



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.

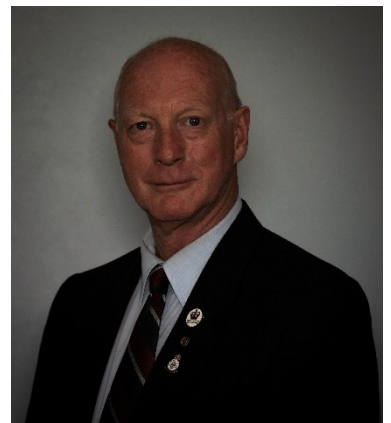
It is impossible to emphasise enough my gratitude to those who give so much to support our Veteran Community. I would like to thank all the organisations who provided financial or specialist support; with their help we have continued to deliver our core services. Unfortunately, the past year's achievements 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% 

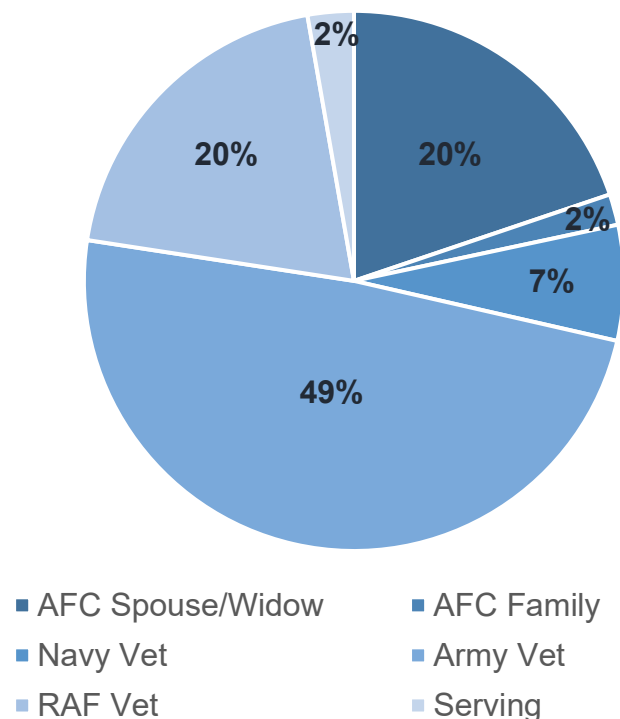
26% 

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.

