

Trustees' Annual and Strategic Report 2014



Blesma, The Limbless Veterans
British Limbless Ex-Service Men's Association

Reference and Administration:

Registered in accordance with the National Assistance Act, 1948 and as a Charity under the Charities Act 1960
Charity Number 1084189
Company Limited by Guarantee No. 4102768
Registered in Scotland SC010315

Headquarters:

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Patron: HRH The Duke of Gloucester
KG GCVO

Vice Patron: The Rt Hon the Baroness
Willoughby de Eresby DL

National President: His Grace The Duke of
Westminster KG CB CVO OBE TD CD DL

The Board of Trustees

National Chairman:

Lt Gen Sir Cedric Delves KBE DSO

Vice Chairman: Mr I Ritchie

Honorary Treasurer: Mr C Bishop

Mr W I Dixon

Mr M A Gallagher MBE (from June 2014)

Mr A J Harris

Mr A P Jackson

Mr J T Keating OBE (until June 2014)

Mrs R Maciejewska (from June 2014)

Mr P Monkhouse

Mr A K Mudd BEM

Mr C Rouse MBE

Head Office Blesma:

Chief Executive: Barry J Le Grys MBE

Solicitors: Forsters LLP, 31 Hill Street,
London W1J 5LS

Bankers: National Westminster Bank plc,
Princes Street, London EC2R 8PA

Auditors: Crowe Clark Whitehill,
Chartered Accountants, St Bride's House,
10 Salisbury Square, London EC4Y 8EH

Investment Managers: Cazenove Capital
Management, 12 Moorgate, London EC2R 6DA

BLESMA HOME AND ADVISORY BOARDS:

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Patron: The Lord Shuttleworth JP

President: Mr M Wren-Hilton OBE

Chairman: Mrs P Rogers OBE

Secretary: Mr T A Rogers

Manager: Mrs J Longden

Blesma
THE LIMBLESS VETERANS

**Trustees'
Annual and
Strategic
Report 2014**



The Blesma mission:

To assist limbless
veterans to lead
independent
and fulfilling lives

CONTENTS

Introduction	07
Structure, Governance and Management	08
Strategic Report	15
Future Plans	27
Thanks and Acknowledgements	29
Risk Management	32
Financial Review	34
Independent Auditors' Report	40
Financial Statements	42
Notes to the Financial Statements	46
How you can help Blesma	58



Governance & Administrative Report

Introduction

The year 2014 saw the UK withdraw from combat operations in Afghanistan. Even so, Blesma shall continue to apply itself to the consequences of disabling injury for as long as that takes; and it will prepare for the unforeseen, to be there for following generations. This means that the Association must be prepared to adjust and change. This is always challenging. In September, the Board approved a five-year rolling Strategic Plan which acknowledges the challenges and is reviewed regularly therefore, in step with the Board's annual cycle of governance. But the Association shall never deflect from its determination to be there for its Members, through life.

Blesma is a specialist Service charity for disabled veterans, specialising in all that that entails. It is distinguished; for Blesma is an Association of the disabled for the disabled. Its Members are the wounded, disabled veterans and their dependants, living what this means every day of their lives.

So, Blesma shall work tirelessly to meet the challenges of injury, to bring comfort, and to help realise its Members' fullest potential.

Structure, Governance and Management

CONSTITUTION

Charity Number 1084189
Company Limited by Guarantee
Number 4102768
Registered in Scotland SC010315

The British Limbless Ex-Service Men's Association, or Blesma, The Limbless Veterans, as it is normally known, is a national charity for those who lose limbs or the use of limbs, or one or both eyes, in Service or as a result of Service in Her Majesty's Forces, and for ex-Service men and women who lose limbs or eyes after Service. While the majority of its Members are ex-Service men and women, there are a number who are still serving.

The Association also accepts responsibility for the dependants of its Members and in particular their Widows. The Association is governed by its Memorandum and Articles of Association adopted on 01 January 2001.

Ordinary Membership includes those who lost limbs or the use of limbs as a result of Service. It is also open to those who suffer a permanent loss of speech, hearing or sight of an eye as a result of Service. Service must have been in any branch of Her Majesty's Forces or Auxiliary Forces.

Associate Membership is open to all ex-Service men and women who lose

a limb or an eye other than through Service-related causes. It is also open to all men and women of civilian status who lose a limb or an eye as a result of War Service or enemy action.

ANNUAL GENERAL MEETING AND APPOINTMENT OF TRUSTEES

The Blesma AGM was held at the Victory Services Club, London, on 12 June 2014:

- **The Annual Report and Accounts for the year ended 31 December 2013 were adopted**
- **Crowe Clark Whitehill was appointed as Auditors**
- **Mr M A Gallagher and Mrs R C Maciejewska were appointed as Trustees**
- **Mr C Bishop, Mr P D Monkhouse and Mr I Ritchie were re-appointed as Trustees**

The number of elected Trustees has been increased to 11 since 01 January 2014 and this is the total number of Trustees. One third of them will be required to resign and stand for re-election, if they so wish, at the AGM. Additionally, any Trustee over the age of 70 must do likewise every year. The Board aims for a balanced composition, to be approximately half Members and half Honorary Members. This promotes connectivity across the Association and the right blend of

experience, knowledge and expertise to fulfil all Board responsibilities.

