involved at a national level while at the same time focusing on our local drop-in centre and activity centre.

We are delighted to be involved in this amazing programme and to furthering our connections and relationships with our partner organisations, now and in the future. These initiatives are intended to ensure real and lasting long-term change and improvements in the facilities and services available to veterans, making access easier, reducing isolation and promoting a greater sense of mental wellbeing as well as enhancing the training of those who are there to manage these processes. We very much look forward to being able to report the progress of this programme and the various projects within it.

VPPP East - Project Wide Reach

Grant funded by AFCFT
AFCFT, £30,000 (Apr 22 – Mar 24)



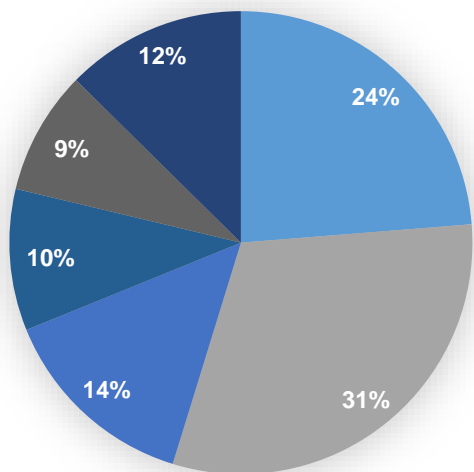
To support Project Sunrise we also gained funding to create a platform to showcase videos, images, blogs and podcasts focused mainly on our East region for positive veterans' news. This is open to all our project leads and other veteran and veteran related charities in our region. The portal will be accessed by anyone with an internet connection and be accessible on a mobile.

The portal is currently being designed and built with the above functions. We will then focus on getting news, stories and event information from our project leads. We will also create videos and regular podcasts. These are all aimed at promoting the great work our project leads are doing and also will make sure credit is given to The Armed Forces Covenant Fund Trust for their support and funding.

Achievements and performances

Our amazing team of staff and volunteers have been able to provide the following support and help to our local Armed Forces Community.

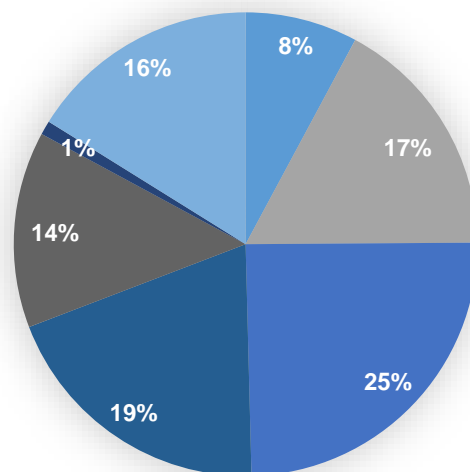
Support and help provided



- Action Plans
- Research/Admin
- Homelessness
- IAG Support
- Housing Options
- Signposting/referrals

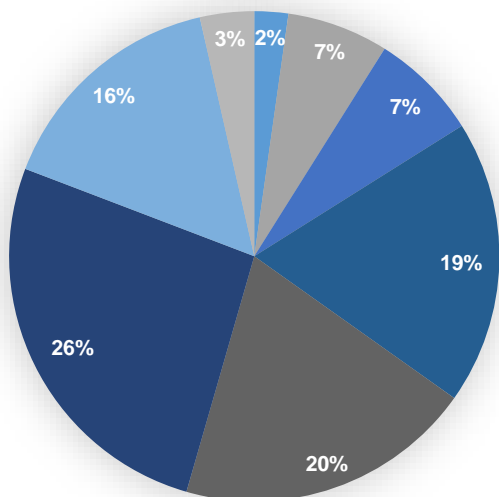
*IAG – Information, Advice and guidance

Method of support and help provided



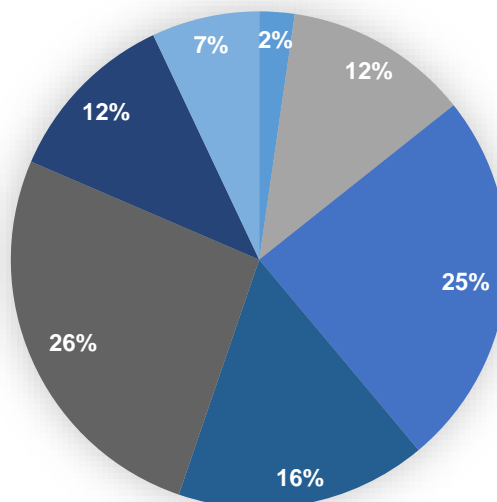
- 1 to 1 sessions
- R&R/Drop Ins
- Outreach Support
- Activities
- Peer to Peer Support
- Home Visits
- Hospital Visits

Who we help and support by age



- Under 24's
- 25's to 34's
- 35's to 44's
- 45's to 54's
- 55's to 64's
- 65's to 74's
- 75's to 84's
- Over 85's

When our services and activities are used



- Sunday
- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday

Achievements and performances

Project Armour

Grant funded by the Veterans Foundation, RAFBF and RNRMC



Veterans Foundation - £24,200 (Jun19-Jun22), **RAFBF**-£5,000 (Oct20-Sept21), **RNRMC**-£1,500 (Nov20-Oct21)

Project Armour in its third year of a three-year project, funded by the **Veterans Foundation**, focused on providing our core services at least five days a week from our main facility, the Bridge Centre in the heart of King’s Lynn. The **RNRMC** covered 9% of the rent, and the **RAFBF** covered 30% of the rent and some operational costs of the Bridge ‘drop-in’ Centre.

The grants enabled us to run group and one to one sessions, social activities and provide information, guidance and advice. The ongoing Covid-19 restrictions limited the number of beneficiaries who could take part in some sessions but good procedures were in place to ensure that everyone stayed safe. This included the Bridge Centre being nominated as an official NHS Asymptomatic Test Site where Lateral Flow Testing could be undertaken.

Each new beneficiary is supported by a member of the welfare team and completes an initial contact form where relevant information is gathered to assess the level and type of support they need. An action plan is then devised which gives choice, suggested actions and manageable targets to aid the individual to manage their own outcomes with support from the team.

	VF Target	Jun19-May20	Jun20-May21	Jun21-May22	
Number of beneficiaries supported monthly	52	66	90	69	75 (average)
New beneficiaries	120	202	82	118	402 (total)
Beneficiaries directly assisted		320	217	224	254 (average)
Total number assisted	500	402 + 254 = 656			

	Jun19-May20	Jun20-May21	Jun-21-May22
Navy Veteran	8%	7%	8%
Army Veteran	50%	49%	48%
RAF Veteran	25%	20%	21%
Serving	1%	2%	2%
AFC widow/spouse	14%	20%	18%
AFC Family	2%	2%	3%



Achievements and performances



The Bridge for Heroes were awarded with the Bronze Award from The Defence Employer Recognition Scheme (ERS) in 2022. This scheme encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant.

As Bronze Award holders:

- we pledge to support the armed forces, including existing or prospective employees who are members of the community
- have signed the Armed Forces Covenant
- promote being armed forces-friendly and are open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners.



Hosted by the brilliant motivational speaker Simon Weston CBE, the Bridge for Heroes attended the Local Hero Awards for 2022 which was run by Your Local Paper, in April 2022. We were delighted to attain the Runner Up Award in the Uniformed Services Category. It is a recognition that means a great deal to us as one of many who strive to offer support and care in our community of West Norfolk.



Photograph courtesy of Your Local Paper, Local Hero Awards 2022 Gallery

Project Sustain Grant Funded by AFCFT and the Flux Family Fund (NCF)

THE ARMED FORCES
COVENANT FUND TRUST



AFCFT- £50,000 Covid Impact Programme (Jun-Oct 21), NCF/ Flux Family Fund - £10,000 (Jan–Aug 21)

Funding from Norfolk Community Foundation through the Flux Family Fund and the AFCFT-Covid Impact programme both enabled the continuation of the levels of service for the vulnerable throughout the pandemic and beyond. It ensured that our existing beneficiaries received the support they required and that the opportunity to meet with their peers within a safe and managed environment was available to them. These grants covered some of the costs of staffing the Bridge Drop-in Centre along with some of the general running costs to keep the centre open.



Achievements and performances

Project Outreach

Grant funded by Veterans' Foundation

VF - £40,000 (Feb 21 - Jan 23)



Our outreach service, which started because of the restrictions put into force during the first lock down, has continued to be a life saver for so many who were struggling to manage in isolation. The ability to continue these services enabled all existing beneficiaries who still required support to achieve it and the Charity was able to deal with all new requests for support of any kind.

Many of the beneficiaries we visited during the pandemic were initially very worried about the consequences of venturing out too soon and were understandably cautious. Being reassured that the Welfare Officer would continue to visit them in their own homes enabled many to build up the confidence they needed within their own timescale to begin integrating back into society at a pace that suited them, which decreased anxiety and built their confidence. Having the capability to now also visit new beneficiaries in their home as a first point of contact has also enabled our Welfare Officer to provide that 'bridge' between the comforts of their own home and meeting new people in an unfamiliar environment. However, in the last year the numbers of home visits has declined as most have been able to venture back out and enjoy visiting the Bridge Drop-in Centre or new Activities Centre. Home visits are still very much a part of our developing services but are thankfully not in as high demand as we predicted, as our Welfare Officer is doing such a good job of encouraging individuals to meet up outside of their homes.

Project Link

Grant funded by AFCFT

AFCFT: Forces for Change - £20,000 (Mar – Nov 21)



Project Link evolved from the initial uncertainties of how and when we could socialise that the pandemic had created. Our beneficiaries and volunteers were keen to create the atmosphere and comradeship of the Bridge Drop-in Centre on a regular basis despite the restrictions and limitations of the pandemic rules and regulations. Opportunities to meet in the open in permitted sized groups either at the local park, the Drop-in Centre garden or courtyard, or in a home garden begun to form. This Project, despite ongoing restrictions and the poor spring weather, did not deter beneficiaries from meeting for small social gatherings which escalated during the summer and early autumn with a large number of garden tea parties, BBQ's and celebrations being carried out to help beneficiaries get back out there, meet old mates, make new friends and share common interests and hobbies.



Achievements and performances

Project Bounce Back (Jan20-April22) & Project Positive Outlook (Jan-April22)

Funding from the Armed Forces Covenant Fund Trust (AFCFT) enabled the Charity to offer a wider range of activities than we had been able to previously. The new activities introduced in the second year of the project were those suggested by beneficiaries themselves. Other activities were affected by the pandemic restrictions, the British weather or both!



Activity	Project Bounce Back			Project Bounce Back & Positive Outlook		
	Jan 2020 to Dec 2020			Jan 2021 to April 2022		
Activity	Sessions	hours	Average hrs per session	Sessions	hours	Average hrs per session
Art & Craft	5	20	4	271	1143	4
Bike maintenance	5	15	3	348	579	2
Bowling	17	38	2	54	104	2
Cinema	12	30	3	8	21	3
Cooking	36	115	3	45	110	2
Crochet & knitting	42	93	2	48	108	2
Cycling	124	332	3	303	525	2
Fishing	-	-	-	26	148	6
Gardening	25	53	2	33	82	2
Golf	-	-	-	100	259	3
IT/Cyber Security	-	-	-	39	39	1
Jigsaws/Games	66	119	2	105	148	1
Photography	-	-	-	122	194	2
Shooting	32	79	2	-	-	-
Stonemasonry	-	-	-	45	287	6
Walking	97	116	1	119	189	2
Woodwork	24	47	2	127	356	3



This expansion was helped in June 2021 when we took on a new facility, Nelson Activities Centre, to better accommodate the activities, resources and storage. This is explained in detail in the following pages.