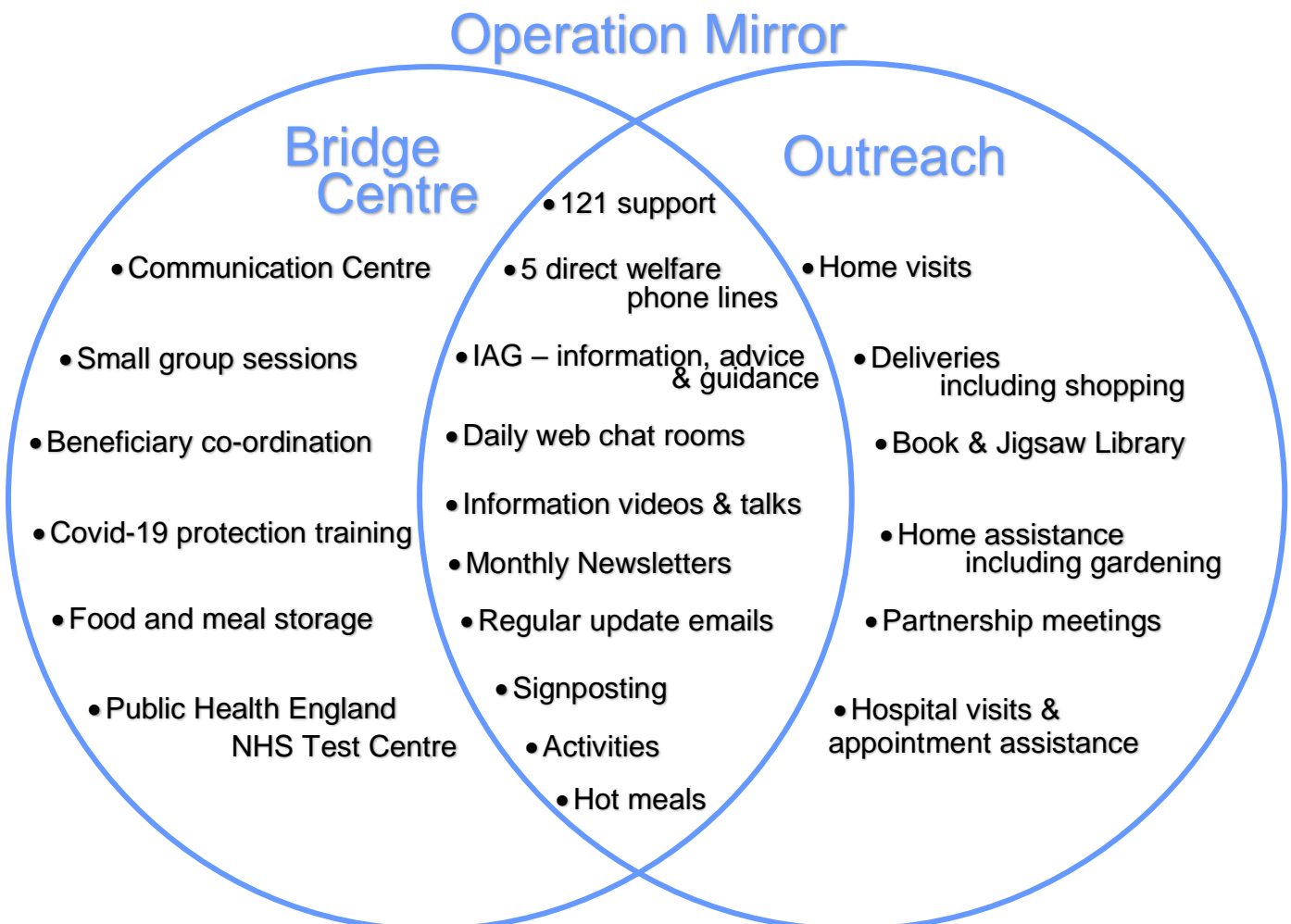
Our main charitable activities

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.

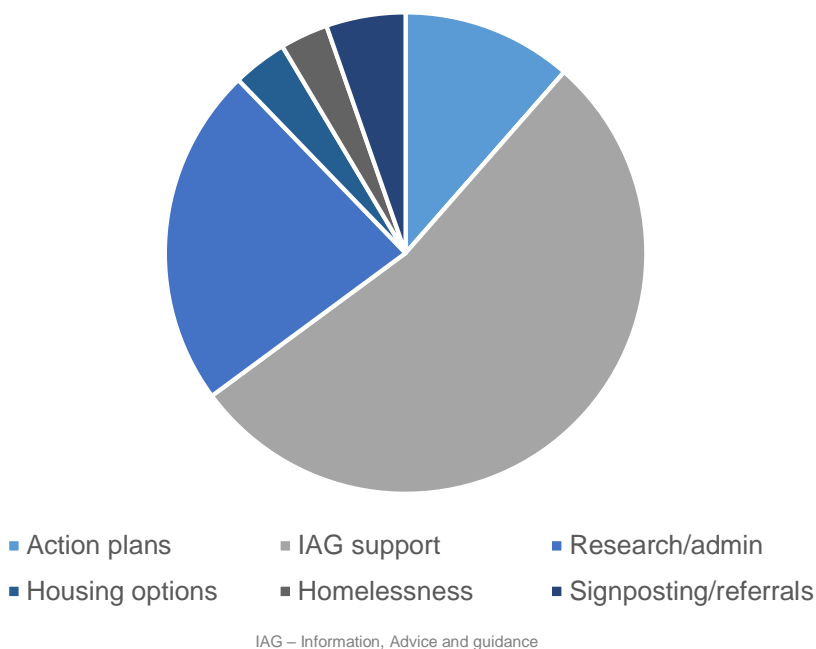
This system is used to measure the beneficiaries' mental health and current situation. From this information the Charity can tailor its services to provide the best possible support for

beneficiaries to make informed choices and gain the tools they need to improve their situation.

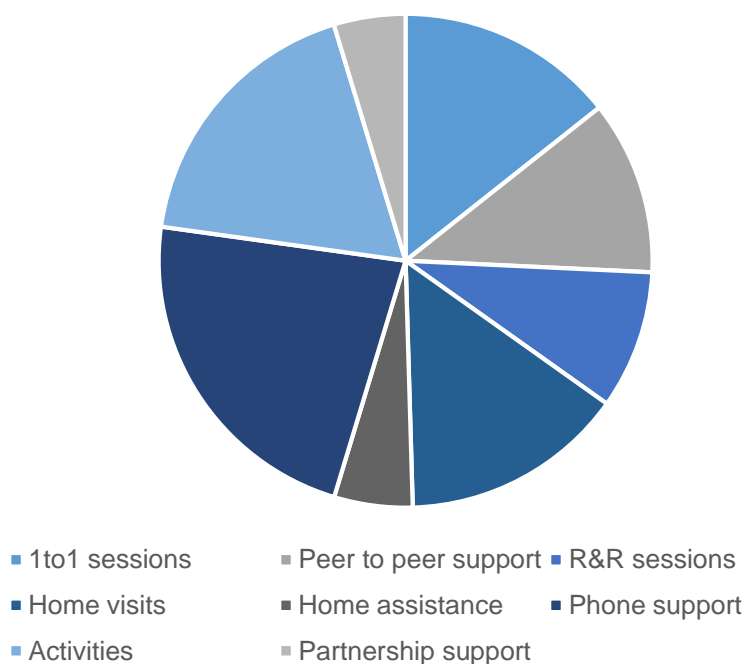
Achievements and performances

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)

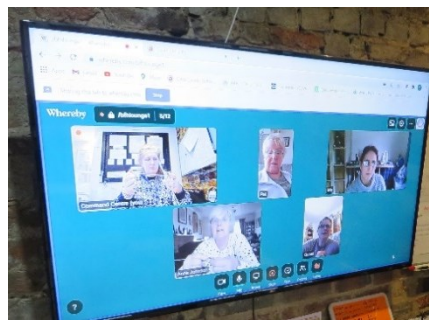


As part of our outreach programme we did not want to leave anyone out. Project Link evolved from beneficiaries and volunteers keen to create the atmosphere and comradeship of the Bridge Centre on a regular basis despite the restrictions and limitations of the pandemic rules and regulations. Opportunities 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.

