



THE BRIDGE

FOR HEROES

**Trustees Annual Report
& Financial Statement**

MAY 2025



REGISTERED CHARITY: 1138136

COMPANY LIMITED BY GUARANTEE: 7096496

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The Chair of Trustees' Report

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

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

We are constantly fine-tuning our operations in order to deliver the maximum impact to our diverse band of beneficiaries in an increasingly pressured financial landscape. We are working hard to streamline our systems to reduce our overheads and pursue new fundraising opportunities in response to these pressures.

It goes without saying that we rely heavily upon our current list of grant givers, supporters and fundraisers, and we are eternally grateful to all of them.

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

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

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

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

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



Steve Russell BAO
Chair of Trustees

A handwritten signature in black ink, consisting of stylized, overlapping loops and strokes.

Our Patrons



Lord-Lieutenant of Norfolk, The Lady Dannatt MBE

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



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

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

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

Lord-Lieutenant of Norfolk, The Lady Dannatt MBE

294

beneficiaries were directly supported

124

New beneficiaries

116

Average number supported each month

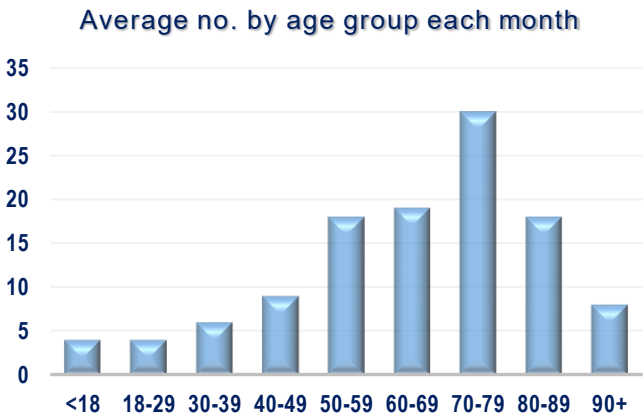
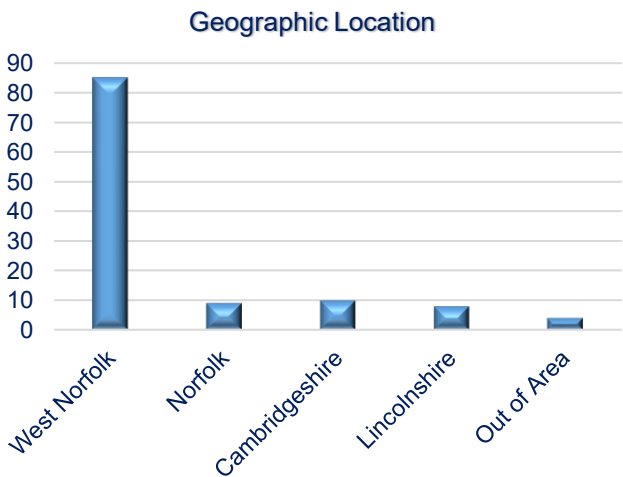
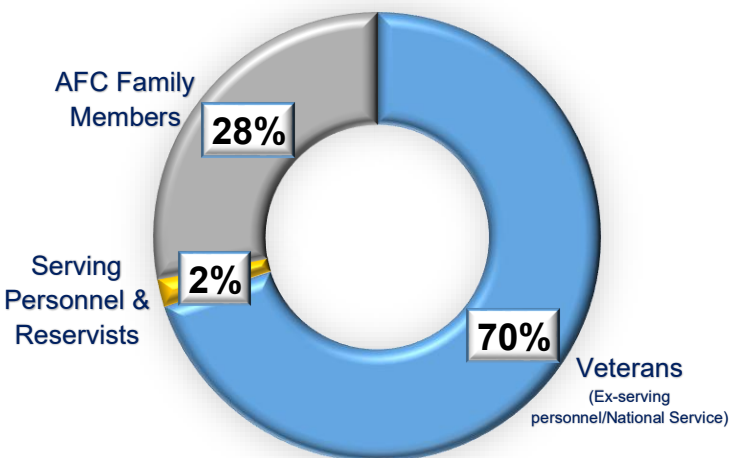
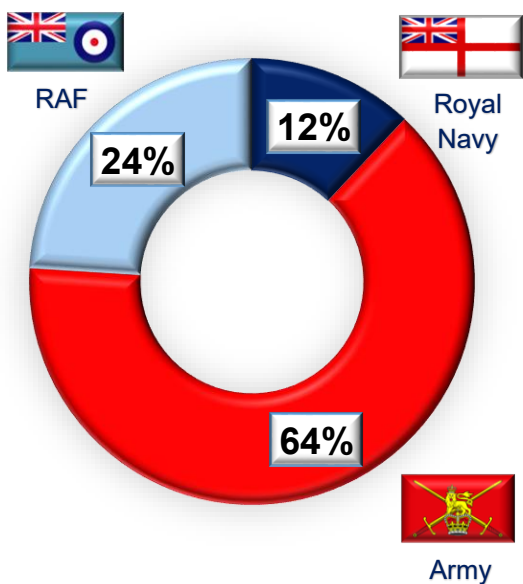
882