Achievements and performances

Nelson Activities Centre

From the support of Michelle Nadler the landlord of Nelson House, the Bridge for Heroes was given the opportunity to move its activities and resources into a new building on the North Lynn Industrial Estate, King's Lynn. We have been able to utilise this space to continue to provide a wide range of activities started within Projects Bounce Back and Positive Outlook (see page 17). The start up costs and initial development of the centre have been funded by the following projects:

Project Open Doors

Grant funded by AFCFT

AFCFT: Forces for Change - £10,000 (Jun 21 – May 22)



Project Open Doors kick-started the creation of a centre where we could deliver a wider range of activities. We initially focused on dividing the open office space into bespoke activity areas, which made it look more inviting, concentrating also on how best to store resources and maximise the space to accommodate growth of activities and numbers of beneficiaries. The initial set up included screens, a partition wall, signage and storage.

Project Nelson's Victory

Grant Funded by the NCF and NAFC



NCF – Connecting Older people - £5,000 and NAFC - £5,000 (Sept 21 – Jun 22)

Once the Nelson Activities Centre started to take shape our regular beneficiaries began to try out the new range of activities that we could offer. Initially we were able to offer appropriate staffing at the new centre on a part-time basis to coordinate the Activity leads and, as everything began to grow and develop, we were also fortunate to take on receptionists for both centres through the Government KickStart Scheme between Jan and Jul 22.

Project Nile

Grant Funded by AFCFT

AFCFT: VPPPEast – Project Sunrise (see page 11) - £80,000 (Feb 22 -Jan 24)



It was evident, from the beginning, that a full-time member of staff would be required to ensure the efficient running of the centre. This was enabled through the AFCFT VPPP grant under the East of England region. This is a two year project which aims to provide the facilities and staffing necessary to ensure that there are a wide range of activities available for the Armed Forces Community which promote positive mental health and wellbeing. This new and exciting development has enabled us to provide a more consistent programme of activities, five to seven days a week, encouraging beneficiaries to participate and try out new skills and get involved in things that encourage socialisation and participation with like-minded people. This is circulated through our monthly activity and events programme.

Future Plans

Our core focus will continue to provide services and activities which will:

Stabilise
Signpost
Support
Sustain

Our Future Plans include:

ACTIVITIES PROGRAMME

To provide a wide range of free activities which promote positive mental health and well-being to the local Armed Forces Community which includes the over '65, working veterans, female veterans, LGBT+ veterans, reservist families and those who are lonely or isolated.

OUTREACH PROGRAMME

To provide a consistent outreach service including home visits that enable us to stay connected with beneficiaries who are unable to access our facilities or are not yet ready to participate socially with others.

PARTNERSHIP PROGRAMME

Develop and strengthen our relationships with local organisations, charities and agencies that encourage social prescribing.

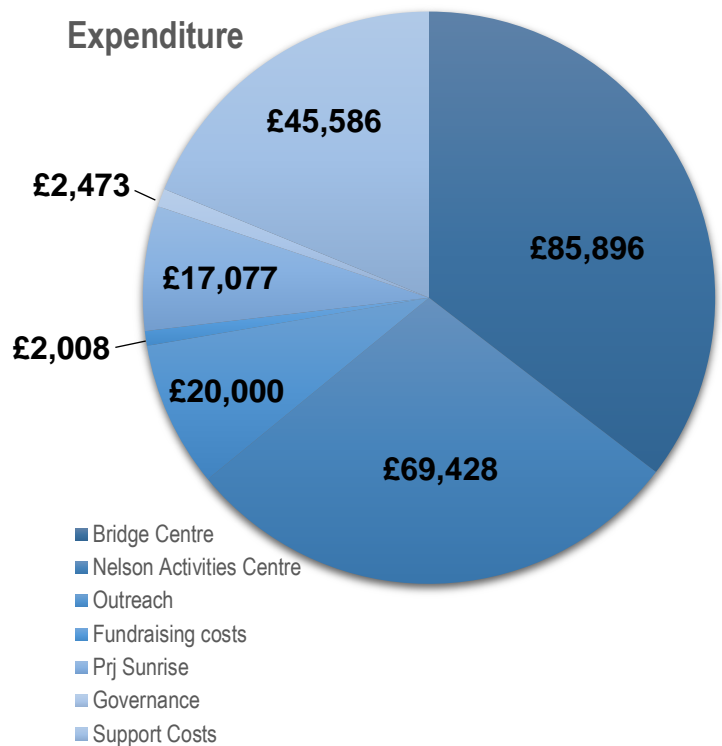
Financial Review

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

This part of the Trustees Annual report comments on the key features of the annual accounts.

Money received - £195,890
Money spent - £242,468

Over all we ended the year with £117,508 of which £60,066 was restricted for completion of funded activities and projects over the next financial year.

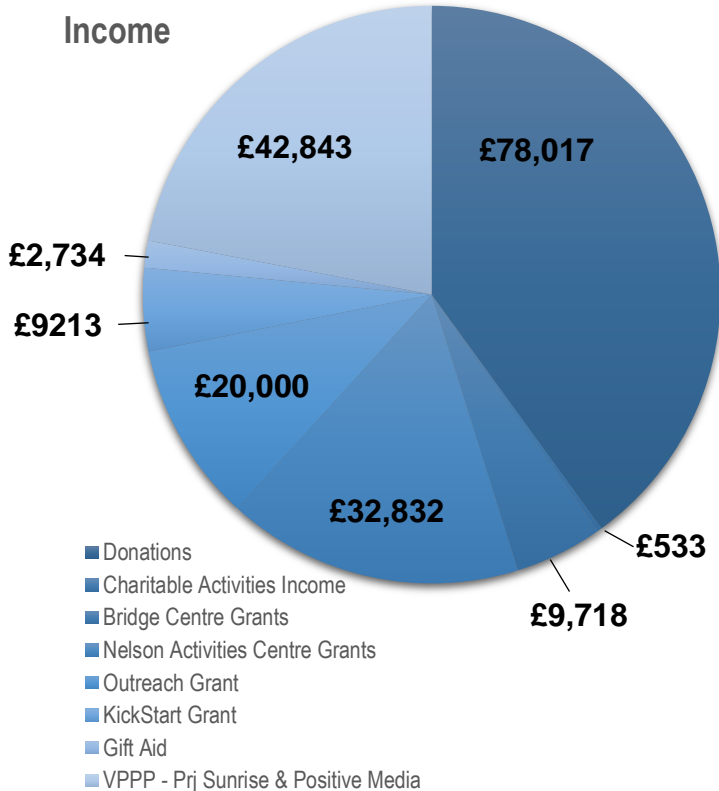


We hold a separate account, where we manage the AFCFT grant funded VPPP programme in which 11 projects receive funding over a two-year period until Feb 2024. This is a report-based programme where the money is released quarterly from the AFCFT on submission of quarterly reports. This is achieved through monthly reports submitted to the Bridge for Heroes from the 11 projects, (further detail on page 11).

Funding approach

During this reporting year we were able to carry out street and store collections in the East of England region. We continue to seek grant funding, from military and civilian trusts and local funds.

A very small number of individuals continue to donate monthly through standing order arrangements.



of every pound you donated went on our charitable activities and support costs. Less than 1 pence went on raising funds.

Where our money comes from

Over the financial year we were fortunate to secure funding from the following:



RF025	VF	Veteran Foundation	Bridge Centre running costs	Jun19-May22	£24.2k paid in 3 instalments
RF040	RAFBF	Royal Air Force Benevolent Fund	30% rent of BC and operational costs	Oct20-Sep21	£5,000
RF041	RNRMC	Royal Navy & Royal Marine Charity	9% rent of BC	Nov20-Oct21	£1,500
RF042	NCF	Norfolk Recovery Fund	Op Mirror running costs and services	Jan – Aug 21	£10,000
RF044	AFCTF	Force for Change	Project Link: Providing social events outdoors and at the Bridge Centre	Mar – Oct 21	£20,000
RF046	VF	Veteran Foundation Pandemic induced need	Outreach Welfare support	Feb22-Jan23	£19,999.50
RF047	AFCFT	Forces for Change	NAC start-up costs	Jun21-May22	£10,000
RF048	NCF	Connecting Older People	Project Nelsons Victory	Sep21-Jun22	£5,000
RF049	NAFC	(NCF)	Project Nelsons Victory	Sep21-Jun22	£5,000
RF050	AFCFT	VPPP - EAST	Project Sunrise	Feb22-Jan24	£100k
RF051	AFCFT	(VPPP – East)	Project Nile	Feb22-Jan24	£80k
RF052	AFCFT	(VPPP)	Project Wide Reach	Apr22-Mar24	£30k
RF053	AC	Arnold Clark	Operational Costs	May22	£1k

Further information regarding how each grant has or is being spent can be found within the Achievements and performance sections.

We are extremely thankful and grateful for the financial support which has been provided to help our local Armed Forces Community

Where our money comes from

A big 'THANK YOU' to the general public for their donations



£32,910 was raised through street and store collections, which includes donations given for our knitted soldier dolls. We are very grateful to our small team of fundraisers, known as the Guardian Troop, who venture out at least once a week, regardless of the weather! We now have a card reader which enables us to receive donations from those who do not carry cash.



Other Individual donations were given through:	Amount
Sales from donated goods and goods made by beneficiaries	£1,107
Donations from beneficiaries playing the West Norfolk Wins	£268

Financial Review (cont.)

The biggest financial change and movement from the impact of the Covid-19 pandemic has been that our direct unrestricted funds have reduced considerably. However, our restricted funding has increased in proportion, ensuring the Charity was able to deliver its core aims whilst also being able to develop its outreach systems.

RESERVES POLICY

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should equate to £60,000, approximately 3 months of running costs. The reserves are needed to provide security and peace of mind to the Charity's beneficiaries, especially those with mental health problems.

INVESTMENT POLICY

The Charity has limited funds and minimal assets and has no investment policy at this time.

BUDGET MANAGEMENT

Our budget management system is being used effectively to assist the Charity in budget setting, reporting and monitoring, and was a base line for our June 2021 to May 2022 budget.

GRANT MAKING

We do not permit our funds to be used for grants to charities, hospitals, schools or other funds, societies or institutions.

GOING CONCERN

Whilst the impact of the Covid-19 corona-virus pandemic continued to be assessed by the Trustees, due to its unprecedented impact on the future economic environment, it is difficult to evaluate with any certainty the potential outcomes on the Charity's future activity. However, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Structure, governance and management

Governing Document

The Bridge for Heroes is a charitable company limited by guarantee and was incorporated and registered as a charity on 21st September 2010. The company was established under a Memorandum of Association, which established the objects and plans of the charitable company and is governed under the Articles of Association.

Appointment, Induction, and Training

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles are known as members of the management committee. All new Trustees are approved by the Management Committee. New Trustees are sought through a number of different routes and from time to time trustee posts are advertised.

Every Trustee is made aware of their duties and responsibilities after they have been approved, through discussion with the Chair and CEO, by receiving materials from the Charity Commission and by undergoing induction training. Further training is available for specific roles and responsibilities. Training is provided as required and external training is available through our membership with Cobseo.

Risk Management

The Management Committee has conducted a review of the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers, beneficiaries, and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

Organisational Structure

The Trustees where possible have met monthly and are responsible for the direction and policies of the Charity. During this year, the Trustee board consisted of 7 diverse members from a variety of backgrounds.

Day to day responsibility is delegated to the CEO who in turn delegates to and manages the Senior Management Team (SMT) of the Charity.

The number of paid staffing has been influenced by particular grant funds and their projects. There have been a number of staff changes to meet the differing needs and requirements during and post pandemic. Our current paid staff provide the consistency and security our beneficiaries require and enable them to access services and activities on a daily basis.

The paid staff oversee the roles, tasks, and responsibilities of our indispensable team of volunteers supporting the Charity's activities. Volunteers support every area of the Charity and are vital in providing our full service.

