



THE BRIDGE FOR HEROES



Trustees Annual
Report & Financial
Statement
May 2024

Registered Charity: 1138136
Company Limited by Guarantee: 07096496

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The Chair of Trustees Report

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

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

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

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



Steve Russell BC Ao
Chair of Trustees



Our Patrons



The Lady Dannatt MBE
HM Lord-Lieutenant of Norfolk

PL Dannatt



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

Richard Dannatt



Patron visit
on 16th
May 2024



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



Our Impact

300
beneficiaries

Directly benefited
from our services

144
new
beneficiaries

Average of
112
beneficiaries
were supported each
month

Who are our Beneficiaries?

HM Armed Forces Community (AFC)

12%

Navy



72%

Veterans

62%

Army



3%

Serving/
Reservists

26%

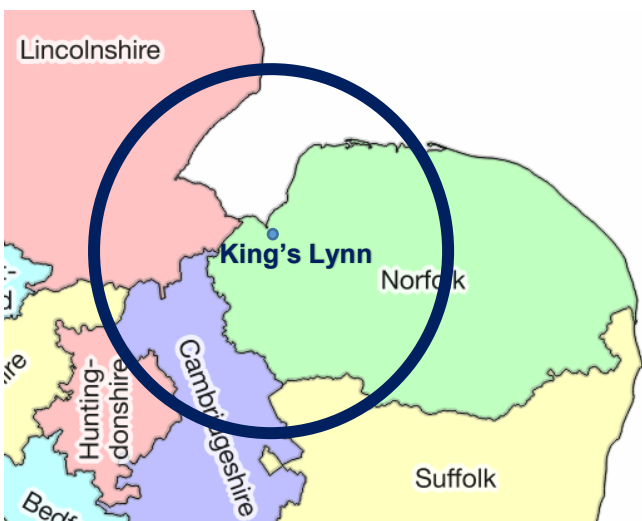
RAF



25%

AFC Family

Covering West Norfolk and beyond



72%

West Norfolk

10%

Norfolk

11%

Cambridgeshire

5%

Lincolnshire

2%

Out of Area

Our Impact

Welfare Support

3750



Group sessions

1014



1to1 sessions



114

Home Visits



265

1to1 Support
Calls

1012



IAG sessions

Information, advice, and guidance

68



Hospital visits



Monthly Saturday
Veterans Breakfast

2286

Hot meals provided

Daily lunches
Mon to Sat



Countless
hot drinks



Monthly Sunday
Lunch

For those who would otherwise be eating alone

Veterans Christmas
Day Lunch

New transport service offering lifts
to beneficiaries



Our Impact

Activities

2300
activity sessions

24
different activities

6000+
activity hours



Volunteering

27
Volunteers

Giving more than
3000
volunteering hours

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

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

Who we are

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

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



Our purpose, vision and mission

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

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

Our Vision

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

Our Mission

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



Our main charitable activities

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

Our holistic approach provides support with:



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

Bridge 'Drop-In' Centre



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

Bridge Activities Centre (June 2021 – June 2024)

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

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



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

Our Volunteers

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



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

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

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



Working together

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

This reporting year, we have worked with:

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

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

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

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



BUSINESS DEVELOPMENT

Borough Council of
King's Lynn &
West Norfolk



Why we are needed

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

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

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

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

The Bridge for Heroes is needed because the Charity can:

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

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

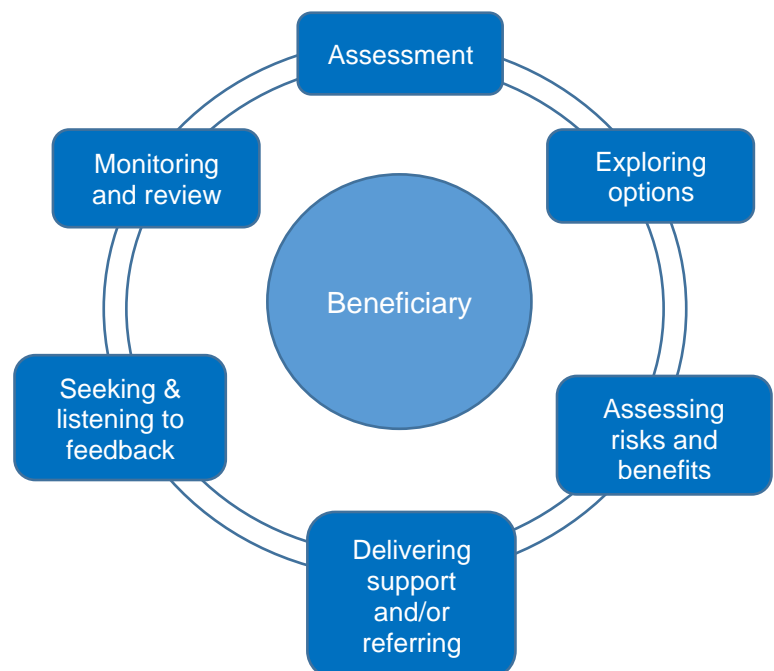
- talk through how they are feeling,
- receive additional information that helps them understand the processes and systems they have to go through
- receive peer-to-peer support from those who have been through or are going through similar issues
- get involved in activities, workshops or volunteering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

Recording, monitoring and assessing

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

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

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



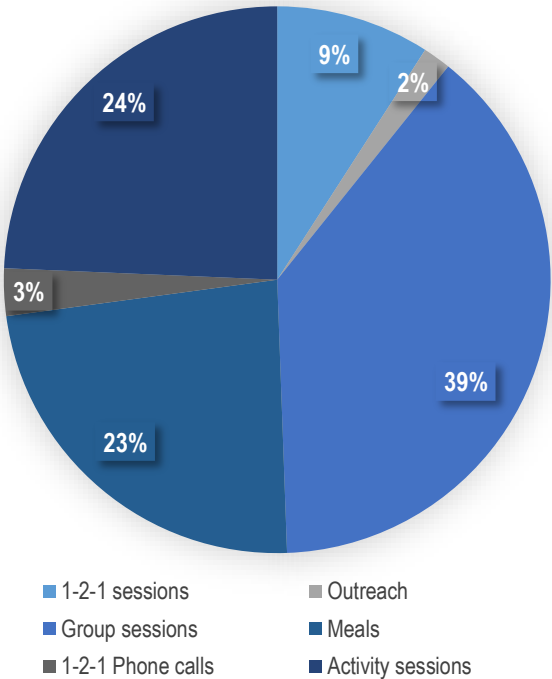
Achievements and performances

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

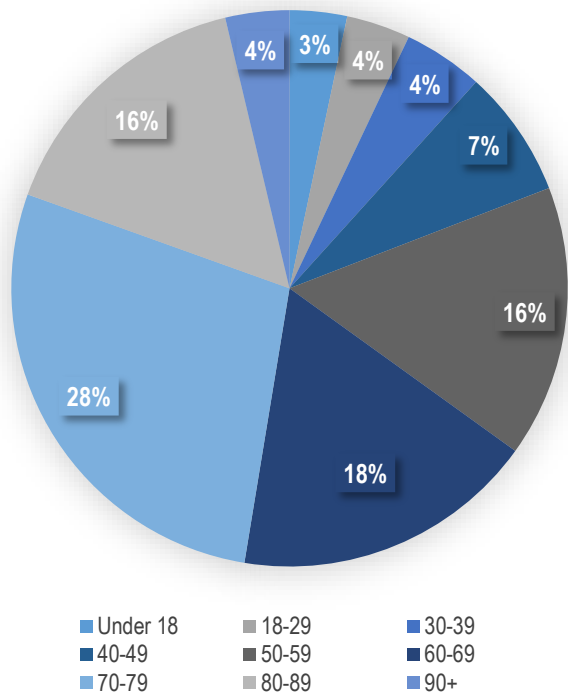
Areas of help and support given:

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

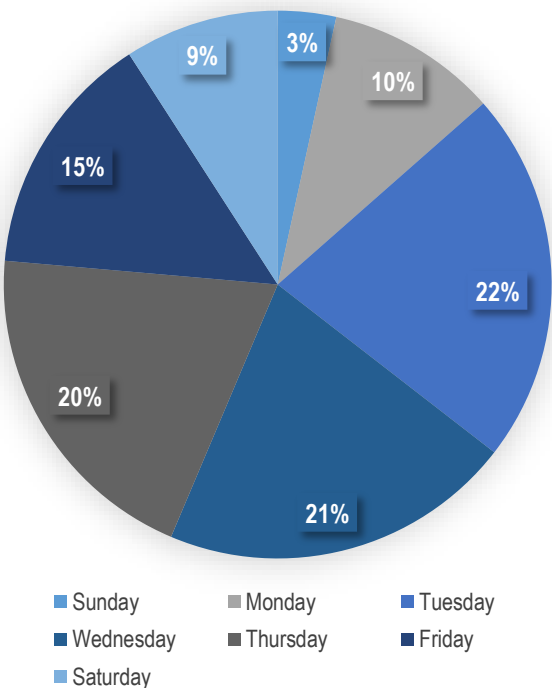
Contact Method



Who we help by age range



Beneficiary Attendance



Achievements and performances (continued)

Project Connect

Grant funded by NAFC, RAFBF and RNRMC

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



Project Connect focused on

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

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



Project Continuo

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

ABF TSC - £30k (Jun 23 - May 24)



The Army's National Charity

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

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

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



Achievements and performances (continued)

Project Nile

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

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

 THE ARMED FORCES
COVENANT FUND TRUST

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

Welfare Support

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

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

 **VETERANS'
FOUNDATION**

Project Rainbow

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

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

 THE ARMED FORCES
COVENANT FUND TRUST

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



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

Project Hot Spot

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

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



 Norfolk
Community
Foundation



This was supported by funding from the NCF over February and March, which enabled us to assist those affected by the rise in heating bills and/or cost of living crisis. During these two months, we served over 400 hot-cooked meals, supporting 139 veterans or family members. Portable radiators were a pleasant addition to those of our beneficiaries who needed extra warmth after coming in from the cold. Some of our knitting group also knitted

blankets for our beneficiaries, as well as the Queen Elizabeth Hospital in King's Lynn and a local Dementia Care home to support the community in staying warm over the colder months.

Achievements and performances (continued)

Project Activities

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

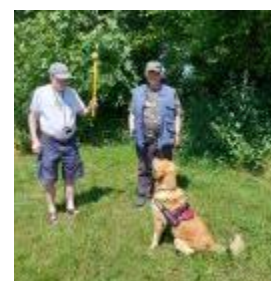
NCF-5k (Jun23-May24), NAFC-10k (Jun23-May24)

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

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



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



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

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

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

Achievements and performances (continued)

Activities for Veterans and their families



Funded by



Achievements and performances (continued)

Project Interface

Grant funded by Armed Forces Covenant Fund

AFCFT - £91k (Jan 23 - Dec 24)

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

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

 THE ARMED FORCES
COVENANT FUND TRUST

Families Open Day



Female Veteran Awareness Event



Female Veteran Awareness Event



Intergenerational session



Reminiscing Session



Achievements and performances (continued)



Achievements and performances (continued)

2024

Jan



Volunteer Service Delivery Training Day

RAF Marham Welfare Team visit



Feb

Mar



ITV filming of ABFTSC support

East Region Armed Forces Conference, at Newmarket Racecourse



Women who served Awareness Event

Apr



Mark Howard completed the Marathon in a wheel chair



Green Park Centre, Wicken Green Bingo

May



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

Our Patron General The Lord Dannatt unveiling our Memorial Board



Achievements and performances (continued)



