



THE BRIDGE FOR HEROES

ANNUAL REPORT AND FINANCIAL STATEMENT

JUNE 2022 to MAY 2023



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

Registered Charity: 1138136
Company limited by Guarantee:
07096496

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The Chair of Trustees Report

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

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

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

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

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



Steve Russell BCAo
Chair of Trustees



Our Patrons

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

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

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

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

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



A handwritten signature in black ink, reading "The Lady Dannatt".

The Lady Dannatt MBE HM Lord-Lieutenant



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

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

Our Impact

269
beneficiaries

Directly benefited
from our services

162
new
beneficiaries

Average of
97
beneficiaries
were supported each
month

Who are our Beneficiaries?

The Armed Forces
Community (AFC)

In King’s Lynn & West Norfolk

and the bordering counties of
Lincolnshire, Cambridgeshire & Suffolk

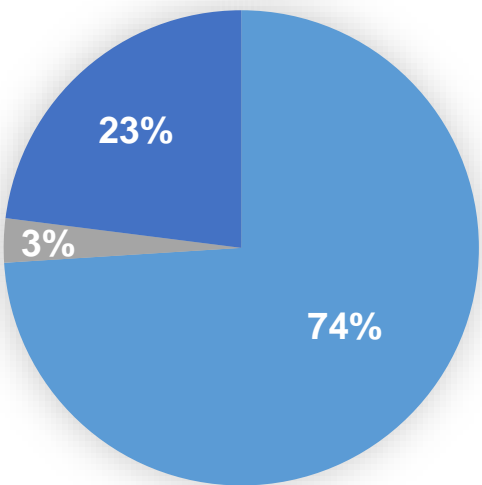
13%



60%



27%



■ Veteran ■ Serving ■ AFC

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

Our Impact

Welfare Support

2808



Group sessions

325



1to1 sessions

153

Home
Visits



207

1to1 Support
Calls

1303

IAG sessions



Information, advice, and guidance



12

Hospital
visits



Monthly Saturday
Veterans Breakfast

2056

Hot meals provided

Daily lunches
Mon to Fri



Countless
hot drinks



Monthly Sunday
Lunch

For those who would otherwise be eating alone

Veterans Christmas
Day Dinner

Our Impact

Activities

2310

activity
sessions

21

different
activities

6000+

activity
hours



Volunteering

31

Volunteers

Giving more than

4500

volunteering hours



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

Who we are

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

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



Our purpose, vision and mission

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

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

Our Vision

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

Our Mission

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

Our main charitable activities

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

Our holistic approach provides support with:



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

Bridge ‘Drop-In’ Centre



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

Nelson Activities Centre

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

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



Our Volunteers

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



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

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

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



Working together

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

This reporting year, we have worked with:

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

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

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

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



Why we are needed

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

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

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

The Bridge for Heroes is needed because the Charity can:

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

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

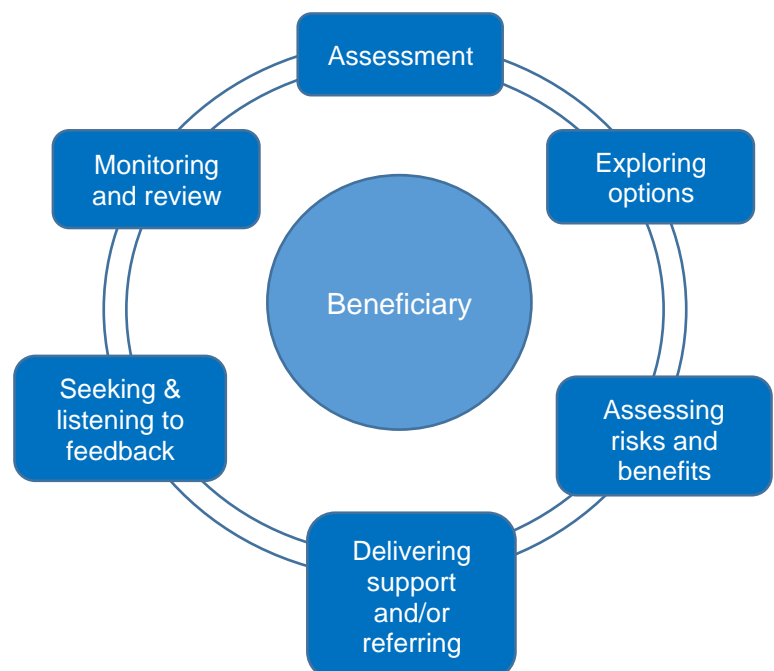
- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer to peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering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