TRAINING OF TRUSTEES

Following election to the Board, each Trustee is provided with relevant Charity Commission publications covering responsibilities and essential knowledge, and these are updated when necessary. Trustees also receive regular briefings on emerging legislation affecting charities at their quarterly meetings, and new Trustees receive a full induction programme covering both their generic and specific responsibilities and the spectrum of Blesma business, including externally provided training.

ORGANISATIONAL STRUCTURE

The Board

The Board of Trustees exercises supervision by holding four meetings each year. The agenda cycle is Fiduciary and Strategy (April), Performance and Risk (June), Strategy Review and Programme Proposal (September) and Programme Approval (November).

The Board of Trustees:

National Chairman:

Lt Gen Sir Cedric Delves KBE DSO

Vice Chairman: Mr I Ritchie

Honorary Treasurer: Mr C Bishop

Mr W I Dixon

Mr M A Gallagher MBE (from June 2014)

Mr A J Harris

Mr A P Jackson

Mr J T Keating OBE (until June 2014)

Mrs R C Maciejewska (from June 2014)

Mr P D Monkhouse

Mr A K Mudd BEM

Mr C Rouse MBE

The Finance and Investment Sub Committee (FISC)

The FISC meets twice a year under the chairmanship of the Honorary Treasurer and its terms of reference, including delegated powers, are laid down in an appropriate Blesma Governance Instruction. At each bi-annual meeting the FISC is briefed by the Association's investment managers from Cazenove Capital Management Limited. Mr S D R W Brewis OBE is an advisor to the FISC.

The Remuneration Sub Committee (RSC)

The RSC meets once a year routinely, under the chairmanship of the Vice Chairman, reporting to the Board through the FISC, to make recommendations upon the specific remuneration, terms and conditions of service for the Chief Executive and Senior Management Team, and remuneration policy in general for all staff.

Continued over

Structure, Governance and Management

The Governance Sub Committee (GSC)

Governance matters are reviewed on a regular basis by the GSC under the chairmanship of the Vice Chairman. All Governance Standing Instructions were reviewed and republished in 2014.

The Executive

The Chief Executive, **Mr B J Le Gry**, runs the Association on a day-to-day basis from Chadwell Heath near Romford in Essex. The key structure is:

Director of Operations

Mr I M G Waller Responsible for the Blesma Home in Blackpool, and for enabling charitable delivery and communications across the Association and beyond – this includes all aspects of public relations and maintaining profile, and raising funds to enable our charitable work.

Director of Membership Services

Miss H Nicholson Responsible for all Membership matters, including liaison with MoD recovery services, prosthetics provision, the Blesma welfare service in the field, rehabilitation and challenge activities, grant making, and social activity.

Advisors

Solicitors: Forsters LLP, 31 Hill Street, London W1J 5LS

Bankers: National Westminster Bank plc, Princes Street, London EC2R 8PA

Auditors: Crowe Clark Whitehill, Chartered Accountants, St Bride's House, 10 Salisbury Square, London EC4Y 8EH

Investment Managers: Cazenove Capital Management, 12 Moorgate, London EC2R 6DA

OUR CHARITABLE OBJECTS

To promote the welfare and wellbeing of all serving and ex-Service men and women who have lost a limb or limbs, or one or both eyes as a result of Service in any Branch of Her Majesty's Regular or Auxiliary Forces as may from time to time be defined.

To promote the welfare and wellbeing of all those serving and ex-Service men and women who suffer loss of a limb or the use of a limb, permanent loss of speech, hearing, or the loss of sight in one or both eyes.

To assist Widows, Widowers and dependants of the above who are in need.

PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission guidance on public benefit, contained in the Commission's guides PB1, PB2 and PB3.

The Blesma Board of Trustees resolves to have Blesma be the Association for the Service disabled of limb, acknowledged as experts. Its defining purpose is to assist its people to live independent and fulfilling lives.

It will be there for life.



A Member's story

DAVE LEWAN

Tell us about your accident...

I was on holiday in Gran Canaria in 2003 when I fell off a balcony. The bone shot out of my right leg. When I returned to England, after five operations, my leg had to be amputated.

What happened next?

Eighteen months after losing my leg I was diagnosed with Dystonia Torticollis, a neurological condition that causes the neck muscles to contract involuntarily. The trauma of losing my leg brought it on.

And you became suicidal?

Yes. I tried to gas myself, I jumped in the canal, I took overdoses and, in 2009, I plunged a six-inch knife into my heart.

How did Blesma help you?

In so many ways – they're a vital support mechanism. There's always someone there to talk to, and if Blesma can't help directly with a particular issue they'll find someone who can.



Living with limb loss, or loss of use of limbs, is an everyday challenge; a painful one. With Blesma's assistance, Members and their families develop coping strategies.

**Blesma is here for
3,688 Members
and dependants.**

Strategic Report

Aims for 2014

Blesma runs four lines of operation or activity; security, identity, connectivity and resourcing. Along these lines our general aims in 2014 were:

- **Security**
 - Support full and timely implementation of *The Murrison Report, A Better Deal for Military Amputees* nationally and regionally, and promote consistent standards in Scotland, Wales and Northern Ireland.
 - Increase Membership Services
 - Closer contact including a restructure of Support Officers
 - Prosthetics, particularly access to advice
- **Identity**
 - Activity and challenge, greater diversity and participation
- **Connectivity**
 - Consolidate awareness and representation capabilities
- **Resourcing**
 - Increase research in pursuit of evidence based delivery

Looking forward, the priority for the Board was to publish a five-year rolling Strategic Plan.

