



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 BC Ao
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, reading "Lady Dannatt".

Lady Dannatt, MBE, Lord-Lieutenant of Norfolk



A handwritten signature in black ink, reading "Richard Dannatt".

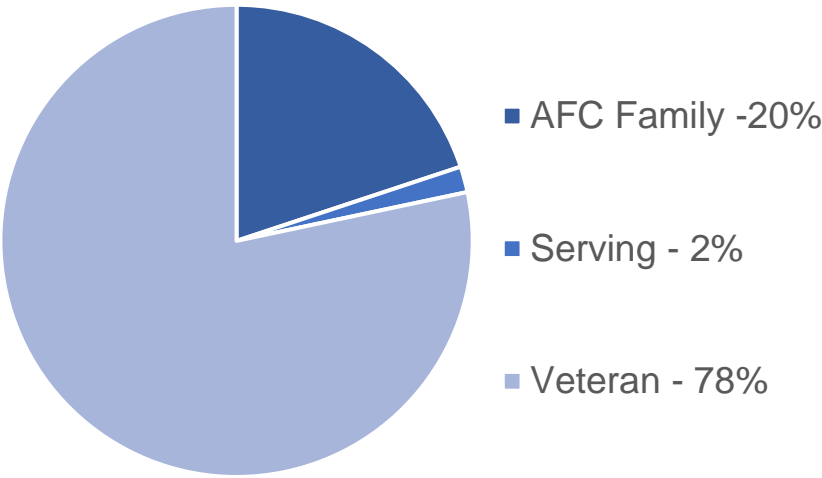
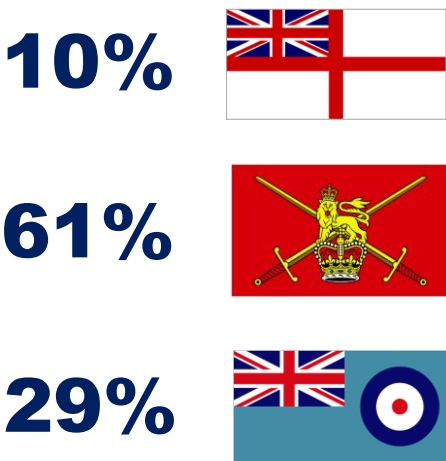
General the Lord Dannatt, GCB CBE MC DL

Our Impact

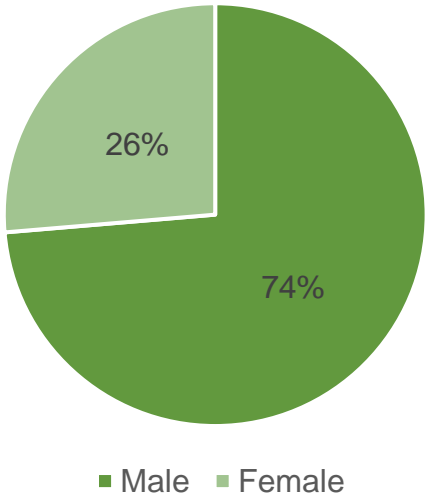


Who are our Beneficiaries?

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



These are similar statistic 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



Monthly Veterans
Breakfast

Veterans Christmas Day
Dinner

421

Outreach support
sessions

11

Hospital
Visits



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:



Social Isolation



Loneliness



Mental Health



Well-being



Healthy Living



Family & Relationships



Finance



Independent Living



Housing & homelessness



Employment & Training



Dependency & Addiction



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)



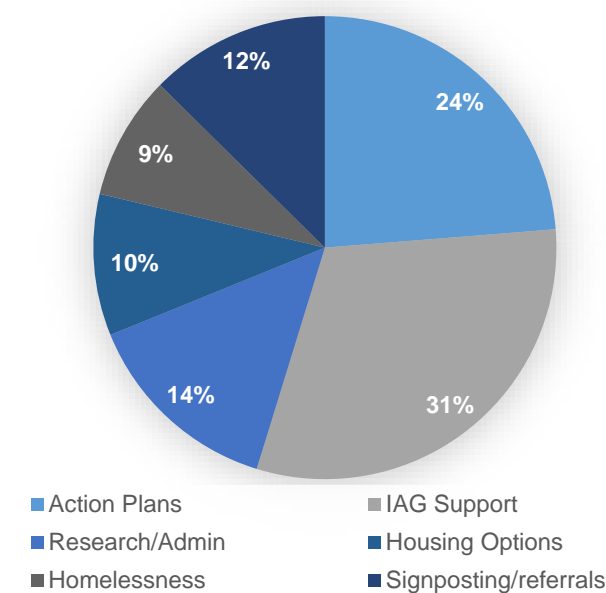
To support Project Sunrise we also gained funding to create a platform to showcase videos, images, blogs and podcasts focused mainly on our East region for positive veterans' news. This is open to all our project leads and other veteran and veteran related charities in our region. The portal will be 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