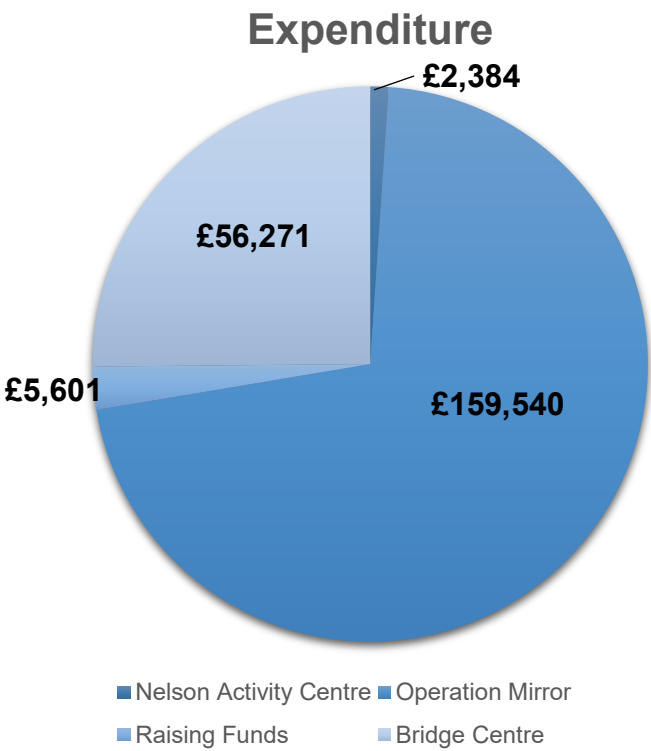
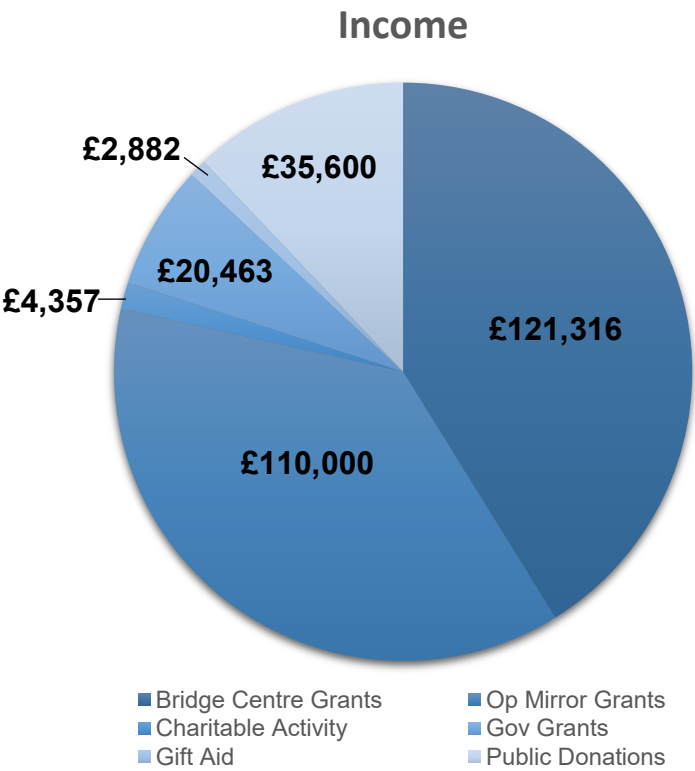
Financial Review

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.



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

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
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		63,302	231,316	294,618	81,825	90,526	172,351
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		38,399	185,397	223,796	95,255	54,484	149,739
Gross transfers between funds		-	-	-	(49)	49	-
Net income for the year/ Net movement in funds		24,903	45,919	70,822	(13,479)	36,091	22,612
Fund balances at 1 June 2020		44,327	48,937	93,264	57,806	12,846	70,652
Fund balances at 31 May 2021		69,230	94,856	164,086	44,327	48,937	93,264

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	<u>(2,466)</u>		<u>-</u>	
Net current assets			148,704		84,918
Total assets less current liabilities			<u>164,086</u>		<u>93,264</u>
Income funds					
Restricted funds	15		94,856		48,937
Unrestricted funds			69,230		44,327
			<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.

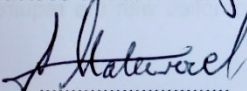
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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 27th 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 2021	Charitable Income 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	-	609

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 Number	2020 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	3,901	11,481	15,382
	<u>3,131</u>	<u>5,215</u>	<u>8,346</u>
At 31 May 2020			

12 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Other debtors	2,409	-

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).