Activities in 2014

Living with limb loss, or loss of use of limbs, is an everyday challenge; a painful one. It is not treated to a full recovery, it is a condition that is managed for the rest of life. With Blesma's assistance, Members and their families develop coping strategies. Blesma is here for 3,688 Members and dependants. Supporting their independence and fulfilment is Blesma's contribution to society.

SECURITY

Wellbeing, the physical and mental essentials

This includes the provision of a professional and volunteer welfare service providing advice and support, securing proper provision of Veterans UK and DWP pensions and allowances, NHS prosthetic provision, and making grants to alleviate disability need. Our support extends to those Members living overseas. Blesma's Home in Blackpool provides residential care for our most disabled and infirm Members, and convalescence and respite opportunities for all Members and Widows of all generations. The Home also hosts organised breaks throughout the year that are tailored to meet the needs of Members.

IDENTITY

Respect and realisation of potential

Challenging and interesting activities, ranging from cycling and fishing to sailing and adaptive skiing, are normally arranged

within a social framework; an essential component which we have long recognised in our pervading ethos of Member supporting Member. The programme ranges from the cerebral to the adrenaline fuelled, and is specifically targeted at our Members' needs. We believe that providing an interesting and stimulating range of activities through life contributes significantly to wellbeing, confidence and self-belief. The link between security and identity is strong.

CONNECTIVITY

External outreach and internal community communications

The Association's long-standing individual and collective representational role continued in 2014. The Association participates on many bodies of influence, and is normally represented by the Chief Executive. These include:

- **Ministry of Defence and Service Charities Partnership Board**
- **The Central Advisory Committee for Service Pensions and Compensation (CAC)**
- **The COBSEO Executive Committee**
 - **The Confederation of Service Charities**
- **The Independent Medical Expert Group (as a lay member)**
- **The British Members Council of the World Veterans Federation**

Our Achievements

- **The Executive Committee of Veterans Scotland**
- **Northern Ireland Veterans Support Committee**
- **The Associated Parliamentary Limb Loss Group**

In a broader context, we play a role and consult widely with:

- **The Ministry of Defence and the Department of Health**
- **Veterans UK**
- **Veterans Advisory and Pension Committees nationwide**
- **NHS Armed Forces Networks and NHS national and regional bodies**
- **The Health Services of Scotland, Wales and Northern Ireland**
- **Motability**
- **Prosthetic providers**

RESOURCING

People, finance, knowledge and training

Our capacity to support our Membership is affected by our ability to raise funds and, following Board of Trustees approval, a fundraising team was recruited in 2013. This team consolidated in 2014 and is now putting some valuable lessons to good effect.

Much of what we achieve remains unchanged year on year in that supporting our Members is undertaken on a daily basis – as it always has been. At its heart is the ethos identified by those who founded Blesma in the shadows that followed the First World War – that Member shall support Member. This support is moral, practical and effective.

The rich experience we have in supporting each other comes from the knowledge and experiences of our many Members over decades. In this respect, our perspective is unique. We know about living with limb loss in all stages of adult life. Members tell us their stories in their own homes. We strive to understand and to deliver need. Such knowledge is our enabling achievement.





A Member's story

JOHN BOOTH

How did you come to work on the Japanese railways during WWII?

I joined the Royal Artillery when I was 21 and was sent off to Singapore. After 10 months, I was taken as a prisoner of war and sent to work on the railways in Thailand and Burma.

How did you get injured?

I was bitten by an insect on one leg and grazed the other on bamboo. Both legs went septic and the grazes turned into 'tropical ulcers'.

So they had to amputate your legs?

There was no anaesthetic. They held me down and chopped them off. Both legs went. I felt relieved – the ulcers were that bad.

How helpful have Blesma been?

They've been great. I joined the Association in 1946, so they've been a part of my life most of my life. Over the years it has been fantastic to meet up with like-minded souls and share information, help each other and go on trips. And now I live in the Blackpool Home.

Security

Our six Area Support Officers, and the body of volunteer Welfare Representatives, provide Blesma's comprehensive 'Welfare Service' and are the main source of information regarding how our Members fared during the year.

Their work is supplemented by two further Support Officers. Blesma's Support Officer (Prosthetics) works closely with the NHS: at the working level with the Limb Service to resolve individual Members' prosthetic issues; and at the strategic level in contributing to policy development for provision of prosthetics to amputees.

Our eighth Support Officer works with Veterans UK to resolve complex War Pension and Armed Forces Compensation Scheme issues for Members, and with the Defence Recovery Capability where he visits new amputees in Queen Elizabeth Hospital, Birmingham, and holds a Blesma 'clinic' in the Defence Medical Rehabilitation Centre, Headley Court.

The Director of Membership Services, working closely with the Chief Executive, decides how welfare grants are distributed and to whom, following guidance from Trustees and long-standing practice. In 2014 the Membership Services team:

- Answered 4,917 calls
- Made 1,575 home, and 158 other, visits
- Made 1,099 individual grants

In 2013, our work to ensure the country delivers on the promise to provide state-of-the-art prosthetic limbs to all those who have suffered limb loss as a result of their

service, saw real progress. While the history of prosthetic provision has been hampered by unequal provision across the landscape of 'postcode lottery', there was much welcome evidence in 2014 that the NHS can deliver expensive, technically advanced microprocessor controlled artificial limbs that really do enhance the lives of those who have given so much.

We believe that our efforts in this area, which have been a driving priority for a number of years, are yielding success for Members. We are not complacent though, and momentum must be maintained.