Reference and administrative details

THE BRIDGE FOR HEROES LTD

THE BRIDGE FOR HEROES

Registered Charity No: 1138136

Registered Limited Company No: 07096496

Principal address: The Bridge for Heroes
52a South Clough Lane,
King's Lynn, Norfolk
PE30 1SE

Trustees and Directors

Chair Steve Russell
Deputy Chair Gordon Halewood (reappointed 03/03/22)
Trustee-Directors Gary Alexander
Lindsey Bavin (appointed 21/06/22)
Sharon Edwards
Siobhan Vaughan
Tim Wiskin (reappointed 03/03/22)
Graham Middleton (resigned 15/12/21)

Company Secretary Sue Martinelli (appointed 22/07/22)
Karl Perryman (resigned 26/02/22)

Director Mike Taylor (resigned 26/02/22)

Senior Management Team Helen Taylor, CEO
Andrew Pover, Welfare Manager
Darren Hickie, Project Manager
Karl Perryman, Marketing & Communications Officer

Bankers TSB
1 Tuesday Market Place,
King's Lynn, Norfolk,
PE30 1JU

Independent Examiner Stephenson Smart
22-26 King Street,
King's Lynn, Norfolk
PE30 1HJ

Declaration

The Trustees (who are also directors of The Bridge for Heroes for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees



Independent Examiner's Report to the Trustees of The Bridge for Heroes Limited.

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of The Bridge for Heroes Limited ('the charitable company') for the year ended 31 May 2022 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Melton FCCA TEP
Stephenson Smart
22-26 King Street
King's Lynn
Norfolk
PE30 1HJ

THE BRIDGE FOR HEROES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2022

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes						
Income from:							
Donations and legacies	3	87,230	-	87,230	58,945	-	58,945
Charitable activities	4	533	108,127	108,660	4,357	231,316	235,673
Total income		<u>87,763</u>	<u>108,127</u>	<u>195,890</u>	<u>63,302</u>	<u>231,316</u>	<u>294,618</u>
Expenditure on:							
Raising funds	5	1,839	339	2,178	5,362	239	5,601
Charitable activities	6	97,712	142,578	240,290	33,037	185,158	218,195
Total expenditure		<u>99,551</u>	<u>142,917</u>	<u>242,468</u>	<u>38,399</u>	<u>185,397</u>	<u>223,796</u>
Net (expenditure)/income for the year/							
Net movement in funds		(11,788)	(34,790)	(46,578)	24,903	45,919	70,822
Fund balances at 1 June 2021		<u>69,230</u>	<u>94,856</u>	<u>164,086</u>	<u>44,327</u>	<u>48,937</u>	<u>93,264</u>
Fund balances at 31 May 2022		<u><u>57,442</u></u>	<u><u>60,066</u></u>	<u><u>117,508</u></u>	<u><u>69,230</u></u>	<u><u>94,856</u></u>	<u><u>164,086</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET

AS AT 31 MAY 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	10		23,922		15,382
Current assets					
Debtors	11	5,864		2,409	
Cash at bank and in hand		153,907		148,761	
		159,771		151,170	
Creditors: amounts falling due within one year	12	(66,185)		(2,466)	
Net current assets			93,586		148,704
Total assets less current liabilities			117,508		164,086
Income funds					
Restricted funds	14		60,066		94,856
Unrestricted funds			57,442		69,230
			117,508		164,086


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2022.


The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on12/01/2023


.....
S Russell
Trustee


.....
G Halewood
Trustee

Company registration number 07096496

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

Charity information

The Bridge for Heroes Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 52a South Clough Lane, King's Lynn, Norfolk, PE30 1SE.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably. Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

Grants are only included in the SOFA when the general income recognition criteria has been met as detailed above. In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Support costs have been allocated between governance costs and other support. Governance costs comprise of all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% reducing balance
Computers	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Tangible fixed assets are capitalised if they cost over £100 and can be used for more than one year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	78,017	38,482
Government grants	9,213	20,463
	<u>87,230</u>	<u>58,945</u>

4 Charitable activities

	Charitable Income 2022	Charitable Income 2021
	£	£
Donations from donated goods, and goods made by beneficiaries	533	2,357
Grants specifically for charitable activities	108,127	233,316
	<u>108,660</u>	<u>235,673</u>
Analysis by fund		
Unrestricted funds	533	4,357
Restricted funds	108,127	231,316
	<u>108,660</u>	<u>235,673</u>

5 Raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
<u>Fundraising and publicity</u>						
Seeking donations, grants and legacies	-	-	-	171	-	171
Membership schemes and social lotteries	-	235	235	-	239	239
Other fundraising costs	1,090	104	1,194	198	-	198
Staff costs	-	-	-	1,611	-	1,611
Support costs	749	-	749	3,382	-	3,382
	<u>1,839</u>	<u>339</u>	<u>2,178</u>	<u>5,362</u>	<u>239</u>	<u>5,601</u>
Fundraising and publicity	<u>1,839</u>	<u>339</u>	<u>2,178</u>	<u>5,362</u>	<u>239</u>	<u>5,601</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

6 Charitable activities

	Bridge Centre	Operation Mirror	Nelson Activity Centre	VPPP	Total 2022	Bridge Centre	Operation Mirror	Nelson Activity Centre	Total 2021
	2022	2022	2022	2022		2021	2021	2021	
	£	£	£	£	£	£	£	£	£
Staff costs	66,706	8,354	31,737	-	106,797	23,865	119,348	354	143,567
Rent, utility, building insurance	17,769	633	15,818	-	34,220	14,036	7,773	-	21,809
Projects, services & activities	5,232	1,201	17,747	-	24,180	9,180	8,172	230	17,582
Payroll processing	417	-	49	-	466	44	238	-	282
Training	768	400	96	-	1,264	166	105	-	271
Support costs	862	-	191	-	1,053	152	126	-	278
Repairs, maintenance and equipment	1,058	33	2,395	-	3,486	420	304	-	724
Printing, postage and stationery	365	19	110	-	494	317	721	-	1,038
Telephone	923	-	468	-	1,391	187	835	-	1,022
IT and website	-	-	112	-	112	1,232	21,468	-	22,700
Publicity	-	-	68	-	68	60	450	-	510
Other costs	420	-	-	-	420	-	-	-	-
Project management	-	-	-	17,077	17,077	-	-	-	-
	<u>94,520</u>	<u>10,640</u>	<u>68,791</u>	<u>17,077</u>	<u>191,028</u>	<u>49,659</u>	<u>159,540</u>	<u>584</u>	<u>209,783</u>
Share of support costs (see note 7)	46,135	-	2,454	-	48,589	5,999	-	-	5,999
Share of governance costs (see note 7)	673	-	-	-	673	613	-	1,800	2,413
	<u>141,328</u>	<u>10,640</u>	<u>71,245</u>	<u>17,077</u>	<u>240,290</u>	<u>56,271</u>	<u>159,540</u>	<u>2,384</u>	<u>218,195</u>
Analysis by fund									
Unrestricted funds	82,107	4,567	11,038	-	97,712	6,499	24,384	2,154	33,037
Restricted funds	59,221	6,073	60,207	17,077	142,578	49,772	135,156	230	185,158
	<u>141,328</u>	<u>10,640</u>	<u>71,245</u>	<u>17,077</u>	<u>240,290</u>	<u>56,271</u>	<u>159,540</u>	<u>2,384</u>	<u>218,195</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

7 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	43,861	-	43,861	6,160	-	6,160
Depreciation	4,518	-	4,518	2,850	-	2,850
Payroll processing	-	-	-	138	-	138
Support costs	210	-	210	126	-	126
Repairs, maintenance and equipment	-	-	-	21	-	21
Printing, postage and stationery	-	-	-	18	-	18
Fees for services	-	-	-	18	-	18
Fundraising costs	749	-	749	50	-	50
Legal and professional	-	13	13	-	1,813	1,813
Independent examination	-	660	660	-	600	600
	<u>49,338</u>	<u>673</u>	<u>50,011</u>	<u>9,381</u>	<u>2,413</u>	<u>11,794</u>
Analysed between						
Fundraising	749	-	749	3,382	-	3,382
Charitable activities	48,589	673	49,262	5,999	2,413	8,412
	<u>49,338</u>	<u>673</u>	<u>50,011</u>	<u>9,381</u>	<u>2,413</u>	<u>11,794</u>

8 Trustees

Expenses were paid to 0 (2021 - 0) trustees during the year.

9 Employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Charitable activities	<u>5</u>	<u>5</u>
Employment costs	2022	2021
	£	£
Wages and salaries	141,613	141,405
Social security costs	7,345	8,412
Other pension costs	1,700	1,521
	<u>150,658</u>	<u>151,338</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

9 Employees

(Continued)

There were no employees whose annual remuneration was more than £60,000.

10 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 June 2021	5,111	17,994	23,105
Additions	6,717	6,340	13,057
Disposals	-	(615)	(615)
	<u>11,828</u>	<u>23,719</u>	<u>35,547</u>
At 31 May 2022	11,828	23,719	35,547
Depreciation and impairment			
At 1 June 2021	1,210	6,512	7,722
Depreciation charged in the year	491	3,733	4,224
Eliminated in respect of disposals	-	(321)	(321)
	<u>1,701</u>	<u>9,924</u>	<u>11,625</u>
At 31 May 2022	1,701	9,924	11,625
Carrying amount			
At 31 May 2022	<u>10,127</u>	<u>13,795</u>	<u>23,922</u>
At 31 May 2021	<u>3,901</u>	<u>11,481</u>	<u>15,382</u>

11 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Other debtors	<u>5,864</u>	<u>2,409</u>

12 Creditors: amounts falling due within one year

	2022 £	2021 £
Other taxation and social security	1,986	2,466
Other creditors (VPPP)	64,199	-
	<u>66,185</u>	<u>2,466</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

13 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £1,700 (2021 - £1,521).

14 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Balance at 1 June 2021 £	Movement in funds		Balance at 31 May 2022 £
	Balance at 1 June 2020 £	Incoming resources £	Resources expended £		Incoming resources £	Resources expended £	
Fixed assets	1,681	-	(420)	1,261	-	(370)	891
Project Shield	297	-	(79)	218	-	(218)	-
AFCFT - Positive Pathways - Prj Bounce Back	25,513	35,000	(29,258)	31,255	-	(25,920)	5,335
East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge	1,016	-	(629)	387	-	(97)	290
Cooper Roller Bearings	30	-	(30)	-	-	-	-
Veteran's Foundation	35	7,566	(6,994)	607	7,718	(7,951)	374
Royal Air Force Benevolent Fund	333	-	(333)	-	-	-	-
Army Benevolent Fund - Soldiers Charity	4,581	-	(4,581)	-	-	-	-
Royal Navy & Royal Marine Charity (RNRMC)	750	-	(750)	-	-	-	-
Norfolk Community Fund	4,196	-	(4,006)	190	-	(48)	142
BCKLWN - Covid Grant	9	-	(9)	-	-	-	-

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

14 Restricted funds

(Continued)