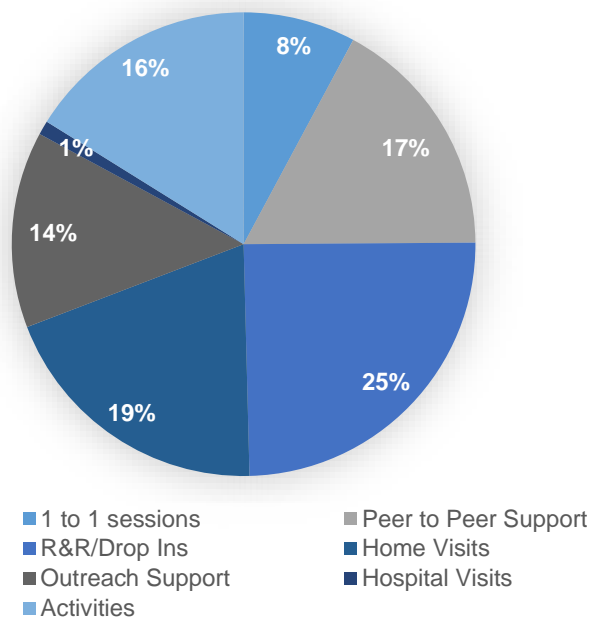
Our amazing team of staff and volunteers have been able to provide the following support and help to our local Armed Forces Community.

Support and help provided

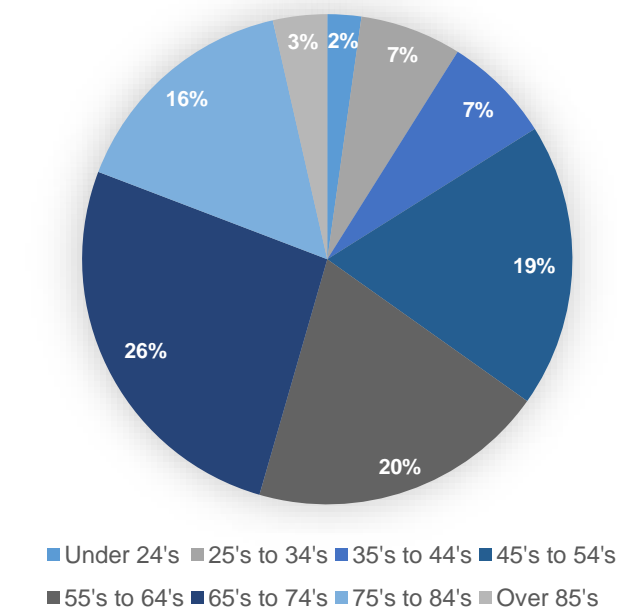


*IAG – Information, Advice and guidance

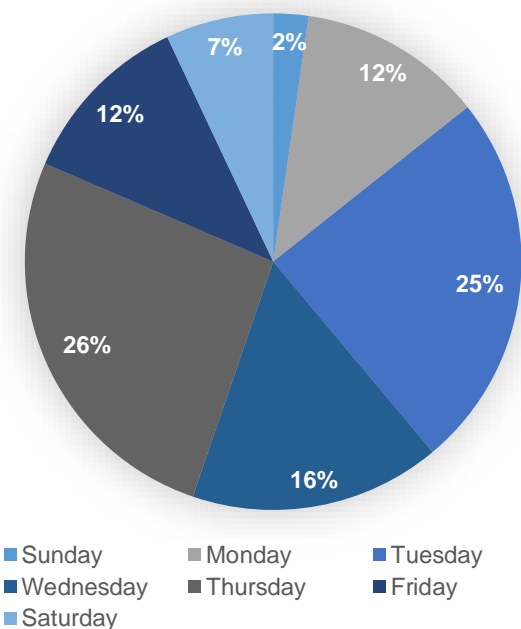
Method of support and help provided



Who we help and support by age



When our services and activities are used



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!



	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.