The Elizabeth Frankland Moore Home in Blackpool continues to evolve to meet the needs of an ever-changing Blesma Membership. However, its core purpose remains to provide a mix of personal and nursing care. Most residents join the Home in very old age. Inspection standards and quality of care remain excellent. New terms and conditions for all staff were introduced, with a voluntary redundancy programme undertaken to balance staff ratios with care needs. This activity produced significant expenditure savings in a period when Home revenue fell further. In 2014, the Home cared for:

- 30 residents
- 235 visitors

We are excited to be collaborating with Blind Veterans UK at their Llandudno Centre on a new rehabilitation and training unit for the promotion of independent living.



Identity

We look on our Programme of ambitious, challenging and enjoyable activities as an important part of wellbeing. Activities are the wellspring of confidence; they provide a social hub where Members interact and expand personal horizons – and, in a sense, they replace the old Branch structure that did so much for earlier generations of Blesma Members.

The Activities Programme is not a gladiatorial contest. Yes, we do prove to each other that we amputees can lead fulfilling lives. Most amputees suffer discomfort, however advanced their artificial limb may be, but many suffer real stump pain or phantom pain which has to be lived with. Furthermore, the fear of deterioration with age is always lurking.

A major achievement for those who participate in our robust activities is social interaction, the camaraderie that is part of any Blesma activity, which shows that pain and discomfort is not unique but a problem that can be shared and, in a sense, alleviated. A pilot study by St Mary's University, Twickenham, London, found; 'Members experienced a feeling of accomplishment, enhanced subjective wellbeing, and a sense of belonging following the event'. Some Members describe the Programme as 'life changing'.

The activities on offer range from cycling and diving to fishing and adaptive winter sports. All are arranged within a social

framework. Our pervading ethos of Member supporting Member (supplemented by Blesma staff and volunteers) is central to the Programme. We have also broadened our Programme to include more 'cerebral' activities such as photography and painting. Photography is rapidly gaining in popularity amongst Members of all ages and abilities, and we are increasing the number and variety of courses including opportunities to improve skills in wildlife and portrait photography. In 2014, Blesma delivered:

- **33 types of activity**
- **to 259 participants (65 of whom were new to the Programme)**
- **1,511 Member days**
- **with 97 per cent of participants reporting a positive contribution to long-term wellbeing**

The use of the Blesma Home to support a broad range of activities continues. In 2014, these activities included Seniors' Weeks, painting and digital photography courses.

Other highlights of our Programme included:

- **Sub-aqua diving in the Red Sea – 20 Members took part and some achieved instructor rating**
- **Adaptive skiing in Sölden, Austria – our 29th year**

- Blesma Golf – and working with the On Course Foundation at home and abroad
- Competitive cycling events in the USA and the UK
- The Blesma Fishing Competition
- Winter Wilderness Expedition in Colorado
- Trained Britain's first triple amputee skydiver
- The Hartford Ski Spectacular in Breckenridge, Rocky Mountains
- SRUK; a UK version of the US SoldierRide (run by our friends The Wounded Warrior Project (WWP) in the USA). This was a special 'hands across the sea' cycling event sponsored by Blesma and The WWP. This year, the 30 British and American veterans cycled for five days from Woburn Abbey, through the glorious English countryside to Ely, Cambridge, Broughton Castle, Blenheim Palace, Oxford and Silverstone, to a finale at the Tower of London where they were welcomed, saddle sore but triumphant, by HRH The Duke of Gloucester, our Royal Patron.



Connectivity

Being connected is the foundation of the Association's proposition to its Members. It is why Blesma exists. Representing the needs and aspirations of our Members is fundamental to Blesma's work, and goes back to the dark days of neglect following the First World War when some 44,000 amputees struggled to live in 'a land fit for heroes'.

Our tradition of advocacy was born, and that work continues whenever it is needed. Recent conflict has seen the need for modern advocacy, which has led to better compensation, better after care for the injured and better prosthetic support for amputees. The achievements of hard work over months and years became much more apparent in 2013, particularly for prosthetic provision, when the Government announced how it intended to implement the Murrison Review that addressed this matter. 2014 saw the Murrison initiative gather real momentum within NHS England and its Veteran's Prosthetic Panel, including Blesma, has been most effective. Some 239 veterans' prescriptions were upgraded by the Panel in 2014, at a cost of £2.9m. The average age of veterans was 43, while 6% were aged over 80; a positive message for veterans of all conflicts.

Such work goes on. Creating initial awareness of an issue can be a drawn out process, but patient advocacy delivered from the moral high ground with logic and clarity will, in our experience, achieve

success. We are presently pursuing some concerns that linger within the venerable War Disablement Pension and inequities that become apparent when viewed alongside more modern compensation arrangements. Equity is a most important principle in supporting those who have lost limbs in the service of our country, whether recently or long ago.

We are also working closely with officials in the DoH/NHS to ensure our Members who have lost the use of limbs – and are therefore permanent wheelchair users – continue to be provided with advanced mobility aids when they are no longer eligible for wheelchair provision provided by Headley Court. This work continues to lag behind our achievements with prosthetic limbs.

Above all, it is the achievements of our Members that truly represent what we, as a very special Association, stand for. Our Members run marathons, walk to the ends of the earth, row across great oceans, live to fulfilled old age and prove to the world (and, more importantly, to themselves) that there is life after limb loss. That achievement comes from within the human spirit, but also from the inspiration of what fellow Members do – an achievement that is repeated year after year across this Association.