Norfolk Community Foundation Community Response Fund	355	-	(355)	-	-	-	-
Norfolk Community Foundation Local Resilience Fund	6,911	-	(6,308)	603	-	(153)	450
RNRMC Hardship Fund	3,230	-	(3,230)	-	-	-	-
AFCFT - Veterans Should Not Be Forgotten	-	20,000	(19,870)	130	-	(33)	97
National Lottery CCSF	-	10,000	(10,000)	-	-	-	-
AFCFT - Covid Impact Programme	-	50,000	(49,810)	190	-	(47)	143
NCF - Norfolk Winter Resilience	-	5,000	(5,000)	-	-	-	-
Royal Air Force Benevolent Fund 2020	-	5,000	(2,609)	2,391	-	(2,391)	-
Royal Navy Royal Marine Charity 2020	-	1,500	(707)	793	-	(793)	-
Flux Family - NCF	-	10,000	(5,729)	4,271	-	(4,271)	-
AFCFT - Positive Pathways - Prj Positive Outlook	-	33,250	(9,938)	23,312	-	(21,626)	1,686
AFCFT - Forces 4 Change	-	19,000	(4,235)	14,765	1,000	(14,990)	775
Charities Aid Foundation	-	15,000	(15,000)	-	-	-	-
Veterans Foundation	-	20,000	(5,517)	14,483	20,000	(22,225)	12,258
AFCFT - Forces 4 Change	-	-	-	-	9,500	(5,364)	4,136
NCF - Connecting Older People	-	-	-	-	5,000	(4,355)	645
NCF - NAFCF	-	-	-	-	5,000	(3,164)	1,836

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

14 Restricted funds (Continued)

AFCFT- VPPPEast - Project Sunrise	-	-	-	-	17,077	(17,077)	-
AFCFT- VPPPEast - Project Nile					13,332	(11,824)	1,508
AFCFT-VPPP - Project Wide Reach	-	-	-	-	28,500	-	28,500
Arnold Clark	-	-	-	-	1,000	-	1,000
	48,937	231,316	(185,397)	94,856	108,127	(142,917)	60,066
	48,937	231,316	(185,397)	94,856	108,127	(142,917)	60,066

The purpose and restrictions placed on the various restricted funds are as follows:

- Fixed assets - Funding provided for the purchase of fixed assets.
- Project Shield - Welfare All in one laptop and support for housing issues.
- Armed Forces Covenant Grant Fund - Positive Pathways Programme - running activities for veterans and their families in West Norfolk.
- East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge - Beneficiary laptop and funding for Operation Mirror
- Veteran's Foundation - Bridge Centre running costs
- Norfolk Community Fund - Bringing older people together
- Norfolk Community Foundation Local Resilience Fund - Funding for Operation Mirror
- Armed Forces Covenant Grant Fund - Veterans Should Not Be Forgotten - Funding for Operation Mirror
- Armed Forces Covenant Grant Fund - COVID impact Programme - Funding for Operation Mirror
- Royal Air Force Benevolent Fund 2020 - contribution towards Bridge Centre rent to support RAF veterans and their families in West Norfolk
- Royal Navy & Royal Marine Charity (RNRMC) 2020 - contribution towards Bridge Centre rent to support Royal Navy & Royal Marine veterans and their families in West Norfolk
- Flux Family NCF - Project Sustain which is to provide services from the Bridge Centre including outreach.
- Armed Forces Covenant Fund Trust - Positive Pathways Programme - running activities for veterans and their families in West Norfolk
- Armed Forces Covenant Fund Trust - Forces 4 Change - running social groups and garden parties
- Veterans Foundation - providing welfare support
- Armed Forces Covenant Grant Fund - Forces 4 Change - start up costs for new facility - Nelson Activities Centre (NAC)
- Norfolk Community Foundation - Connecting Older People - NAC Operational costs
- Norfolk Community Foundation NAF CF - NAC Operational costs
- Armed Forces Covenant Grant Fund - Project Sunrise - running 11 projects in East of England for 2 year
- Armed Forces Covenant Grant Fund - Project Nile - NAC rent and staffing
- Armed Forces Covenant Grant Fund - Project Wide Reach - setting up and running a positive media website for East of England
- Arnold Clark - Bridge centre ops

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

15 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 May 2022 are represented by:						
Tangible assets	4,350	19,572	23,922	4,970	10,412	15,382
Current assets/(liabilities)	53,092	40,494	93,586	64,134	84,570	148,704
	<u>57,442</u>	<u>60,066</u>	<u>117,508</u>	<u>69,104</u>	<u>94,982</u>	<u>164,086</u>

16 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

THE BRIDGE FOR HEROES

England & Wales - Charity number 1138136

Accounts



THE BRIDGE FOR HEROES

ANNUAL REPORT
AND FINANCIAL STATEMENT
JUNE 2020 to MAY 2021



**The Queen's Award
for Voluntary Service**

Registered Charity: 1138136
Company limited by Guarantee: 07096496



“I stand back in awe at all you have achieved, and indeed continue to achieve on a daily basis, at the Bridge for Heroes”

Lord-Lieutenant of Norfolk, Lady Pippa Dannatt

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The Chair of Trustees Report

A warm welcome to the Bridge for Heroes annual report. Once again I am amazed and in awe of the ever changing services provided by this small charity. It is with great pleasure that I invite you to read this report, which sets out, for our supporters and the general public, our achievements over the last year and our future plans.

Who would have thought that I would be writing a second report under lockdown conditions! As I consider the events of the past 12 months, I could easily describe the last year as one of tropical surges, turbulent storms, battles against impossible tides, an icy winter that required shelter and finally the continued promise of sunshine on the horizon. However, I don't want to do that, I simply want to say "thank you". Thank you all for embracing change, continuing to look to improve and for keeping us moving forward in new and challenging ways.

No-one could have imagined the impact of the second Covid-19 lockdown and its subsequent challenges. Amazingly, due to the titanic efforts of staff and volunteers and building on our experience of working ceaselessly during the first lockdown, we have maintained, and in some areas developed our activities, our contacts and impact on both the veteran and local communities. We have left no one alone and have developed a nationally recognised Covid safe program of face to face visits providing contact, food parcels, gifts and happy "mask clad" visitors who have lifted the spirits of so many. We have developed our outreach capabilities using technology to ensure support is available in the form of web-chats, email and phone calls enabling us to maintain, when necessary, contact without face-to-face meetings. During the whole of this very challenging time we have always been open for business, a feat that was recognised in 2020 by the award of the Queens Award for Voluntary Service.

This past year we have witnessed the devastating effect this pandemic has had on businesses and the charity sector. Sadly, some will not be able to return to us whilst others have reduced their capability or are operating on a solely digital platform. I am delighted to report that, despite considerable challenges, The Bridge for Heroes has remained open, and amazingly will be expanding its services by the acquisition and development of a new resource, the Nelson Activity Centre. Located on the North Lynn Industrial Estate, this wonderful facility will enable us to develop our activities and support for years to come.

It is impossible to emphasise enough my gratitude to those who give so much to support our Veteran Community. I would like to thank all the organisations who provided financial or specialist support; with their help we have continued to deliver our core services. Unfortunately, the past year's achievements have come at a cost. I would like to acknowledge the work and commitment of Mick Webster sadly lost to us this year due to Covid, he will be missed. I would also like to offer my personal congratulations to Mike and Helen Taylor, our founders, on being recognised in the Queen's birthday Honours list, both receiving MBE's, thank you both for your sacrifice and service.

Finally, my sincere thanks go to all our staff, Trustees, volunteers, supporters and friends, this year has been amazing.

Looking forward to the next year, God bless.



Steve Russell
Chair of Trustees



Our Impact



Operation Mirror


Reducing loneliness and isolation through the pandemic

Our Beneficiaries

The Armed Forces Community
In King's Lynn & West Norfolk
and the bordering counties of
Lincolnshire, Cambridgeshire & Suffolk

217
beneficiaries
directly benefited
from our services

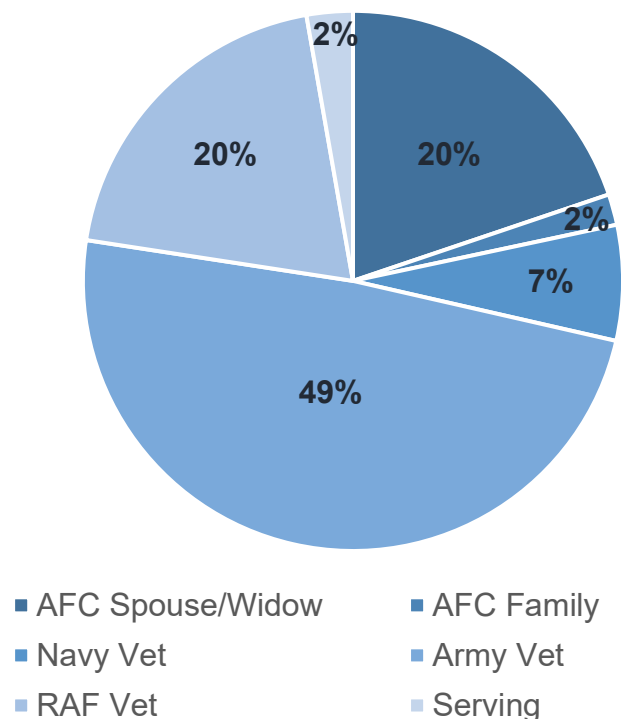
10% 

64% 

26% 

Average of
90
beneficiaries
supported each
month
36% increase from last year

The Armed Forces Community (AFC) supported



Our Impact

1958
Support Sessions



Providing relevant information, guidance and advice, including support with benefits, housing, financial matters and the pandemic!

233
Home Assistance



Including support with shopping, food and medicine deliveries, transport to and from appointments, and hospital visits

667
Home Visit



1022
Welfare Calls



651
1to1 Support Calls



Outreach




16
Befriending Telephone Groups



423
Meals provided



300
Seasonal gift bags hand-delivered



Daily Web chat rooms



Our Impact

The Bridge Centre

517



support group sessions

178



1to1 sessions


Activities

821

activity sessions

1433

hours exercise



15

different activities



Volunteering

36

Volunteers



The Bridge for Heroes was awarded

The Queen's Award for Voluntary Service

June 2020

Who we are

The Bridge for Heroes is a small charity, with a big heart, and a strong committed team of trustees, volunteers and staff who will go that extra mile to make sure the Armed Forces Community (AFC) in King's Lynn, West Norfolk area and far beyond, receive help and support in their hour of need.

Whatever the issue, problem or concern the Charity looks at how it can support individuals and families by giving direct support and signposting individuals to specialist services. The Charity works in close partnership with other organisations, agencies and charities who are able to assist in specific areas that can affect the AFC when they finish their service and return to civilian life. The Charity continues to provide swift interventions and

address individuals needs holistically, with on-going and long-term support. This support is proactively achieved through one to one sessions, innovative group therapies, activities and local community events.

The pandemic did not stop a dedicated team from adapting to the challenges imposed on our country and worldwide. Instead with quick action, re thinking and re training, Operation Mirror emerged to enable the Charity to reach out to the AFC where they were, through mirroring our services as a safe outreach programme, approved by Covid-19 Interim response - NHS digital Silver Command Structure, enabling staff and volunteers to reach our most isolated and lonely beneficiaries.

Our aims and objectives

Our Charity's purpose as set out in the objects contained in the Company Memorandum and Articles of Association are:

'The Organisation The Bridge for Heroes will advance any lawful charitable purpose (at the discretion of the Trustees) for the benefit of serving and former serving members of the armed forces of the crown and their dependents (the beneficiaries) in particular but not exclusively, by providing facilities for respite, rest and recuperation including accommodation, subsistence and group activities which promote the efficiency of serving personnel or which relieve other charitable needs of beneficiaries.'

Our Vision

In recognition of their service to the Nation, The Bridge for Heroes' vision is that all members of the Armed Forces Community be treated fairly, and with respect, receiving the best possible help and support at their time of need.

Our Mission

The Bridge for Heroes exists to support members of the Armed Forces Community in and around the West Norfolk area by providing support, information, advice and guidance for those lost and confused, companionship and activities for the lonely and isolated, nourishment for the thirsty and hungry, shelter for the homeless, release to those who feel imprisoned, and a safe haven for all.

How our activities deliver public benefit

Our main activities and who we try to help are described under 'who benefits from our activities'. When considering what services and activities the Charity should provide, the Trustees refer to the guidance contained in the Charity Commissions general guidance on public benefit. The Trustees are satisfied that the current aims of the Charity are undertaken to further our charitable purposes for the public benefit.