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

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



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

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

Memories from the Covid-19 Pandemic



Mrs D Blake was awarded for walking 200 miles at 84



Home visits and deliveries



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

Achievements and performances

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

AFCFT programme: Veterans' Mental Health and Wellbeing Fund



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



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

Program Overview

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

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

Project Management and Funding

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

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

Portfolio

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

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

Achievements and performances

VPPP East *continued*

Mental Health Initiatives

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

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



Engagement with NHS England

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

Stakeholder Relationships and Collaboration

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



Project Viewpoint – Phase 1

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

Programme Overview

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

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

Achievements and performances

VPPP East continued

Phase 1

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

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

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

Stakeholder Relationships and Collaboration

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

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



AFCFT	VPPP2	Prog Management Data Collection & Analysis Website, CRM, Marketing	May24-Oct24	£26,619 £33,992
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Defence Medical
Welfare Service
Supporting
the frontline



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

Future Plans

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

Our key focuses continue to:

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

This will include:

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



Financial Review

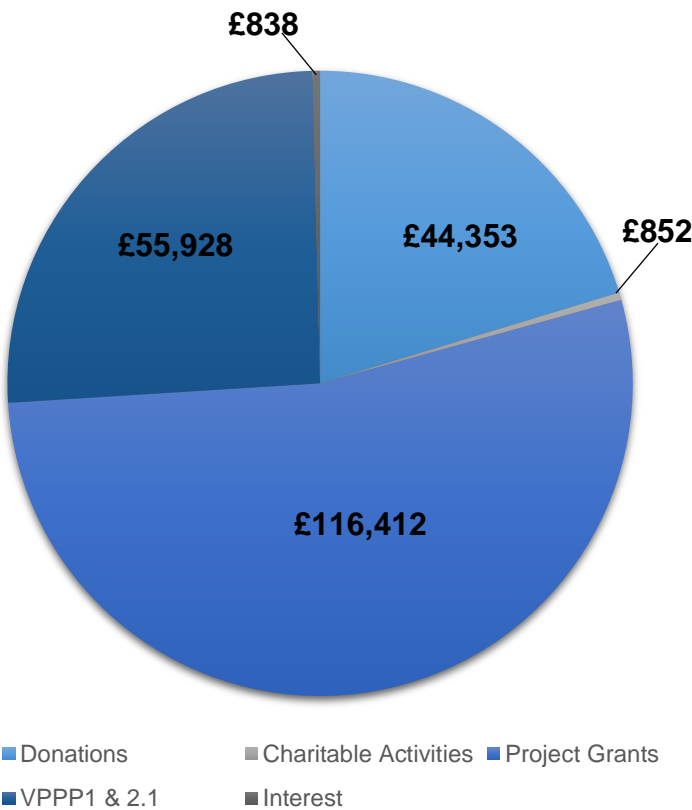
The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities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