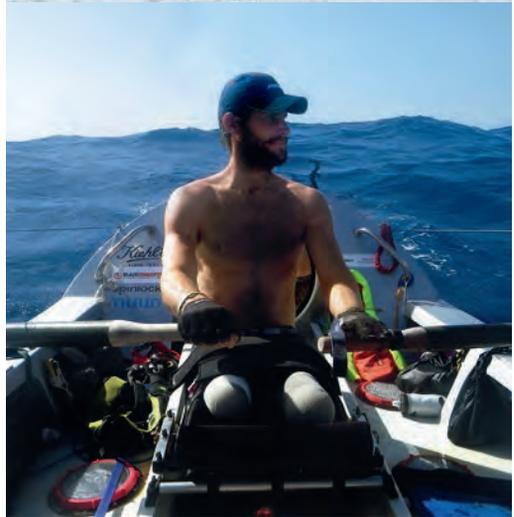
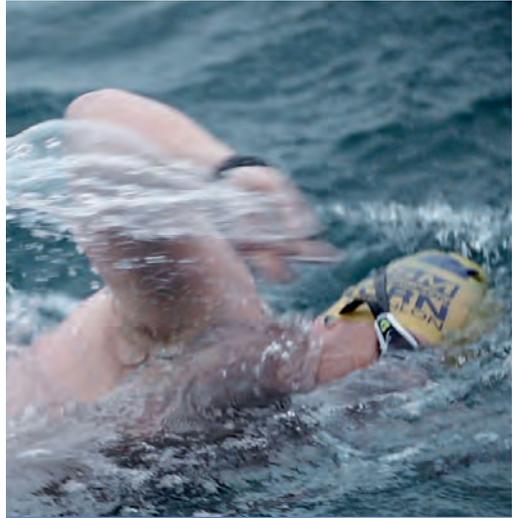
In 2014, for example, four Members became the first all-amputee team to successfully swim the English Channel.

One Member paddled two UK-record-breaking kayak journeys with the Beeline Britain expedition. Another became the first UK triple amputee freefall parachutist with the Blesma Trans4ormers. These are only three Member-inspired events.

With a new look to the brand, clearer messages about our work, and better use of our ever-developing communications tools, Blesma has undoubtedly increased its reach with its audiences. The quarterly Blesma Magazine continues to engage and inform, is contemporary in feel and is setting a standard for in-house magazines in the military charity sector, whilst the Blesma Bulletin gives Members key information at their fingertips.

The website (www.blesma.org) has more than 5,000 visits per month. It is central to communications and is also a fundraising platform. With the ability to show inspiring video footage and images, and tell Members' stories, the website is also fast becoming the repository of the Association's recent history.

Our Facebook feed reaches 125,000 people per month and close to 9,000 follow us on Twitter. This presence further drives media interest in the Association and our Members. In the past year, tens of Members have told their story on national TV. Meanwhile, films have been made about Members' exploits and our expertise remains in demand for discussions on *The Today* programme and other news outlets.



Resourcing

Investment in fundraising and communications increased to 20.8% of all expenditure in 2014 and was rewarded by donations increasing to 32.3% of all income (23.2% in 2013). Blesma gathered 10,293 new supporters in the year. We follow the Institute of Fundraising's code of practice. The direction is to continue to diversify income sources for greater stability. There will be further investment but there is no current intention to increase staff numbers.

To ensure resources are invested wisely, Blesma commissioned Anglia Ruskin University to conduct a preliminary review of existing research and evidence on the impact that traumatic limb loss has on the family, and how Blesma might best assist. This review will be developed further in 2015 with the aim of guiding our longer-term support to families of the severely injured.

To assist the training of prosthetists, an invaluable human resource, Blesma supported a team at London South Bank University to update and digitise a controlled pressure distribution prototype rig which would allow prosthetists to accurately assess pressure distribution in the socket for a below knee amputee. This will lead to a better understanding of what makes a comfortable socket.

Future Plans

In September 2014, the Board of Trustees approved a five-year rolling Strategic Plan which will be reviewed regularly in step with the Board's annual cycle of governance. The purpose of the plan is to:

- **Align internal development and improvement agendas with external influences, and be better able to anticipate an ever-changing environment**
- **Synchronise policy, resources, programmes and projects**
- **Bring coherence to external and internal communications**
- **Enable agility, manage risk for greater impact, and reduce vulnerability to turbulence and scrutiny in the Service Charity sector**
- **Achieve an end state where Blesma, with all its Members, is confident that it is doing all it should, resourced accordingly**

The Plan will address the following matters:

- **Blesma Support Officers' structure and roles**
- **Infirm and later life care**
- **The position of activities**
- **The role of ambassadors**
- **The shape of fundraising**
- **The proposed Defence and National Rehabilitation Centre**
- **The Blesma Constitution**
- **The role of volunteers**
- **Head office support and collaboration**
- **Future reorganisation of NHS (E)**

Our values

The Blesma pledge
is to always:

Care

Be there for our
Members through life

Share our
Members' stories

Strive to learn more

Offer support
and guidance

Put Members' needs first

Be relevant
to independence
and fulfilment

Be the expert Service
charity on living
with limb loss

Our Thanks and Acknowledgements

We are a charity and we use donations wisely and well. We also gratefully accept all manner of support in our various endeavours. This report cannot possibly thank and acknowledge all who have helped us make a difference so, as ever, the list below is but an example:

All our supporters: those who hold tins, who do challenging and amazing things for us on land and sea, and from the air, who run marathons and climb mountains for us, who give up so much time for us, who think of us and spread the word.