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

The help and support given is highlighted on the next page

Who are our Beneficiaries?

HM Armed Forces Community (AFC)



66%

Male

33%

Female

1%

Other

Welfare Support



7388

Group sessions

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



1269

1to1 sessions

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



387

1to1 support calls



203

Home visits

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



128

Hospital Visits

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



72

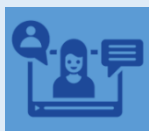
Care Home Visits



282

Transportation provided

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



1007

IAG Sessions

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



14

Veterans ID Cards



2273

Healthy lunches

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



216

AFC Saturday Breakfasts

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



10,000+

Refreshments made

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



10

Sunday Lunches

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



8

Attending our Christmas Day Dinner

We provided the following activities

25

Activities

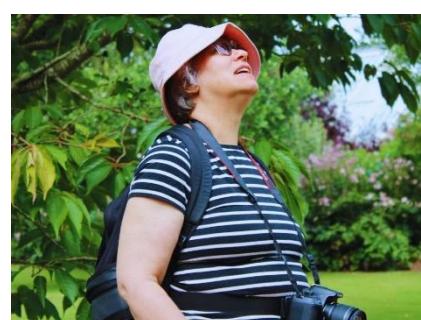
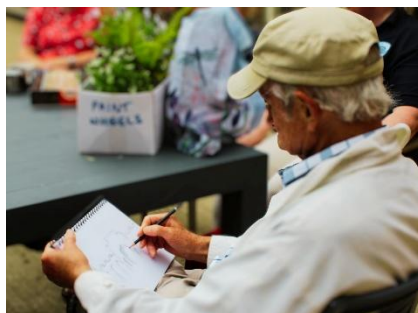
1764

Activity session

5,000+

Activity hours

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



Who We Are

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

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



Some of the Staff & Trustees of the Bridge for Heroes

Our Purpose

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

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

Our Vision and Mission

Our Vision

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

Our Mission

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



Our Main Charitable Activities

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

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

Our holistic approach provides support with:



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

Bridge 'Drop-In' Centre

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

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

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



Our Main Charitable Activities (continued)

Outreach

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

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

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



Inreach

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

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



Our Volunteers

27

Volunteers

4,000+

Volunteering
hours



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

How volunteers contribute:

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

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

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

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

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







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

Working Together

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

Some of the organisations we have worked alongside include:

 Department for Work & Pensions			 Cancer Charity — EST. NORFOLK 1960 —
<i>Providing financial, benefit and pension guidance</i>	<i>Specialising in providing mental health support</i>	<i>Offering a range of services and support for physical & mental health and emotional wellbeing</i>	<i>Supporting people affected by cancer</i>

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

Collaborative Partnerships

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



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

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

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

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



Why We Are Needed

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

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

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

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

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

The Bridge for Heroes is needed because we can:

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

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

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

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

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



Recording, monitoring and Assessing

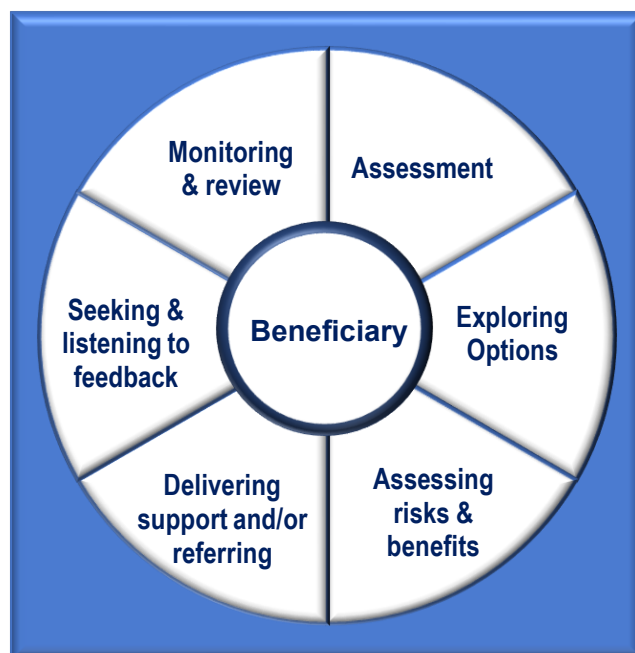
Person-Centred Approach and Monitoring

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

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

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

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



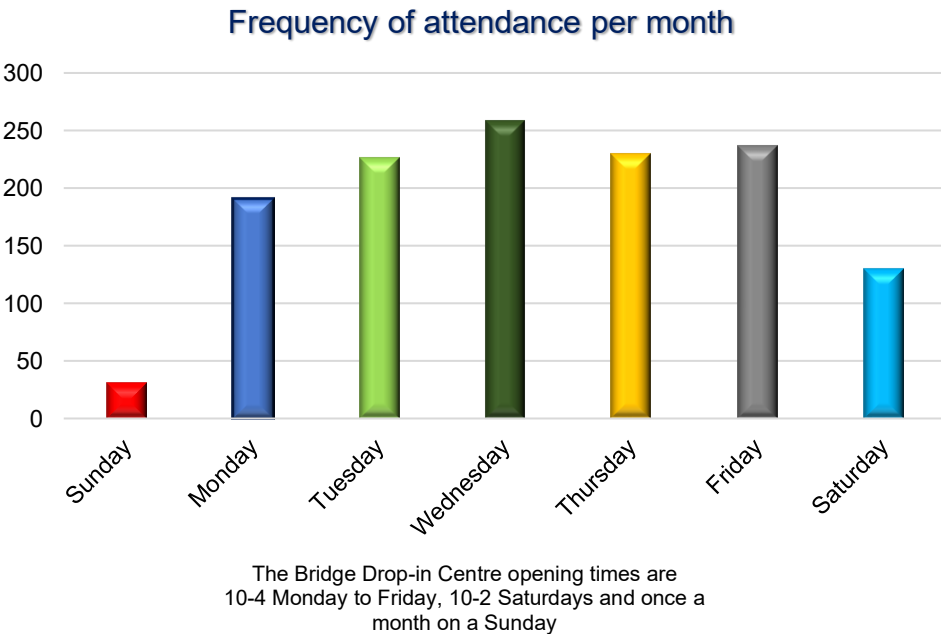
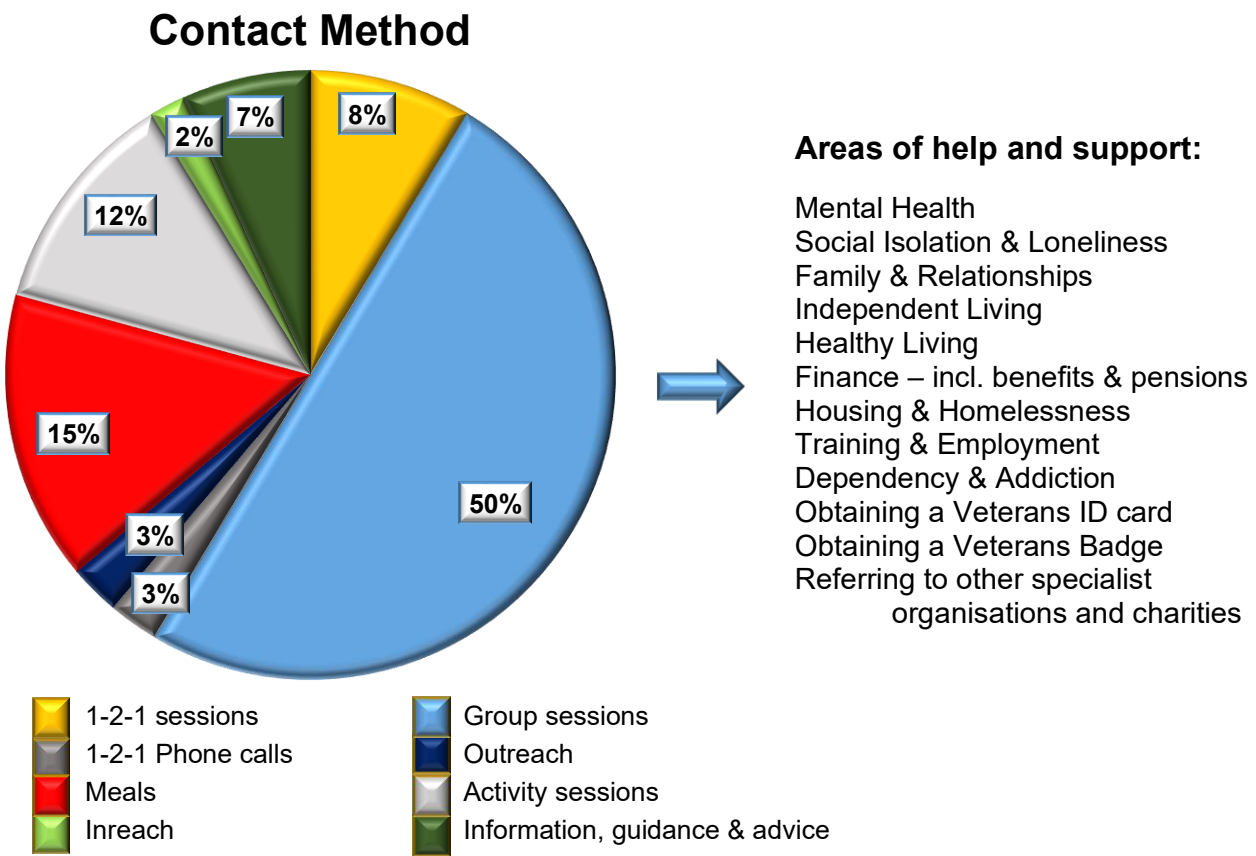
By consistently tracking these measures over time, we are able to identify positive changes in beneficiaries' wellbeing, resilience, and independence. This allows us not only to demonstrate the effectiveness of our services, but also to adapt quickly where additional support is required. Regular monitoring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