Recording, monitoring and assessing

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

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

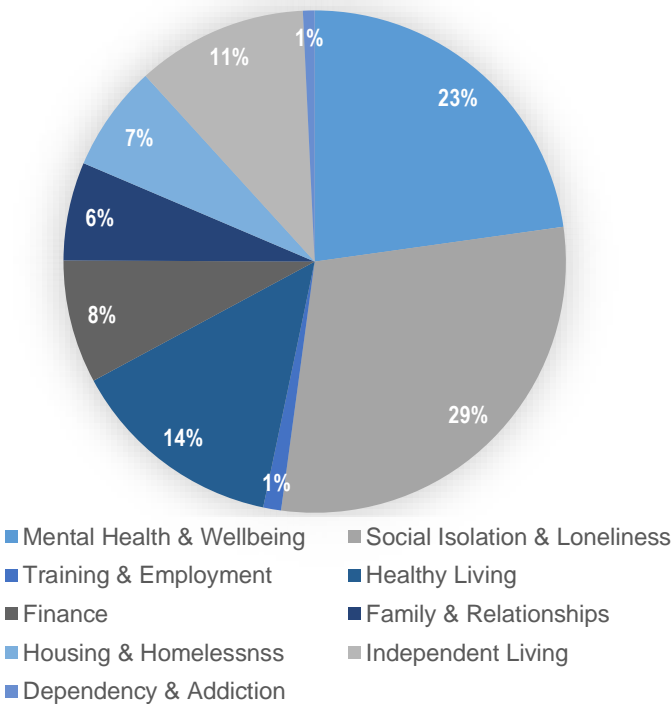
This system is used to measure the beneficiaries' mental health and current situation. From this information, the Charity can tailor its services to provide the best possible support for beneficiaries to make informed choices and gain the tools they need to improve their situation.