Our colleagues in COBSEO – The Confederation of Service Charities, and the Associated Parliamentary Limb Loss Group. Together we achieve so much.

The staff at the Defence Medical Rehabilitation Centre Headley Court and the Defence Personnel Recovery Centres for all they do for our present and future Members, and for their continuing support of Blesma's work.

The staff of Veterans UK at Norcross, Blackpool, for their assistance to our welfare staff in all their endeavours.

Officials and Ministers in the Ministry of Defence and Department of Health, and Armed Forces Health NHS (E), who understand our needs and strive to deliver.

A Member's story

NICK BEIGHTON

How did Beeline Britain come about?

It started life as one of those quirky ideas you have in the pub. Ian O'Grady drew a line from Land's End to John O'Groats on a road atlas and was captivated; he thought it was crying out to be travelled.

What was the plan?

To kayak, cycle and hike directly between Great Britain's most distant points. I'm not sure we knew what a huge task it was going to be, though. We thought it'd be a simple journey, with four people just jumping in a boat, but it turned out to be a lot more complicated than that!

What was the most difficult aspect?

It was all about cumulative tiredness. The expedition was a slow burner, especially for me because I was using my arms and shoulders for the entire trip. The others at least got to use their legs on the bike.

And the adventure was turned into a film...

Yes, it is very raw and experiential. None of it was scripted or planned. It is genuine, honest, all filmed in the moment, and that makes it powerful. There is a lot of very personal stuff in there, which can be awkward to watch. It's unsettling when you expose your feelings, but I understand why it's in there, and it's interesting to see yourself through other people's eyes.



“We thought it'd be a simple journey, with four people just jumping in a boat, but it turned out to be a lot more complicated than that!”



Risk Management

At a strategic level, the Charity Commission's guidance, Charities and Risk Management, on the four basic approaches of transferring, avoiding, managing or accepting the risk has been followed. Strategic and operational level risks are reviewed quarterly by the Board using a traffic light system of objectives and risks versus performance and management, including trend analysis. The two most concerning strategic risks are:

- **The demands of increasingly complex injuries and sophisticated treatment, and associated health conditions in the longer term. The Board has initiated a full review of infirm and later life care, looking forward 10 years, to ensure the real need is met most efficiently with the resource available.**
- **The unpredictable nature of legacy income and a reduced public profile impacting upon voluntary contributions. In anticipation, the fundraising team at Chadwell Heath is now established and income streams are being diversified. There is stronger coherence across all lines of operation, including resourcing.**

In the opinion of the Trustees, the Association has the established resources and the review systems in place which, under normal conditions, should allow risks identified by them to be managed appropriately.



Financial Review

GENERAL

The Association's funds are invested in line with direction given by Trustees to its Fund Managers, Cazenove Capital Management, in the form of investment policy. Trustees delegate matters of policy development and general supervision to the Finance and Investment Sub Committee. It delegates day-to-day policy management to the National Treasurer and to the Chief Executive, who both remain in close contact with Fund Managers.

INVESTMENT POLICY

Investment Objective

To maintain an optimum level of income commensurate with operational requirements to meet the needs of Members, whilst maintaining the real value of the investments over the longer term. An income of 3.5% is targeted.

Asset Allocation and Benchmarks

In 2014, Trustees and Managers reviewed and confirmed the asset allocation being set within the following ranges:

Equities	50-70%
	with a 60% benchmark
UK Bonds	10-25%
	with a 17.5% benchmark
Absolute Return	5-20%
	with a 10% benchmark
Property	5-20%

with a 7.5% benchmark

Cash 0-10%
with a 5% benchmark

Investment Restrictions

- Not to invest in unquoted securities
- Not to invest in individual Futures, Warrants or Commodities
- Not to participate in underwriting
- Not to invest in property directly
- Not to invest in foreign currency investments without prior agreement with Trustees

Discretionary Management

Although the Fund Manager has discretionary powers, within the bounds of the above restrictions, the Trustees are to be in touch on a regular basis and they, in turn, will advise on any changes of policy or requirements accordingly. The Manager presents the Investment Report to the Finance and Investment Sub Committee twice a year, and Trustees receive quarterly Reports.

Review

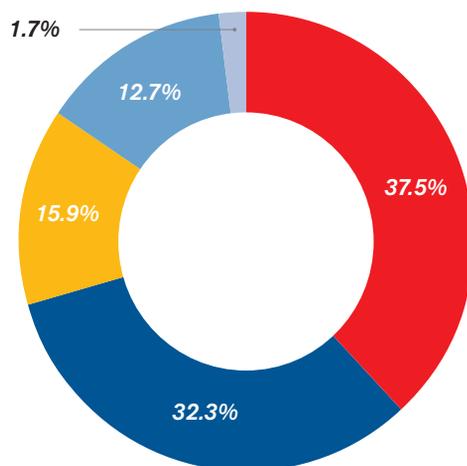
This policy will be reviewed annually.

FINANCIAL MANAGEMENT

Accounting Principles

The Association has one general fund and a restricted fund for donations made for particular purposes.