Achievements and Performances

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

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



Achievements and Performances (continued)

Project Interface

Grant funded by Armed Forces Covenant Fund

AFCFT - £91k (2 years: Jan 23 - Dec 24)

 THE ARMED FORCES
COVENANT FUND TRUST

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

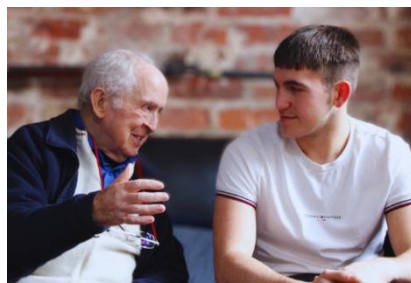
The project commenced by building links with Parish Councils across West Norfolk in order to extend awareness into more rural areas. Over the course of a two-year plan, the project sought to engage specific groups, including ex-service personnel in employment, female veterans, reservists and their families,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

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

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



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



Project Golden Years

Grant funded by the Veterans Foundation

Veterans' Foundation - £30k (Nov 23 - Oct 24)

 VETERANS'
FOUNDATION

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

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

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



Achievements and Performances (continued)



Project Autumn Years

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



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

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

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



Project In-reach

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



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

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



Achievements and Performances (continued)

Army Matters

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



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

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

Project Warm & Well

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



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

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



Project Inform

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



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

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



Big C



NHS Hep C Screening



NHS Stop Smoking

Achievements and Performances (continued)



Bridging the Gaps

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



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

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

Of the 21 individuals supported to date:

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

Of those unemployed 6 are actively seeking employment

LGBT+ Veterans Voice

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



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

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

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



Achievements and Performances (continued)

CASE STUDIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Core Events & Activities