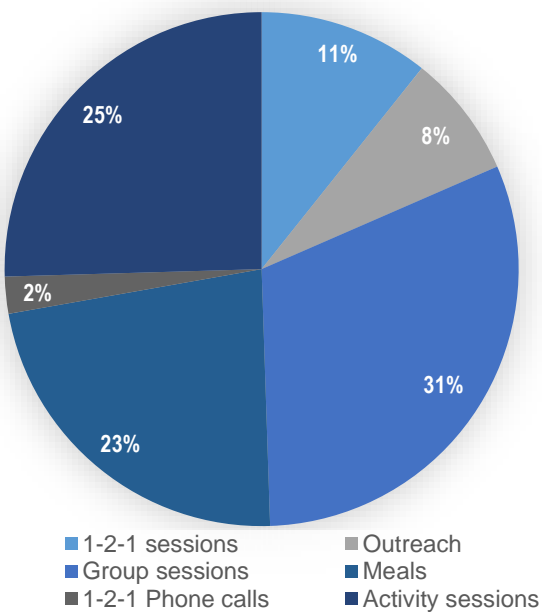
Achievements and performances

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

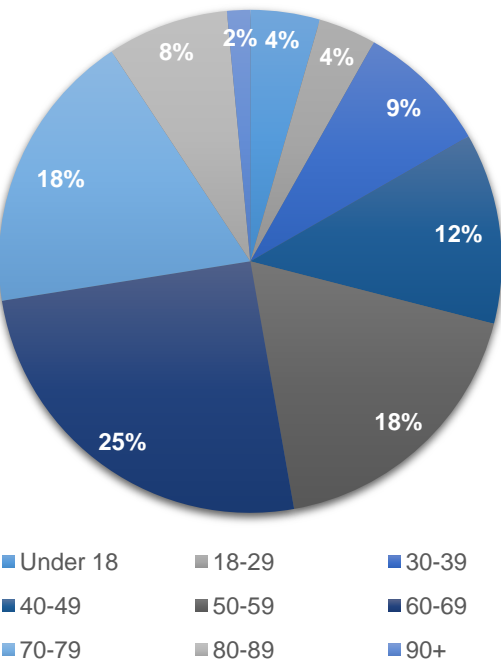
Help and support provided



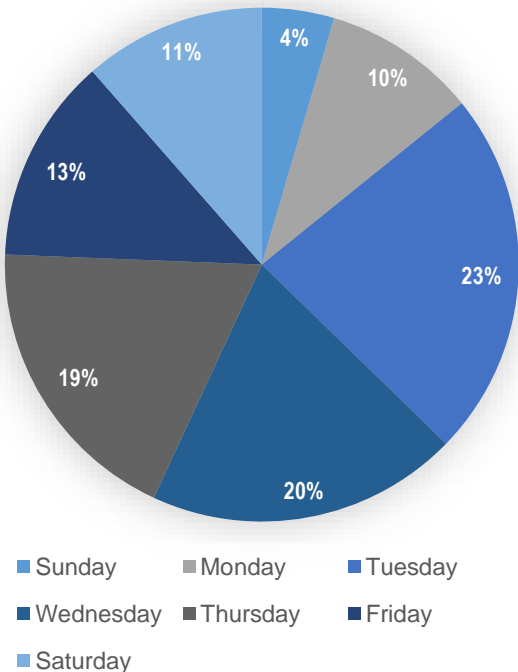
Contact method



Who we help by age range



Beneficiary attendance



Achievements and performances (continued)



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

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

Project Connect

Grant funded by the Veterans Foundation, RAFBF and RNRMC



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

Project Connect focused on

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

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



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

Achievements and performances

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

Project Sunrise

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



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

Program Overview

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

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

Project Management and Funding

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

Mental Health Initiatives

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

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

Engagement with NHS England

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

Stakeholder Relationships and Collaboration

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

Portfolio and Future Funding

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



Conclusion

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

VPPP East - Project Wide Reach

Grant funded by AFCFT

AFCFT, £30,000 (Apr 22 – Mar 24)

THE ARMED FORCES
COVENANT FUND TRUST

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



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

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

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

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

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

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

Achievements and performances (continued)

Nelson Activities Centre

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



Project Nile

Grant funded by the Armed Forces Covenant Fund Trust

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

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

Project Nelson's Victory

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

£10,000 (Sept 21-Jun 22)

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

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

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





Project Outreach

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

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



Welfare Support

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

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

Project Silent Partner

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

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

Project Interface

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

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

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

Achievements and performances (continued)

Air Raid Shelter, King's Lynn

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



Wall Mural

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



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

Warm Spaces

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



Achievements and performances (continued)

Dementia Cafe

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



Remembrance birdboxes

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

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

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

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

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

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

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



Future Plans

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

Over the next three years, our aims are to:

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

This will include:

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

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

Financial Review

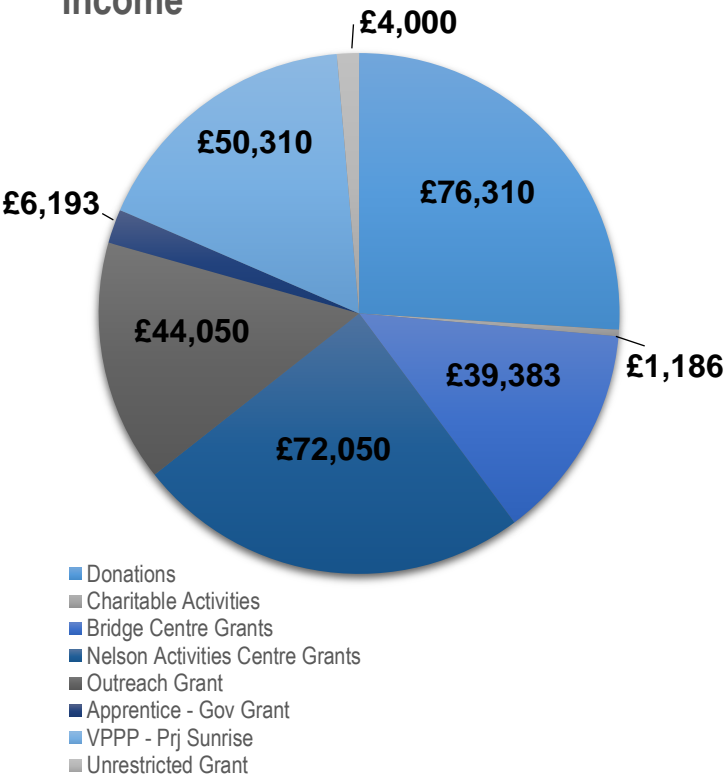
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities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