INCOME



Legacy	37.5%
Voluntary	32.3%
Investments	15.9%
Accommodation	12.7%
Other	1.7%

Investment performance

Invested funds held at £20m over the period. The overall performance was satisfactory in the circumstances. The return was 2% against a benchmark of 4.5%. The overall performance over the past three years has satisfactorily exceeded the benchmark of 8.3% by 1.3%.

General Performance in 2014

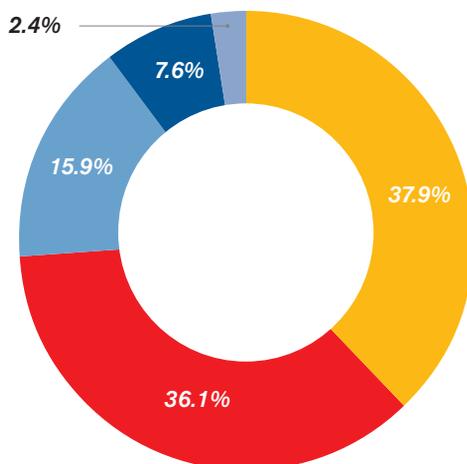
Total Voluntary Contributions amounted to £3,271,508 and these included:

- £1,760,946 – Legacy Income**
 a decrease of £562,407 on the previous year. In 2013, a substantial single legacy had a most favourable effect upon income.
- £1,510,562 – General Income**
 an increase of £391,756 over the previous year. This reflected the additional input to fundraising.

Total Incoming Resources less the cost of generating funds amounted to £3,612,511 and this included net Investment Income of £667,979 – a decrease of £617,295 on the previous year overall. This reflects the income from legacy position and a fall in revenue at the Blackpool Home.

Total expenditure was £3,779,784, an increase of £176,666 over the previous year, and this included:

STAFF, SUPPORT AND GOVERNANCE COSTS



Accommodation and care	37.9%
Membership Services	36.1%
Fundraising	15.9%
Awareness and representation	7.6%
Governance	2.4%

Financial Review

- **£1,992,412 – Welfare delivery**
a deliberate increase of £197,441 over the previous year (including the more ambitious Activities Programme).
- **£1,358,914 – Blesma Home**
a decrease of £71,812 on the previous year.
- **£428,458 – Covering other activities**
including representational work, research and modest governance, an increase of £51,037 over the previous year.

SUMMARY

The Association incurred a deficit of £167,273 for 2014. This is within the parameters of the five-year rolling Strategic Plan which intends to rebalance the amount of Reserves.

CHARITY RESERVES

Free Reserves at the balance sheet date stood at £21.3m, most of which is held as investments. The Association's resources are needed to assist in the provision of its main charitable objectives. Actuarial advice received in earlier years suggests that there is a continuing need for reserves to meet on-going obligations in respect of present and future Members. The need to maintain contingency for the casualties of future conflict requires readiness. At the balance sheet date the Trustees are satisfied that the level of Free Reserves

is adequate for that purpose, but they will review the Association's reserves and its policy annually – and more frequently if circumstances dictate. Currently, the new Strategic Plan intends to rebalance the amount of Free Reserves over five years. The longer lives of Members, the increasing complexity of Members' injuries and associated health conditions, the rising costs of care and prosthetic provision, and a more holistic approach to wellbeing have to be accounted for.

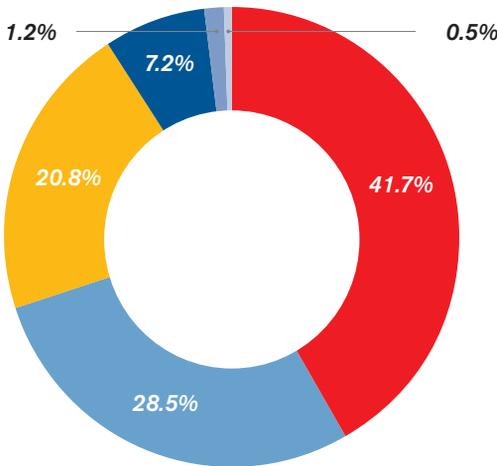
STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE

The Trustees, who are also company directors under company law, are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

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 its

“For every £1 you give us we spend 83p to benefit limbless veterans, and we use the remaining 17p to raise the next pound”

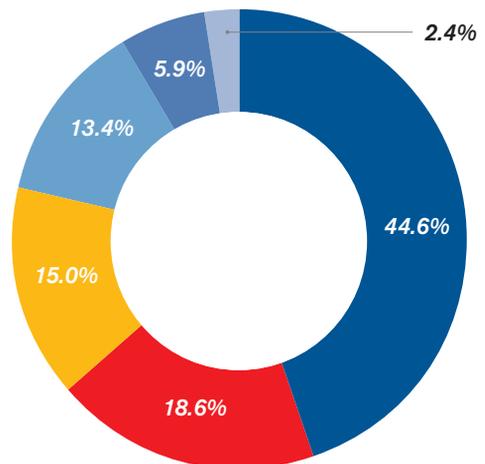


EXPENDITURE

Membership Services	41.7%
Accommodation and care	28.5%
Fundraising and communication	20.8%
Awareness and representation	7.2%
Governance	1.2%
Research	0.5%

MEMBERSHIP SERVICES EXPENDITURE

Grants and assistance	44.6%
Activities	18.6%
Support	15.0%
Staff	13.4%
Other	5.9%
Prosthetics	2.4%



Financial Review

net incoming resources for that period. In preparing these financial statements, the Trustees are required to:

- **Select suitable accounting policies and then apply them consistently**
- **Make judgments and estimates that are reasonable and prudent**
- **Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business**
- **Observe the methods and principles in the Charities SORP**
- **State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements**

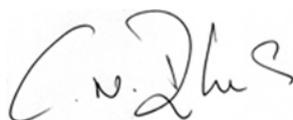
The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose, with reasonable accuracy, at any time, the financial position of the Charity, and enable them to ensure that the financial statements comply with the Companies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

Insofar as each of the Trustees of the Company at the date of approval of this report is aware, there is no relevant audit

information (information needed by the company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware.