2024

June



D Day Open Day Event at the Bridge Centre



King's Lynn Lions Fun Day



Royal Norfolk Show



Norwich Community Sports Foundation – AF Veterans' Football Tournament

Aug

July



Time to Talk Football Cup



Norton Hill Charity Event with KL Lions



Felbrigg Art Trip



VJ Day



Veteran Central Open Day

Sept

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



Battle of Britain Flag Raising Event



Dec

Nov

Remembrance Sunday Event



Beneficiary Christmas Party



Jan



Briar House Care Home
Veteran Badge
Presentations

Feb



The Bridge for Heroes AGM

Mar



The Bridge for Heroes & Big C Event



Hep C Screening
Event

Apr



Goodwin Care Home Brunch Fundraiser



Second East Region Armed Forces Conference, at Newmarket Racecourse

May



King's Lynn 10k GEAR



Briar House Care Home Fundraiser



Achievements and Performances (continued)

Thrive Together: Veterans Voice

Grant funded by Armed Forces Covenant Fund

THE ARMED FORCES
COVENANT FUND TRUST

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



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

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

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



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

The consultation revealed common themes and recommended the need to:

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

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

Phase 2: Implementation and Delivery

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

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

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

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



Thrive Together: Veterans Voice (continued)

Veterans Voice Conference

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



Steve Russel & Darren Hickie, The Bridge for Heroes

Anne Wright, CEO of the AFCFT



Websites

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

Veteransvoice.co.uk is a website for the veteran community, containing comprehensive information on local and national charities, local authority and NHS support services, and veterans' events.