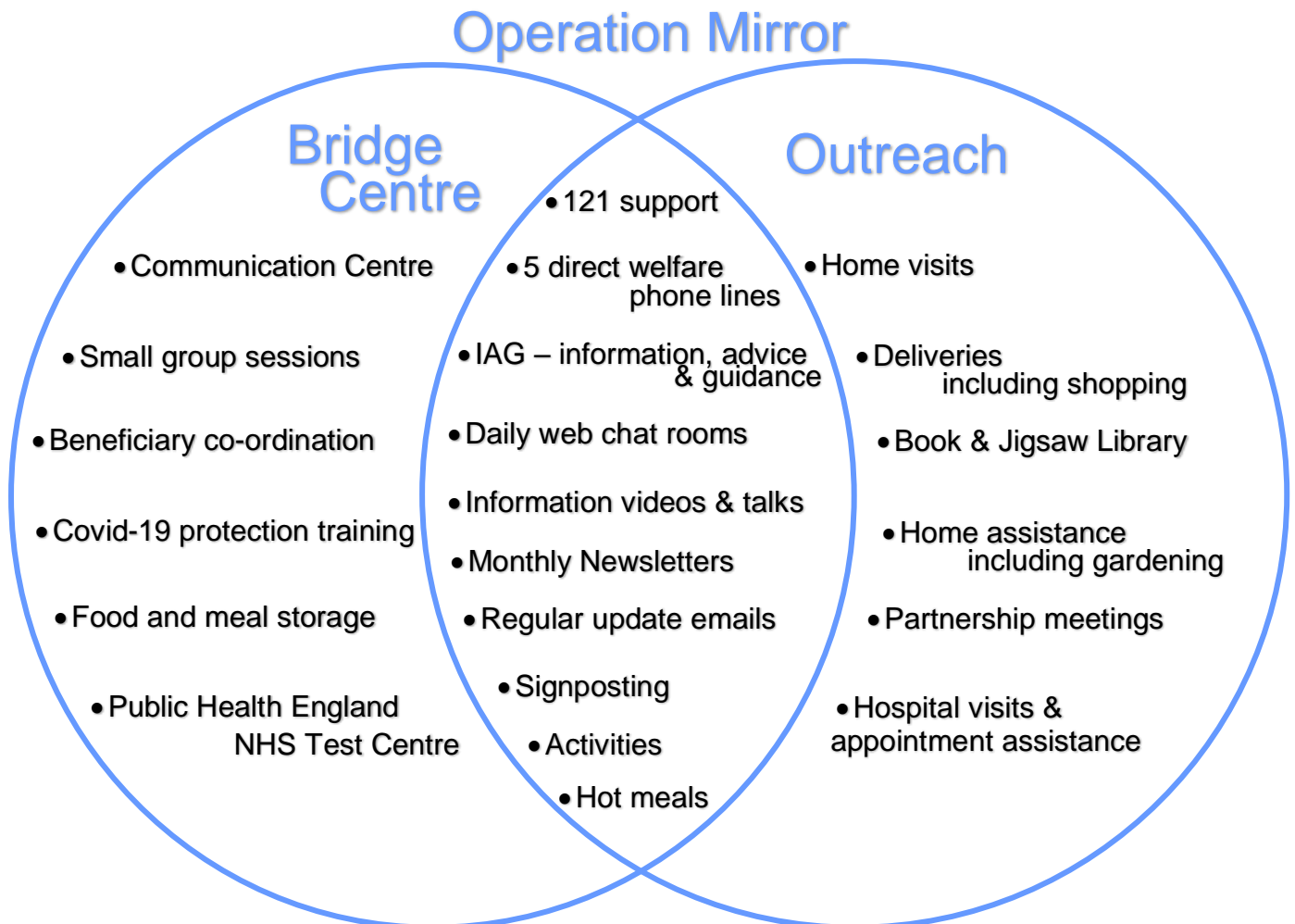
Our main charitable activities

The Bridge for Heroes main areas of charitable activity are the provision of help and support through group sessions, talk therapy, respite, activities, refreshments and meals. This holistic approach means that whatever the issue, our dedicated team of staff and volunteers will always be there to help and support our local Armed Forces Community (AFC).

Our holistic approach provides support with:



In this reporting year we provided holistic support through Operation Mirror both at our core facility the Bridge Centre and through our new outreach programme.



Our Volunteers



Every year we are overwhelmed by how generous and committed our volunteers are in supporting the Charity's cause, and this year was no exception with an amazing team of volunteers rising to the challenges of the pandemic. This small team of loyal volunteers, many veterans themselves, were instrumental in putting together Operation Mirror using their wealth of experience and expertise learnt whilst serving. We are extremely grateful and privileged to have this diverse

group of people supporting our team and there are many beneficiaries extremely thankful for the services provided whilst they were self-isolating.

We are immensely appreciative of the hard work, dedication and initiative our volunteers have given over the last ten years and were honoured and delighted to be awarded the Queen's Award for Voluntary Service.

36 volunteers were able to support the Charity over the reporting year, giving thousands of hours of their time to ensure that our beneficiaries felt safe and provided for when they were in need. The volunteers completed training in correct use of PPE and followed all the necessary decontamination procedures to enable them to provide friendship, comradeship, a listening ear, and a helping hand, during the pandemic.

Our volunteers have been involved in delivering all aspects of the charity's services which are mentioned throughout this report. Feedback from many of our volunteers, highlights that they find the experiences of volunteering as beneficial to them as to those they support. The experience is often part of their own wellbeing journey where they are given purpose and fulfilment through helping others.

Thank you to all our volunteers, past and present.

You have made an unforgettable difference to so many veterans and their families.

Wear your QAVS badge with pride.

Our Patrons



We continue to be indebted for the time and energy our patrons, General the Lord Dannatt GCB CBE MC DL, and The Lord Lieutenant of Norfolk, Lady Pippa Dannatt MBE, have given in promoting and supporting the work of the Charity. In October we were privileged to show both General Dannatt and the Lord Lieutenant of Norfolk, the services and activities the Charity has been providing during the pandemic. Trained volunteers gave briefings on correct use of PPE, decontamination procedures, and a demonstration of our decontamination kit. Our Health and Safety Trustee, Tim Wiskin, provided information on the health and safety policy and procedures we have been following throughout the pandemic.



Working together

There are many organisations, agencies and charities who provide specific help and support in the areas our beneficiaries need to access. We recognise the importance of working closely together to provide a consistent, professional and clear support network that meets the holistic needs of our beneficiaries.

We are members of Cobseo and abide by their principles and framework for mental health. We are also members on the Norfolk Safer programme, Community Action Norfolk and ICO (Information Commissioner's Office).

This reporting year, throughout the pandemic we have worked with:

- West Norfolk Help Hub
- Borough Council of King's Lynn & West Norfolk
- SSAFA Norfolk
- Broadland Housing
- Freebridge Community Housing
- Department for Work & Pensions
- Lily Norfolk
- Pandora Project
- Early childhood & family service
- Dementia Intensive Support Team
- The Julian Hospital
- Fenland Council
- Purfleet Trust
- Longhurst & Havelock
- Social Services
- Utility Research Services Ltd



BUSINESS DEVELOPMENT

Develop and Promote has been a solid supporter of The Bridge for Heroes since it started. The company is run by Darren Hickie who has brought a whole range of skills to the charity. From IT, Websites, Social Media, Training and Project support. Darren and his team have been a key part of the team during the pandemic to assist with adapting quickly.

Develop and Promote offer a full range of digital services from Websites, Bespoke Web applications to marketing services to customers all over the UK and would like to work with other local companies around King's Lynn so that Darren can be in the area to support us further.

Why we are needed

1. While the majority of those who serve make a successful transition to civilian life, a significant minority experience challenging problems. While these problems do not differ greatly from those of the average person, it is the complexity and severity of these problems that are markedly different.

2. Over the last 10 years the data and feedback from our beneficiaries has continually highlighted that many veterans and family members have unexpectedly suffered from feelings of loneliness and isolation of differing levels, where they miss the family units and comradeship that military life provides.

3. Many find it difficult to seek and ask for help as they think it is a sign of weakness, but it takes immense courage for an individual to do so. Long waiting periods, waiting lists, online forms, and lack of understanding of the available benefits can be very disheartening for anyone. These frustrations can add worry and stress to an already unsettled beneficiary and can trigger feelings of anger, depression, anxiety or even thoughts of 'ending it all'.

The Bridge for Heroes is needed because the Charity can;

- provide peer to peer support which provides understanding and empathy of the military way of life;
- provide activities which reduce feelings of loneliness and isolation, and;
- provide strategies and tools to cope with the issues, waiting periods or delays that individuals may face when their mental health and wellbeing is low,

This vital service has been delivered through Operation Mirror and from the safe haven of the Bridge Centre, when restrictions allowed, providing the Armed Forces Community opportunity to:

- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer to peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering which aids them in
 - empowering their circumstances,
 - providing a new purpose
 - reduce feelings of loneliness and isolation

Recording, monitoring and assessing

Each beneficiary is assessed and monitored throughout their time with us whether it is for short term or long term support.

We use CharityLog, a cloud-based case management system, and our own in-house mental health and wellbeing scale gauge, alongside the Impact hub from the Positive Pathways Programme run by the Armed Forces Covenant. Our beneficiaries have action plans drawn up which are reviewed regularly depending on their needs.

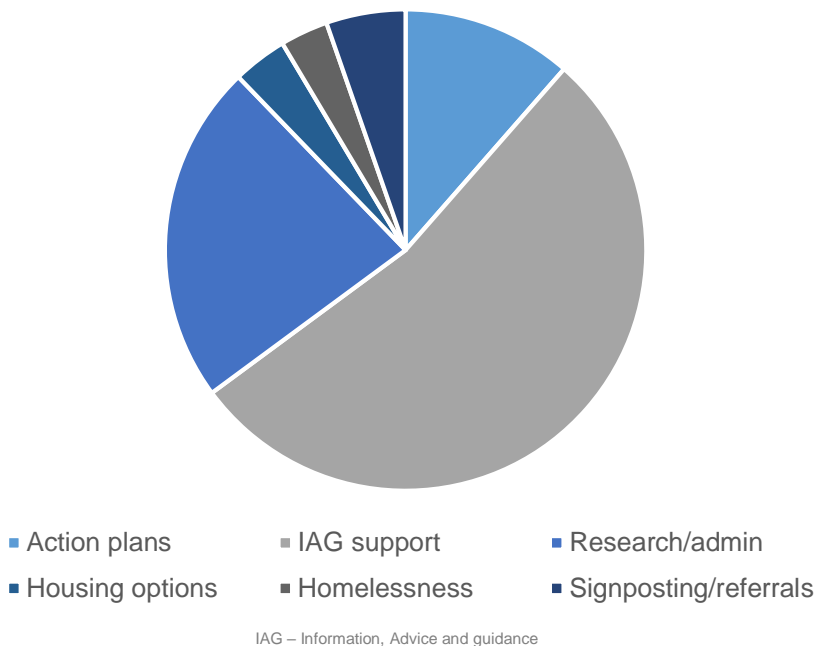
This system is used to measure the beneficiaries' mental health and current situation. From this information the Charity can tailor its services to provide the best possible support for

beneficiaries to make informed choices and gain the tools they need to improve their situation.