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

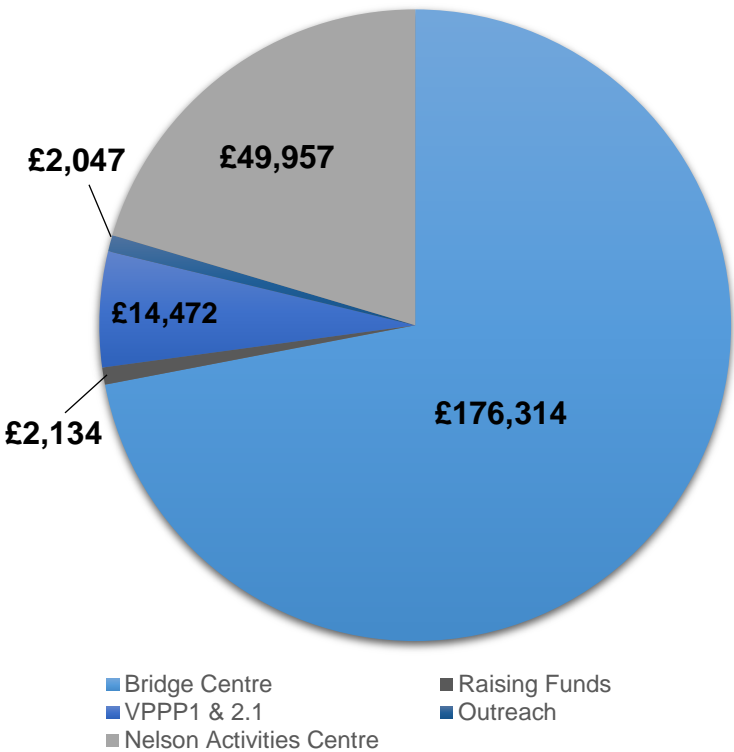
Money received - £218,383
Money spent - £244,924

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

Income



Expenditure



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

Funding approach

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



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

Where our money comes from

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

 THE ARMED FORCES
COVENANT FUND TRUST



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

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

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

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

Where our money comes from (continued)

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



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

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

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

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

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

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

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

Financial Review (cont.)

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

Reserves Policy

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

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

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

Investment Policy

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

Budget Management

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

Grantmaking

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

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

Going Concern

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

Structure, governance and management

Status and objects

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

Appointment, Induction, and Training

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

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

Risk Management

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

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

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

How our activities deliver public benefit

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

Organisational Structure

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

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

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

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

Reference and administrative details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

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

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

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

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

Directors Helen Taylor MBE, CEO
Andrew Pover, Welfare Manager

Trustee Support Secretary Denise Walmsley

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

VPPP Project Manager Darren Hickie MAAT, VPPP Project Manager

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

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

Declaration

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

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

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

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

Date: 13th December, 2024

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

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

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

Responsibilities and basis of report

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

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

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

Independent examiner's statement

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

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

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

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

29 November 2024]

THE BRIDGE FOR HEROES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2024

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

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

THE BRIDGE FOR HEROES LIMITED

BALANCE SHEET

AS AT 31 MAY 2024

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


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

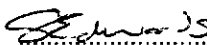
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

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


.....
S Russell
Trustee


.....
S Edwards
Trustee

Company registration number 07096496 (England and Wales)

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

THE BRIDGE FOR HEROES LIMITED

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

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

THE BRIDGE FOR HEROES LIMITED

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

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

THE BRIDGE FOR HEROES LIMITED

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

3 Donations and legacies

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

4 Charitable activities

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

5 Income from investments

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

THE BRIDGE FOR HEROES LIMITED

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

6 Expenditure on raising funds

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

7 Charitable activities

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

THE BRIDGE FOR HEROES LIMITED

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

7 Charitable activities

(Continued)

For the year ended 31 May 2023

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

THE BRIDGE FOR HEROES LIMITED

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

8 Support costs allocated to activities

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

9 Net movement in funds

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

10 Trustees

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

11 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Charitable activities	<u>10</u>	<u>5</u>
Employment costs	2024 £	2023 £
Wages and salaries	141,210	134,561
Social security costs	5,453	4,756
Other pension costs	2,459	2,442
	<u>149,122</u>	<u>141,759</u>

THE BRIDGE FOR HEROES LIMITED

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

11 Employees

(Continued)

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

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

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

12 Taxation

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

13 Tangible fixed assets

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

14 Debtors

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

THE BRIDGE FOR HEROES LIMITED

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

15 Creditors: amounts falling due within one year

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

16 Retirement benefit schemes

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

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

17 Restricted funds

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds

(Continued)

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

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds

(Continued)

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

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

18 Unrestricted funds

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

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

THE BRIDGE FOR HEROES LIMITED

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

19 Analysis of net assets between funds

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

20 Related party transactions

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