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

Stakeholder Relationships and Collaboration

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

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

Future Plans

Strategic Priorities for 2025–2026

Our Commitment to the Armed Forces Community

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

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

Key Areas of Focus

Expanding Programmes and Services

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

Strengthening Organisational Capacity

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

Maintaining and Developing Infrastructure

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

Enhancing Partnerships and Collaboration

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

Building Financial Sustainability

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

Looking Forward

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

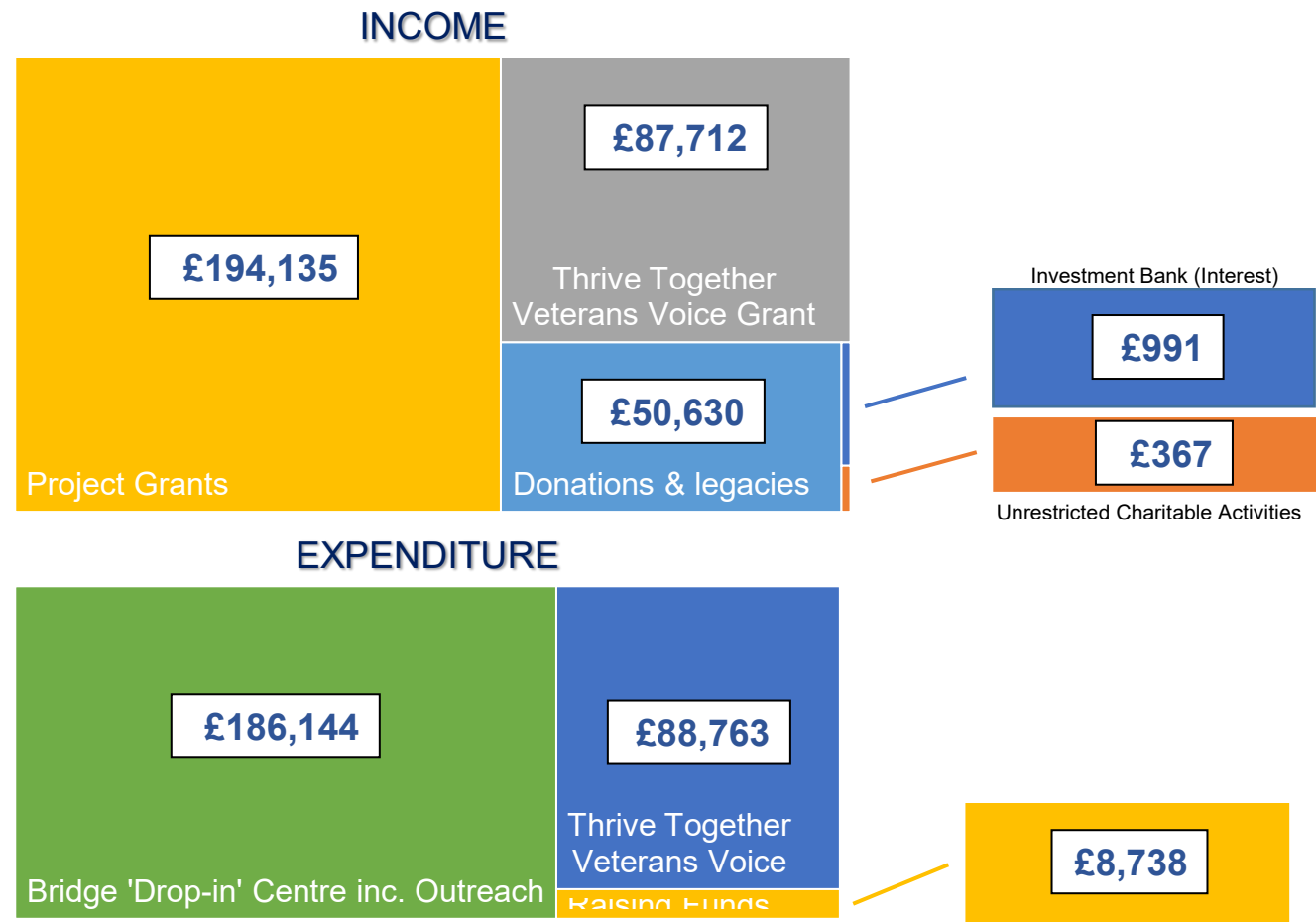
Financial review

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

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

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

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



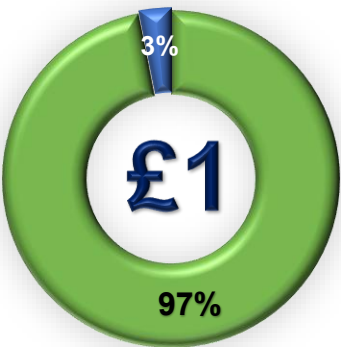
Thrive Together Project Funding

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

Funding Approach











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

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



Where Our Money Comes From

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

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

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

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

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

Where Our Money Comes From (continued)

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



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



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



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



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

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

Finance Review (cont.)

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

Reserves Policy

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

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

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

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

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

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

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

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

Investment Policy

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

Budget Management

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

Grant Making

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

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

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

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

Going Concern

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

Structure, Governance and Management

Status and Objects

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

Appointment, Induction, and Training

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

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

Risk Management

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

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

Public Benefit

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

Organisational Structure

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

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

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

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

Reference and Administration Details

THE BRIDGE FOR HEROES LTD

Registered Charity No: 1138136

Registered Limited Company No: 07096496

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

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

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

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

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

Staff Director Helen Taylor MBE, CEO

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

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

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

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

Declaration

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

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

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

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

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

This report was approved by the Trustees on:

and signed on their behalf by:



Steve Russell
Chair of Trustees

Date: 04/12/2025

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

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

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

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

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

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

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

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

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

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


S Russell
Trustee


S Edwards
Trustee

Company registration number 07096496 (England and Wales)

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

Charity information

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

1.1 Basis of preparation

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

THE BRIDGE FOR HEROES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

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

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

4 Charitable activities

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

5 Income from investments

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

6 Expenditure on raising funds

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

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

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

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

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

9 Net movement in funds

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

10 Trustees

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

11 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
Charitable activities	<u>8</u>	<u>10</u>
Employment costs		
	2025	2024
	£	£
Wages and salaries	158,917	141,210
Social security costs	6,028	5,453
Other pension costs	3,266	2,459
	<u>168,211</u>	<u>149,122</u>

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

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

The remuneration of key management personnel was as follows:

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

12 Taxation

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

13 Tangible fixed assets

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

14 Debtors

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

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

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

16 Retirement benefit schemes

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

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

17 Restricted funds

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

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

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

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

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

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

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

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

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

18 Unrestricted funds

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

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

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

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

19 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 May 2025:			
Tangible assets	5,251	9,360	14,611
Current assets/(liabilities)	84,016	73,097	157,113
	89,267	82,457	171,724
	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
	82,036	39,498	121,534