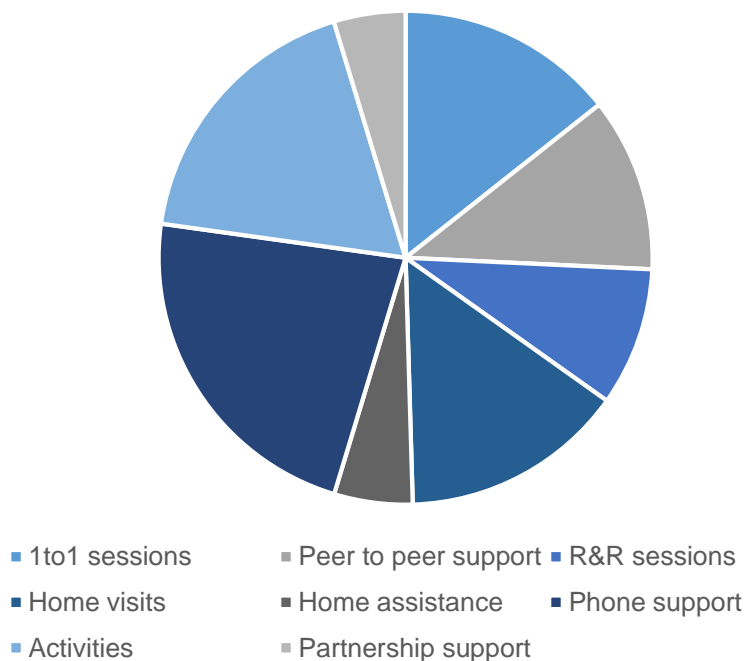
Achievements and performances

As highlighted at the beginning of this report we focused on reaching out to as many of the armed forces community in need as we could during the pandemic, under Operation Mirror.

Type of support and help provided



Method of support and help provided



Achievements and performances

Project Armour / Operation Mirror

Project Armour is two years into a three-year project focusing on providing our core services, mentioned above, at least five days a week from our main facility in the heart of King's Lynn.

217 directly benefited
Thousands indirectly benefited
An average of 90 beneficiaries supported monthly

10% Navy
64% Army
26% RAF

Of which:

49% Army veterans
20% RAF veterans
7% Navy veterans
2% Severing
20% AFC widows/spouses
2% AFC Family

Providing:

1958 support sessions
178 1to1 face to face sessions
667 home visits
233 home assistance support
1022 welfare calls
423 hot meals
300 seasonal gifts distributed
16 befriending groups formed

Funding from the Veteran's Foundation, Royal Navy and Royal Marines Charity (RNRMC), Army Benevolent Fund (ABF) and Royal Air Force Benevolent Fund (RAFBF), have supported us over the last two years to cover core running costs for Project Armour.

Emergency and resilience funds were received from Armed Forces Covenant Fund Trust (AFCFT), Norfolk Community Fund (NCF), RNRMC, and the National Lottery to enable the Charity to run Operation Mirror throughout the pandemic.

Each new beneficiary is supported by a member of the welfare team and completes an initial contact form where relevant information is gathered to assess the level and type of needs they have. From this, individual action plans are devised which give choice, suggested actions and manageable targets to aid the individual to manage their own outcomes with support from the team.

Project Sustain (Jan-Aug21)

As Operation Mirror went into full swing it was vital that our beneficiaries be reassured that our services would continue for the foreseeable future, especially during the colder winter months. The NCF recovery fund, Charities Aid Foundation (CAF) resilience fund and the Veteran's Foundation provided us with much needed funds to guarantee that our staff and volunteers could provide a regular service at least 5 days a week continuing and developing the outreach programme and keeping our beneficiaries connected.



Project Hotpot (Feb20-Jan21)

With three quarters of our services focusing on the over 60's age bracket, Project Hotpot, funded by the NCF's 'Connecting older people fund', was originally set up to enable the Charity to ensure that our older veterans and family members, especially those isolated and/or lonely, could meet together and share a meal cooked at the Bridge Centre. With the onset of the pandemic we were granted permission to change the project into providing meals within our outreach service. This was a vital and necessary services for some of our elderly veterans living alone without family close by to help and support them through the lock down and self-isolation periods. The welfare team were able, not just to deliver meals but spend time with them in their homes or gardens. The funding also enabled 9 volunteers to gain a certificate in the City & Guilds accredited Level 2 Food Safety and Hygiene for catering, with one keen volunteer completing the Level 3 qualification. They were able to carry out the training online and then use their skills in our well equipped kitchen which received 5 stars under the food hygiene rating scheme.



Project Spark (Nov20-Mar21)

Project Spark derived from the need to better inform our beneficiaries during the pandemic concerning cyber security, personal safety and keeping warm during the winter months. We began by making sure that our Newsletter and email correspondences kept everyone informed with positive, current information as well as making everyone aware of some of the scams in operation. We arranged for guest speakers to give talks on a variety of requested topics including talks about; keeping warm and staying active from the LILY coordinator Rebekah Bensley-Mills; cyber scams and fraud by Darren Hickie from DaP; energy suppliers and understanding utility bills by Gary Walker from URS; and issues faced by patients seeking appointments and medical care during the pandemic by K Anthony. Some of these can be viewed on our new Positive Media Platform which hopefully will launch in the next year if grant funding allows.

Project Link (Mar21-Oct21)



As part of our outreach programme we did not want to leave anyone out. Project Link evolved from beneficiaries and volunteers keen to create the atmosphere and comradeship of the Bridge Centre on a regular basis despite the restrictions and limitations of the pandemic rules and regulations. Opportunities to meet in the open in permitted sized groups either at the local park, Bridge Centre garden or court yard, or in a home garden have begun to form. This Project, despite ongoing restrictions and the poor Spring weather have not deterred beneficiaries from meeting for small social gatherings. A large number of garden tea parties, BBQ's and celebrations have been planned across the Summer and early Autumn to help beneficiaries get back out there and meet old mates, make new friends and share common interests and hobbies.

Achievements and performances

Project Bounce Back (Jan20-Dec21) & Project Positive Outlook (Jan-Dec21)

Funding from the Armed Forces Covenant Fund Trust (AFCFT) has enable us to offer different activities. Despite the pandemic we were able to hold paired and small group sessions, holding 821 activity sessions, stimulating 1433 hours of exercise, across 15 different activities.



Well done to two of our Gardeners, Roni and John McKeown for winning another award for the Charity's Garden of Reflection from The Royal Horticultural Society and Anglia in Bloom. During the pandemic they redesigned and added to the garden giving it a fuller new look.



Passers-by on their way into King's Lynn town centre will often stop, admire and comment on how great it looks.

One of our walking group, Dorothy Blake, who loves walking, set herself a goal over the summer months with an aim of walking 100 miles before her 83rd birthday. Dorothy managed to clock 200 miles and was awarded with a medal by Lord Lieutenant Lady Dannatt when she visited in October.



Future Plans

During the past year, the Charity has demonstrated, and been rewarded for, its innovative, highly adaptive, immediate support systems, carried out with a high standard of professionalism during the Covid 19 pandemic which affected the whole world over a two-year period.

There is still an uncertainty on what the impact of Covid-19 will have on the charity sector, our society and globally. However, the Trustees and senior staff have a vision for the future that offers mental health and wellbeing support to the Armed Forces Community through activities, respite and information, advice and guidance. This is currently being supported through grant funding, (mentioned in the Financial review section of this report), until the end of 2021.

Our Future Plans include:

ACTIVITIES PROGRAMME

To utilise a new activity facility where beneficiaries can participate in a large range of activities which promote positive mental health and wellbeing and encourage social involvement.

OUTREACH PROGRAMME

Outreach including home visits that enable us to stay connected with beneficiaries who are unable to access our facilities or are not yet ready to participate socially with others.

PARTNERSHIP PROGRAMME

Developing and strengthening our relationships with local organisations, charities and agencies that encourage social prescribing.

Financial Review

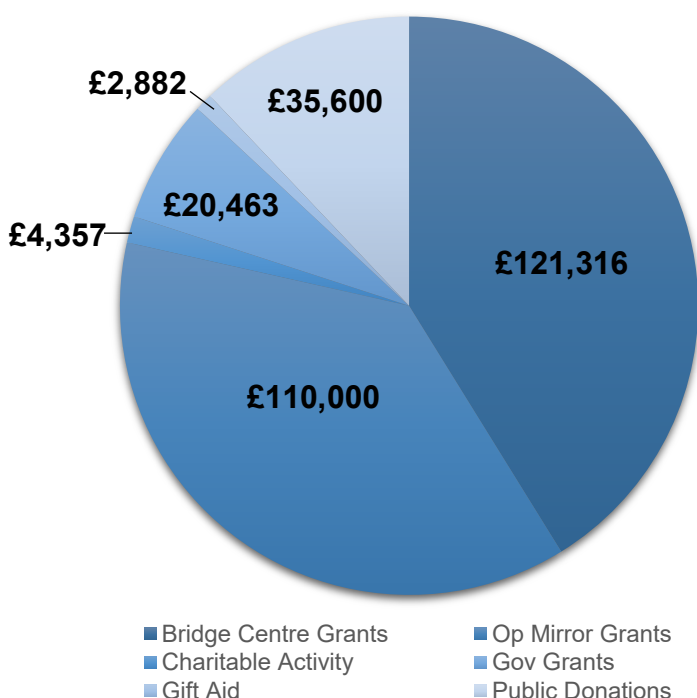
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

This part of the Trustees Annual report comments on the key features of the annual accounts.

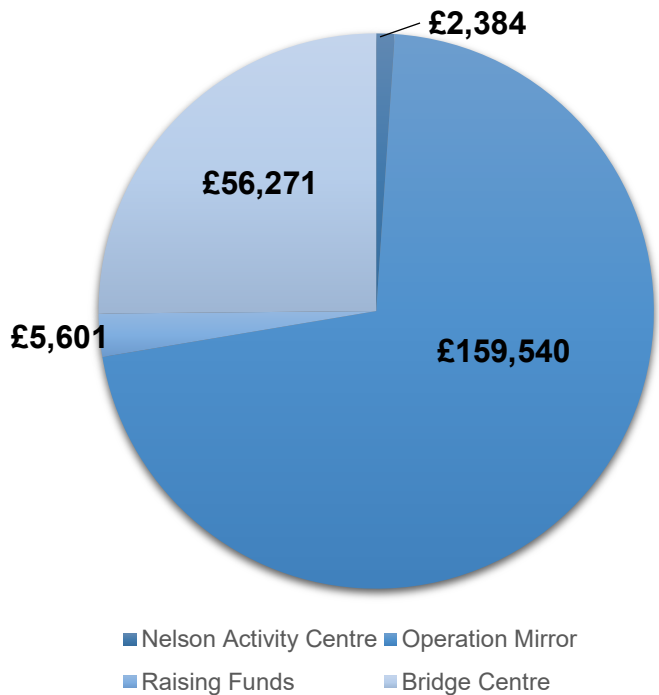
Money received - £294,618
Money spent - £223,796

We were successful in gaining funding to run our services and activities under Operation Mirror, and which covered the short fall from income from voluntary efforts of the general public. Over all we ended the year with £164,085 in hand of which £94,981 is restricted for completion of funded activities and projects over the next financial year.

Income

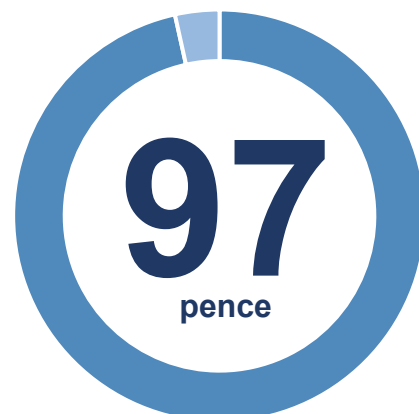


Expenditure



Funding approach

During this reporting year we were unable to receive the public donations we have seen in recent years due to restrictions limiting when we could carry out face to face street and store collections. Grant funding was given from the BCKLWN, AFCFT and NFC to compensate for this. A very small number of individuals continue to donate monthly through standing order arrangements.



of every pound you donated went on our charitable activities. 3 pence went on raising funds.