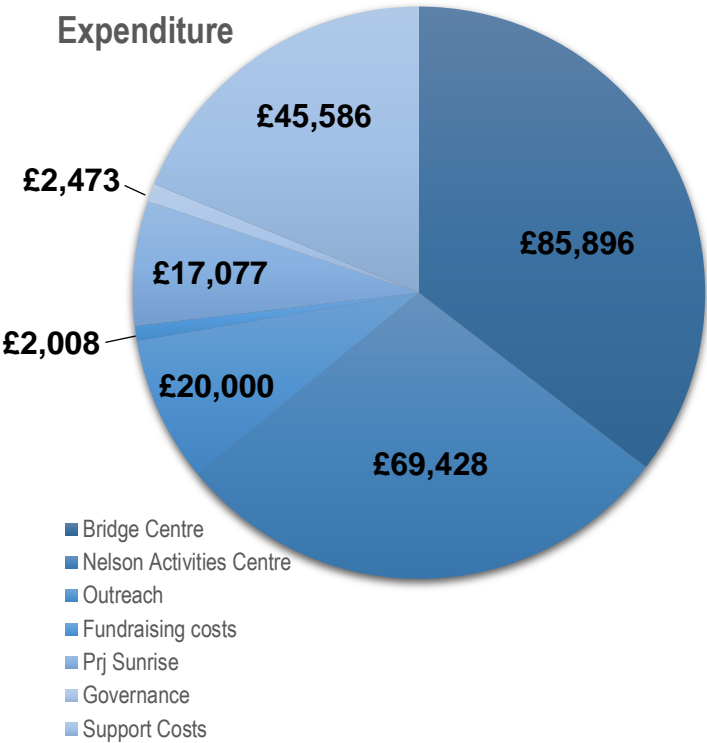
Financial Review

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.

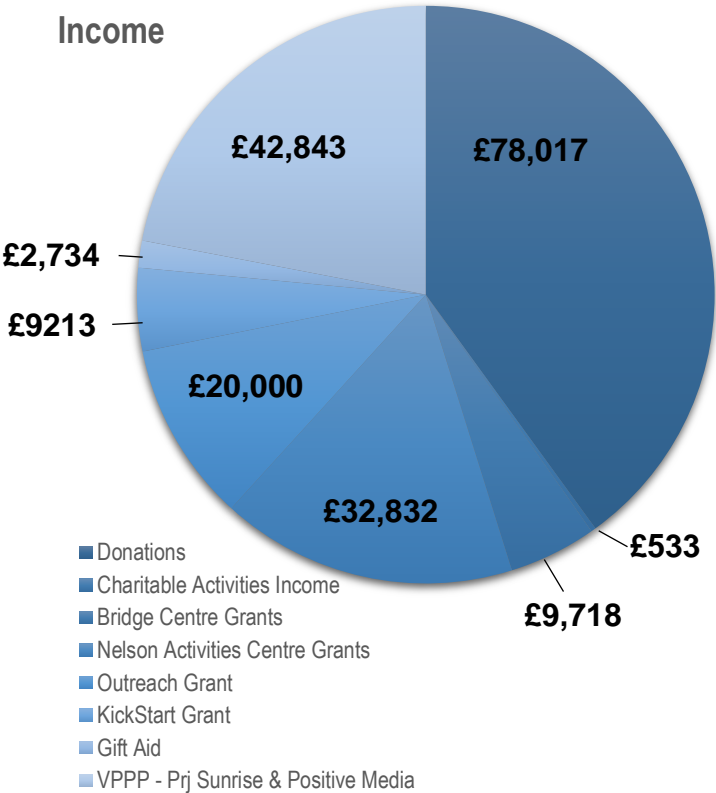


We hold a separate account, where we manage the AFCFT grant funded VPPP programme in which 11 projects receive funding over a two-year period until Feb 2024. This is a report-based programme where the money is released quarterly from the AFCFT on submission of quarterly reports. This is achieved through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

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
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>57,442</u>	<u>60,066</u>	<u>117,508</u>	<u>69,230</u>	<u>94,856</u>	<u>164,086</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	Charitable Income
	2022	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	1,839	339	2,178	5,362	239	5,601
	<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	-	-	-	-
	94,520	10,640	68,791	17,077	191,028	49,659	159,540	584	209,783
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
	141,328	10,640	71,245	17,077	240,290	56,271	159,540	2,384	218,195
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
	141,328	10,640	71,245	17,077	240,290	56,271	159,540	2,384	218,195

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 Number	2021 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)
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)
At 31 May 2022	1,701	9,924	11,625
Carrying amount			
At 31 May 2022	10,127	13,795	23,922
At 31 May 2021	3,901	11,481	15,382

11 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Other debtors	5,864	2,409

12 Creditors: amounts falling due within one year

	2022	2021
	£	£
Other taxation and social security	1,986	2,466
Other creditors (VPPP)	64,199	-
	66,185	2,466

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			Movement in funds			
	Balance at 1 June 2020	Incoming resources	Resources expended	Balance at 1 June 2021	Incoming resources	Resources expended	Balance at 31 May 2022
	£	£	£	£	£	£	£
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
	<u>48,937</u>	<u>231,316</u>	<u>(185,397)</u>	<u>94,856</u>	<u>108,127</u>	<u>(142,917)</u>	<u>60,066</u>

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).