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

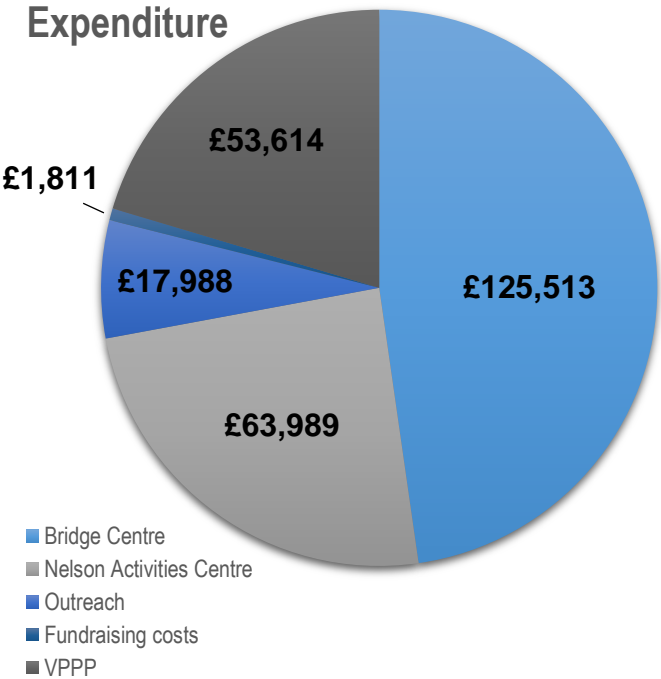
Money received - £293,482
Money spent - £262,915

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

Income



Expenditure



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

Funding approach

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

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



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

Where our money comes from

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



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

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

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

Where our money comes from

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



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

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



Mark's Challenges



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

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

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

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

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

Inspired by any of these ideas?

If you would like to help us raise money, we would love to hear from you!

Financial Review (cont.)

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

Reserves Policy

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

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

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

Investment Policy

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

Budget Management

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

Grantmaking

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

Going Concern

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

Structure, governance and management

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

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

Appointment, Induction, and Training

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

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

Risk Management

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

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

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

How our activities deliver public benefit

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

Organisational Structure

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

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

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

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

Reference and administrative details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

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

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

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

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

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

Trustee-Directors

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

Siobhan Vaughan

Tim Wiskin

Gary Alexander

Lindsey Bavin (appointed 21/06/22)

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

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

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

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

Declaration

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

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

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

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

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

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

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

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

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

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

All income and expenditure derive from continuing activities.

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

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET

AS AT 31 MAY 2023

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


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


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

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

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

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


S Russell
Trustee


S Edwards
Trustee

Company registration number 07096496

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

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

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

4 Charitable activities

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

5 Raising funds

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

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

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

THE BRIDGE FOR HEROES LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MAY 2023**6 Charitable activities****(Continued)****For the year ended 31 May 2022**

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

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

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

8 Trustees

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

9 Employees

The average monthly number of employees during the year was:

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

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

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

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

11 Tangible fixed assets

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

12 Debtors

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

13 Creditors: amounts falling due within one year

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

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

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

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

15 Restricted funds

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

15 Restricted funds

(Continued)

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

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

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

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

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

17 Related party transactions

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