Where our money comes from

The Veterans Foundation (VF) have provided a 2.4k grant over three-year to enable the Charity to cover the basic running costs of the Bridge Centre enabling it to run efficiently. They also gave us funds to build a bespoke 121 room within the upstairs space to enable us to carry out additional private talk therapy sessions.

Year 1	01/06/2019	£7,416
121 Build	01/06/2019	£1,500
Year 2	01/06/2020	£7,566
Year 3	01/06/2021	£7,718

During this financial year VF also permitted the Charity to use some of the funding to support Operation Mirror to cover PPE and decontamination equipment costs as well as additional volunteer expenses.

The rent of the Bridge Centre has been part funded proportionally by grants from the Royal Air Force Benevolent Fund (RAFBF), Army Benevolent Fund The Soldiers Charity (ABF) and Royal Navy & Royal Marines Charity (RNRMC) over the last few years. This was based on the number of beneficiaries we were supporting from each of the services. The ABF funding ended with this reporting year. The RAFBF and RNRMC were able to continue funding us for a further year leading up to the end of the calendar year, 2021.

RF026 & RF040	RAFBF	30%	Ending Nov 2021	£4,000 & £5,000
RF029 & RF041	RNRMC	9%	Ending Dec 2021	£1,500 & £1,500
RF028	ABF	61%	Ended Nov 2020	£10,000

Operation Mirror has been funded by

RF031	NFC	Connecting older people	Prj Hotpot: Providing food parcels and hot meals	Feb20 - Jan21	£6,230
RF033	NCF	Covid-19 Community support fund	Volunteer and staff travel costs for home visits and deliveries	May-Jun20	£1,000
RF034	NCF	Covid-19 Local resilience Fund	Op Mirror running costs and services	May – Sept20	£10,000
RF035	RNRMC	Covid-19 Emergency Hardship fund	Providing support to the Royal Navy & Marine community in West Norfolk	May – Oct20	£3,880
RF036	AFCTF	Veteran's Should Not Be Forgotten	Op Mirror- Local Veteran Welfare Support	Jun-Oct20	£20,000
RF037	NLCF	Covid-19 NL Response	Op Mirror running costs and services	Sept20 – Feb21	£10,000
RF038	AFCTF	Covid-19 Impact programme	Op Mirror running costs and services	May – Oct20	£50,000
RF039	NCF	Norfolk Winter Resilience Fund	Prj Spark: Providing support and information during the winter months	Nov20 – Mar21	£5,000
RF042	NCF	Norfolk Recovery Fund	Op Mirror running costs and services	Jan – Aug 21	£10,000
RF044	AFCTF	Force for Change	Prj Link: Providing social events outdoors and at the Bridge Centre	Mar – Oct 21	£20,000
RF045	CAF	Resilience Fund	Op Mirror Welfare support	Oct20 – Mar21	£15,000
RF046	VF	Pandemic induced need	Outreach Welfare support	Feb21- Jan22	£19,999.50



Where our money comes from

Our Activities are being funded by the Armed Forces Covenant Trust Fund's Positive Pathways programme:



RF030	AFCTF	Project Bounce Back	Providing outdoor activities that encourage social inclusion and promote positive mental health and wellbeing	Jan20 – Dec21 (extended until Apr22)	£35,000 & £35,000
RF043	AFCTF	Project Positive Outlook	Providing activities that encourage social inclusion and promote positive mental health and wellbeing	Jan21 – Dec21 (extended until Apr22)	£35,000

A big thank you to those who have made individual donations or sponsored the efforts of these amazing people:

Half Marathon	Clive Woolnough	Christmas day	£487
80k – 80 th Anniversary Challenge	42F KL Squadron RAF Air Cadets	May 2021	£660
100 mile bike ride	Chain Gang	August 2020	£667
200 mile walk	Dorothy Blake	May – Oct 2020	£1,175
139 mile walk	Riley (9) & Charlie (7), Suki & Anthony Taylor	Jan – April 2021	£741
Parachute Jump	Alex Roddy		£794

Sales from donated goods and goods made by beneficiaries	£2,357
Donations from beneficiaries playing the West Norfolk Wins	£160

Financial Review (cont.)

The biggest financial change and movement from the impact of the Covid-19 pandemic has been that our direct unrestricted funds have reduced considerably. However, our restricted funding has increased in proportion, ensuring the Charity was able to deliver its core aims whilst also being able to develop its outreach systems.

RESERVES POLICY

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should equate to £42,650, approximately 3 months of running costs. The reserves are needed to provide security and peace of mind to the Charity's beneficiaries, especially those with mental health problems. Our system of budget management, Development and Project Management, and our Fundraising Strategy were running successfully before the impact of the Covid-19 pandemic.

INVESTMENT POLICY

The Charity has limited funds and minimal assets and has no investment policy at this time.

BUDGET MANAGEMENT

Our budget management system which was developed in 2017 is being used effectively to help and assist the Charity in budget setting, reporting and monitoring, and was a base line for our June 2019 to February 2020 budget. A revised Operation Mirror budget was set from March 2020.

GRANT MAKING

We do not permit our funds to be used for grants to charities, hospitals, schools or other funds, societies or institutions.

GOING CONCERN

Whilst the impact of the Covid-19 corona-virus pandemic has been assessed by the Trustees, so far as is reasonably possible, due to its unprecedented impact on the future economic environment, it is difficult to evaluate with any certainty the potential outcomes on the Charity's future activity. However, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Structure, governance and management

Governing Document

The Bridge for Heroes is a charitable company limited by guarantee and was incorporated and registered as a charity on 21st September 2010. The company was established under a Memorandum of Association, which established the objects and plans of the charitable company and is governed under the Articles of Association.

Appointment, Induction, and Training

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles are known as members of the management committee. All new Trustees are approved by the Management Committee. New Trustees are sought through a number of different routes and from time to time trustee posts are advertised.

Every Trustee is made aware of their duties and responsibilities after they have been approved, through discussion with the Chair and CEO, by receiving materials from the Charity Commission and by undergoing induction training. Further training is available for specific roles and responsibilities. Training is provided as required and external training is available through our membership with Cobseo.

Risk Management

The Management Committee has conducted a review of the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers, beneficiaries, and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

Organisational Structure

The Trustees where possible have met monthly and are responsible for the direction and policies of the Charity. During this year, the Trustee board consisted of 7 diverse members from a variety of backgrounds.

Day to day responsibility is delegated to the CEO who in turn delegates to and manages the Senior Management Team (SMT) of the Charity.

Paid staffing has consisted of four fulltime and two part-time staff which evolved from short term grant funding received to run Operation Mirror. The SMT oversee the roles, tasks, and responsibilities of our indispensable team of volunteers supporting the Charity's activities.

Reference and administrative details

THE BRIDGE FOR HEROES LTD

THE BRIDGE FOR HEROES

Registered Charity No: 1138136

Registered Limited Company No: 07096496

Principal address: The Bridge for Heroes
52a South Clough Lane,
King's Lynn, Norfolk
PE30 1SE

Trustees and Directors

Chair Steve Russell (reappointed 19/11/20)
Deputy Chair Gordon Halewood
Trustee-Directors Gary Alexander (reappointed 19/11/20)
Tim Wiskin
Siobhan Vaughan (reappointed 19/11/20)
Graham Middleton
Sharon Edwards
Karl Perryman (resigned 16/06/20)

Company Secretary Helen Taylor (resigned 04/07/2020)
Karl Perryman (appointed 04/07/2020)

Director Mike Taylor

Senior Management Team Mike Taylor, CEO
Helen Taylor, HQ Manager
Mick Farley, Welfare Manager

Bankers TSB
1 Tuesday Market Place,
King's Lynn, Norfolk,
PE30 1JU

Independent Examiner Stephenson Smart
22-26 King Street,
King's Lynn, Norfolk
PE30 1HJ

Declaration

The Trustees (who are also directors of The Bridge for Heroes for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

This report was approved by the Trustees on:

27th JANUARY 2022

and signed on their behalf by:



Steve Russell
Chair of Trustees

Independent Examiner's Report to the Trustees of The Bridge for Heroes Limited.

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of The Bridge for Heroes Limited ('the charitable company') for the year ended 31 May 2021 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Melton FCCA TEP
Stephenson Smart
22-26 King Street
King's Lynn
Norfolk
PE30 1HJ

THE BRIDGE FOR HEROES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:							
Donations and legacies	3	58,945	-	58,945	78,137	750	78,887
Charitable activities	4	4,357	231,316	235,673	3,079	89,776	92,855
Other trading activities	5	-	-	-	609	-	609
Total income		<u>63,302</u>	<u>231,316</u>	<u>294,618</u>	<u>81,825</u>	<u>90,526</u>	<u>172,351</u>
Expenditure on:							
Raising funds	6	5,362	239	5,601	4,371	36	4,407
Charitable activities	7	33,037	185,158	218,195	90,884	54,448	145,332
Total resources expended		<u>38,399</u>	<u>185,397</u>	<u>223,796</u>	<u>95,255</u>	<u>54,484</u>	<u>149,739</u>
Gross transfers between funds		-	-	-	(49)	49	-
Net income for the year/ Net movement in funds		<u>24,903</u>	<u>45,919</u>	<u>70,822</u>	<u>(13,479)</u>	<u>36,091</u>	<u>22,612</u>
Fund balances at 1 June 2020		<u>44,327</u>	<u>48,937</u>	<u>93,264</u>	<u>57,806</u>	<u>12,846</u>	<u>70,652</u>
Fund balances at 31 May 2021		<u>69,230</u>	<u>94,856</u>	<u>164,086</u>	<u>44,327</u>	<u>48,937</u>	<u>93,264</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET

AS AT 31 MAY 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	11		15,382		8,346
Current assets					
Debtors	12	2,409		-	
Cash at bank and in hand		148,761		84,918	
		<u>151,170</u>		<u>84,918</u>	
Creditors: amounts falling due within one year	13	(2,466)		-	
Net current assets			<u>148,704</u>		<u>84,918</u>
Total assets less current liabilities			<u>164,086</u>		<u>93,264</u>
Income funds					
Restricted funds	15		94,856		48,937
Unrestricted funds			<u>69,230</u>		<u>44,327</u>
			<u>164,086</u>		<u>93,264</u>


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2021.

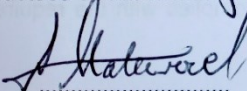
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 27 January 2022


.....
S Russell
Trustee


.....
G Halewood
Trustee

Company Registration No. 07096496

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

Charity information

The Bridge for Heroes is a private company limited by guarantee incorporated in England and Wales. The registered office is 52a South Clough Lane, King's Lynn, Norfolk, PE30 1SE.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and facilities are included in the SOFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably. Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

Grants are only included in the SOFA when the general income recognition criteria has been met as detailed above. In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Support costs have been allocated between governance costs and other support. Governance costs comprise of all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% reducing balance
Computers	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Tangible fixed assets are capitalised if they cost over £100 and can be used for more than one year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

3 Donations and legacies

	Unrestricted funds	Unrestricted funds	Restricted funds	Total
	2021	2020	2020	2020
	£	£	£	£
Donations and gifts	35,600	75,803	-	75,803
Government grants	20,463	-	-	-
Donated goods and services	-	-	750	750
Gift Aid	2,882	2,334	-	2,334
	<u>58,945</u>	<u>78,137</u>	<u>750</u>	<u>78,887</u>

Donated goods and services

Contents insurance of £0 was paid during the year as a donation (2020 £750).