20 Related party transactions

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

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

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

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

Responsibilities and basis of report

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

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

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

Independent examiner's statement

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

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

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

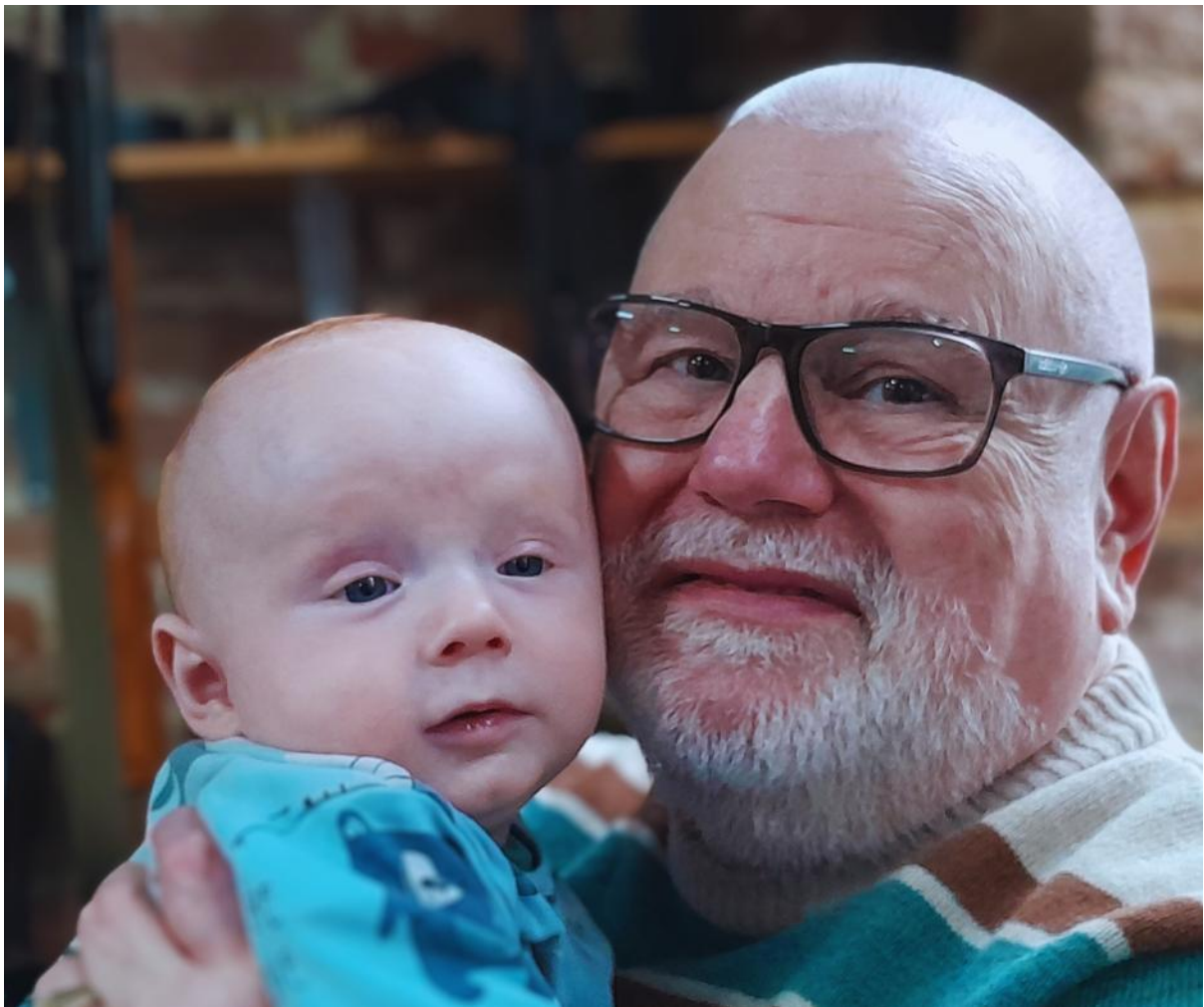
examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

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

29 October 2025

The Bridge for Heroes

Supporting the Armed Forces Community



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