4 Charitable activities

	Charitable Income	Charitable Income
	2021	2020
	£	£
Donations from donated goods, and goods made by beneficiaries	2,357	2,756
Grants specifically for charitable activities	233,316	89,776
Services to beneficiaries	-	323
	<u>235,673</u>	<u>92,855</u>
Analysis by fund		
Unrestricted funds	4,357	3,079
Restricted funds	231,316	89,776
	<u>235,673</u>	<u>92,855</u>

5 Other trading activities

	Total	Unrestricted funds
	2021	2020
	£	£
Sponsorships and social lotteries	<u>-</u>	<u>609</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

6 Raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
<u>Fundraising and publicity</u>						
Seeking donations, grants and legacies	171	-	171	-	-	-
Membership schemes and social lotteries	-	239	239	200	36	236
Other fundraising costs	198	-	198	-	-	-
Staff costs	1,611	-	1,611	4,171	-	4,171
Support costs	3,382	-	3,382	-	-	-
	<u>5,362</u>	<u>239</u>	<u>5,601</u>	<u>4,371</u>	<u>36</u>	<u>4,407</u>
Fundraising and publicity	5,362	239	5,601	4,371	36	4,407
	<u>5,362</u>	<u>239</u>	<u>5,601</u>	<u>4,371</u>	<u>36</u>	<u>4,407</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

7 Charitable activities

	Bridge Centre 2021 £	Operation Mirror 2021 £	Nelson Activity 2021 £	Total 2021 £	Bridge Centre 2020 £	Operation Mirror 2020 £	Total 2020 £
Staff costs	23,865	119,348	354	143,567	72,305	13,398	85,703
Rent, utility, building insurance	14,036	7,773	-	21,809	17,519	3,241	20,760
Projects, services & activities	9,180	8,172	230	17,582	9,867	-	9,867
Services & operation	-	-	-	-	-	5,682	5,682
Payroll processing	44	238	-	282	-	-	-
Training	166	105	-	271	-	-	-
Support costs	152	126	-	278	-	-	-
Repairs, maintenance and equipment	420	304	-	724	-	-	-
Printing, postage and stationery	317	721	-	1,038	-	-	-
Telephone	187	835	-	1,022	-	-	-
IT and website	1,232	21,468	-	22,700	-	-	-
Publicity	60	450	-	510	-	-	-
	<u>49,659</u>	<u>159,540</u>	<u>584</u>	<u>209,783</u>	<u>99,691</u>	<u>22,321</u>	<u>122,012</u>
Share of support costs (see note 8)	5,999	-	-	5,999	23,130	190	23,320
Share of governance costs (see note 8)	613	-	1,800	2,413	-	-	-
	<u>56,271</u>	<u>159,540</u>	<u>2,384</u>	<u>218,195</u>	<u>122,821</u>	<u>22,511</u>	<u>145,332</u>
Analysis by fund							
Unrestricted funds	6,499	24,384	2,154	33,037	88,498	2,386	90,884
Restricted funds	49,772	135,156	230	185,158	34,323	20,125	54,448
	<u>56,271</u>	<u>159,540</u>	<u>2,384</u>	<u>218,195</u>	<u>122,821</u>	<u>22,511</u>	<u>145,332</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

8 Support costs

	Support costs	Governance costs	2021 Support costs	Governance costs	2020
	£	£	£	£	£
Staff costs	6,160	-	6,160	20,676	20,676
Depreciation	2,850	-	2,850	1,718	1,718
Trustees expenses	-	-	-	268	268
Memberships	-	-	-	100	100
Independent examination	-	-	-	558	558
Payroll processing	138	-	138	-	-
Support costs	126	-	126	-	-
Repairs, maintenance and equipment	21	-	21	-	-
Printing, postage and stationery	18	-	18	-	-
Fees for services	18	-	18	-	-
Fundraising costs	50	-	50	-	-
Legal and professional	-	1,813	1,813	-	-
Independent examination	-	600	600	-	-
	<u>9,381</u>	<u>2,413</u>	<u>11,794</u>	<u>23,320</u>	<u>23,320</u>
Analysed between					
Fundraising	3,382	-	3,382	-	-
Charitable activities	5,999	2,413	8,412	23,320	23,320
	<u>9,381</u>	<u>2,413</u>	<u>11,794</u>	<u>23,320</u>	<u>23,320</u>

9 Trustees

Expenses were paid to 0 (2020 - 2) trustees during the year of £0 (2020 £78) for travel and £0 (2020 £190) for expenses entailed from supporting the setting up of Op Mirror.

THE BRIDGE FOR HEROES LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MAY 2021

10 Employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Charitable activities	5	4

Employment costs

	2021	2020
	£	£
Wages and salaries	141,405	101,671
Social security costs	8,412	6,720
Other pension costs	1,521	2,159
	<u>151,338</u>	<u>110,550</u>

There were no employees whose annual remuneration was £60,000 or more.

11 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 June 2020	3,986	9,232	13,218
Additions	1,125	8,761	9,886
	<u>5,111</u>	<u>17,993</u>	<u>23,104</u>
At 31 May 2021			
Depreciation and impairment			
At 1 June 2020	854	4,018	4,872
Depreciation charged in the year	356	2,494	2,850
	<u>1,210</u>	<u>6,512</u>	<u>7,722</u>
At 31 May 2021			
Carrying amount			
At 31 May 2021	<u>3,901</u>	<u>11,481</u>	<u>15,382</u>
At 31 May 2020	<u>3,131</u>	<u>5,215</u>	<u>8,346</u>

12 Debtors

	2021	2020
	£	£
Amounts falling due within one year:		
Other debtors	<u>2,409</u>	<u>-</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

13 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other taxation and social security	2,466	-
	<u> </u>	<u> </u>

14 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £1,521 (2020 - £2,159).

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds			
	Balance at 1 June 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 June 2020 £	Incoming resources £	Resources expended £	Balance at 31 May 2021 £
Fixed assets	2,241	-	(560)	-	1,681	-	(420)	1,261
Project Shield	8,421	-	(8,124)	-	297	-	(79)	218
AFCFT - Positive Pathways - Prj Bounce Back	-	33,250	(7,737)	-	25,513	35,000	(29,258)	31,255
East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge	-	1,000	(33)	49	1,016	-	(629)	387
Service donation	-	750	(750)	-	-	-	-	-
Cooper Roller Bearings	84	-	(54)	-	30	-	(30)	-
Tescos Bags of Help	2,100	1,000	(3,100)	-	-	-	-	-
Veteran's Foundation	-	8,916	(8,881)	-	35	7,566	(6,994)	607
Royal Air Force Benevolent Fund	-	4,000	(3,667)	-	333	-	(333)	-
Borough Council King's Lynn and West Norfolk (BCKLWN)	-	2,000	(2,000)	-	-	-	-	-
Army Benevolent Fund - Soldiers Charity	-	10,000	(5,419)	-	4,581	-	(4,581)	-
Royal Navy & Royal Marine Charity (RNRMC)	-	1,500	(750)	-	750	-	(750)	-
Norfolk Community Fund	-	6,230	(2,034)	-	4,196	-	(4,006)	190
King's Lynn & District Round Table 54	-	6,000	(6,000)	-	-	-	-	-
BCKLWN - Covid Grant	-	1,000	(991)	-	9	-	(9)	-
Norfolk Community Foundation Community Response Fund	-	1,000	(645)	-	355	-	(355)	-
Norfolk Community Foundation Local Resilience Fund	-	10,000	(3,089)	-	6,911	-	(6,308)	603
RNRMC Hardship Fund	-	3,880	(650)	-	3,230	-	(3,230)	-
AFCFT - Veterans Should Not Be Forgotten	-	-	-	-	-	20,000	(19,870)	130
National Lottery CCSF	-	-	-	-	-	10,000	(10,000)	-
AFCFT - Covid Impact Programme	-	-	-	-	-	50,000	(49,810)	190

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

15 Restricted funds cont.

NCF - Norfolk Winter Resilience	-	-	-	-	-	5,000	(5,000)	-
Royal Air Force Benevolent Fund 2020	-	-	-	-	-	5,000	(2,609)	2,391
Royal Navy Royal Marine Charity 2020	-	-	-	-	-	1,500	(707)	793
Flux Family - NCF	-	-	-	-	-	10,000	(5,729)	4,271
AFCFT - Positive Pathways - Prj Positive Outlook	-	-	-	-	-	33,250	(9,938)	23,312
AFCFT - Forces 4 Change	-	-	-	-	-	19,000	(4,235)	14,765
Charities Aid Foundation	-	-	-	-	-	15,000	(15,000)	-
Veterans Foundation	-	-	-	-	-	20,000	(5,517)	14,483
	<u>12,846</u>	<u>90,526</u>	<u>(54,484)</u>	<u>49</u>	<u>48,937</u>	<u>231,316</u>	<u>(185,397)</u>	<u>94,856</u>

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

15 Restricted Funds

The purpose and restrictions placed on the various restricted funds are as follows:

- Fixed assets - Funding provided for the purchase of fixed assets.
- Project Shield - Welfare All in one laptop and support for housing issues.
- Armed Forces Covenant Grant Fund - Positive Pathways Programme - running activities for veterans and their families in West Norfolk.
- East Anglia Mark Benevolent Association (EAMBA) & Breckland Mark Lodge - Beneficiary laptop and funding for Operation Mirror
- Service donation - Funding for contents insurance
- Cooper Roller Bearings - Funding for cooker insurance
- Tesco's Bags of Help - End of project for Welfare support including housing
- Veteran's Foundation - Bridge Centre running costs
- Royal Air Force Benevolent Fund - contribution towards Bridge Centre rent to support RAF veterans and their families in West Norfolk
- Borough Council King's Lynn and West Norfolk (BCKLWN) - Project Trigger - Group sessions on veteran's experiences of serving in Northern Ireland
- Army Benevolent Fund - Soldiers Charity - contribution towards Bridge Centre rent to support Army veterans and their families in West Norfolk
- Royal Navy & Royal Marine Charity (RNRMC) - contribution towards Bridge Centre rent to support Royal Navy & Royal Marine veterans and their families in West Norfolk
- Norfolk Community Fund - Bringing older people together
- King's Lynn & District Fund Table 54 - Funding for the Bridge Centre and Operation Mirror
- BCKLWN - Covid Grant - Funding for Operation Mirror
- Norfolk Community Foundation Community Response Fund - Funding for Operation Mirror beneficiary support travel expenses
- Norfolk Community Foundation Local Resilience Fund - Funding for Operation Mirror
- RNRMC Hardship Fund - Supporting RN & RM during the Covid-19 pandemic
- Armed Forces Covenant Grant Fund - Veterans Should Not Be Forgotten - Funding for Operation Mirror
- National Lottery CCSF - Funding for Operation Mirror
- Armed Forces Covenant Grant Fund - COVID impact Programme - Funding for Operation Mirror
- NCF - Norfolk Winter Resilience - Funding for Operation Mirror
- Royal Air Force Benevolent Fund 2020 - contribution towards Bridge Centre rent to support RAF veterans and their families in West Norfolk
- Royal Navy & Royal Marine Charity (RNRMC) 2020 - contribution towards Bridge Centre rent to support Royal Navy & Royal Marine veterans and their families in West Norfolk
- Flux Family NCF - Project Sustain which is to provide services from the Bridge Centre including outreach.
- Armed Forces Covenant Fund Trust - Positive Pathways Programme - running activities for veterans and their families in West Norfolk
- Armed Forces Covenant Fund Trust - Forces 4 Change - running social groups and garden parties
- Charities Aid Foundation - providing welfare support
- Veterans Foundation - providing welfare support

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

16 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 May 2021 are represented by:						
Tangible assets	4,970	10,412	15,382	5,528	2,818	8,346
Current assets/(liabilities)	64,134	84,570	148,704	38,799	46,119	84,918
	<u>69,104</u>	<u>94,982</u>	<u>164,086</u>	<u>44,327</u>	<u>48,937</u>	<u>93,264</u>

17 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).