Each Trustee has taken all the steps that they should have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This Report, which incorporates the Strategic Report, was approved by the Trustees on 23 April 2015, and signed on their behalf by



Lieutenant General
Sir Cedric Delves KBE DSO
National Chairman

23 April 2015



A Member's story

DARREN SWIFT

Tell us about the Blesma Community Project...

Members tell their stories to different and diverse community groups as part of a workshop delivery team. The aim is to motivate and inspire members of the public who listen to the stories.

What do Members get out of the project?

Members create relationships within their communities and get to work with theatre professionals. It is a great training opportunity – these communication skills could open up career opportunities.

What other benefits does the project offer?

Being thrown in front of an audience can be nerve-wracking, but it helps with confidence and self-awareness. Talking to a group can help Members find their voice again – it certainly did that for me. You're a band of brothers and sisters again – you train and rehearse together for a job, and then you go out and do it.

British Limbless Ex-Service Men's Association
31 December 2014

Independent Auditors' Report

Independent Auditor's Report to the Members of the British Limbless Ex-Service Men's Association

We have audited the financial statements of the British Limbless Ex-Service Men's Association for the year ended 31 December 2014 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 15.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 13 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with section 44 (1c) of the Charities and Trustee Investment (Scotland) Act 2005.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustee's Responsibilities, the Trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44 (1c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies

are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual and Strategic Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual and Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit



Michael Hicks Senior Statutory Auditor

For and on behalf of

Crowe Clark Whitehill LLP,
Statutory Auditor, St Bride's House
10 Salisbury Square, London

Date: 15 May 2015

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Financial Statements

For the year ended
31 December 2014

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	General FUND £	Restricted FUND £	2014 TOTAL £	2013 TOTAL £
INCOMING RESOURCES					
Voluntary Income					
Donations and Appeals		1,286,813	223,749	1,510,562	1,118,806
Legacies		1,720,994	39,952	1,760,946	2,323,350
Total Voluntary Contributions	1 a	3,007,807	263,701	3,271,508	3,442,156
Incoming Resources from Charitable Activities					
Accommodation and care for members	3	595,351	-	595,351	665,146
Investment income		745,125	-	745,125	710,376
Other income		77,742	-	77,742	71,013
(Loss) / profit on sale of Fixed Assets		(6,291)	-	(6,291)	206
Total Incoming Resources		4,419,734	263,701	4,683,435	4,888,897
Less cost of generating funds					
Fundraising and Communications	4	(993,778)	-	(993,778)	(593,462)
Investment Management fees		(77,146)	-	(77,146)	(65,629)
		3,348,810	263,701	3,612,511	4,229,806
RESOURCES EXPENDED					
Charitable Activities					
Accommodation and care for members	3	1,358,914	-	1,358,914	1,430,726
Membership Services	5	1,287,456	81,956	1,369,412	1,258,364
Membership Services - Activities	6	455,340	49,394	504,734	430,945
Membership Services - Prosthetics	7	78,295	39,971	118,266	105,662
Research		22,600	1,900	24,500	600
Awareness and Representation	8	345,885	-	345,885	282,863
		3,548,490	173,221	3,721,711	3,509,160
Governance costs	9	58,073	-	58,073	93,958
Total Expenditure		3,606,563	173,221	3,779,784	3,603,118
Net incoming resources for the year before gains and losses		(257,753)	90,480	(167,273)	626,688
(Loss) / Gain on realised and unrealised investments		(295,616)	-	(295,616)	2,423,773
NET MOVEMENT IN FUNDS		(553,369)	90,480	(462,889)	3,050,461
Balances brought forward 01 January 2014		23,171,348	293,222	23,464,570	20,414,109
BALANCES CARRIED FORWARD 31 DECEMBER 2014		22,617,979	383,702	23,001,681	23,464,570

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION

Company Number 4102768

BALANCE SHEET AS AT 31 DECEMBER 2014

	Notes	£	2014 TOTAL £	2013 TOTAL £
FIXED ASSET FUND				
Tangible fixed assets	11		1,203,390	1,209,823
GENERAL FUND				
Investments	12		20,009,271	20,008,615
			21,212,661	21,218,438
CURRENT ASSETS				
Stocks		27,162	-	47,167
Debtors:				
Trade Debtors		97,002	-	66,188
Prepayments and accrued income		641,696	-	1,365,529
		738,698	-	1,431,717
Balances at bank and in hand		1,279,933	-	1,038,787
		2,045,793	-	2,517,671
CREDITORS				
Amounts falling due within one year				
Trade Creditors		90,044	-	69,782
Other tax and social security costs		9,902	-	13,749
Other creditors		10,575	-	13,694
Accrued expenditure		146,252	-	174,314
		256,773		271,539
Net Current Assets			1,789,020	2,246,132
NET ASSETS			23,001,681	23,464,570
REPRESENTING				
General Fund	13		22,617,979	23,171,348
Restricted Fund	14		383,702	293,222
TOTAL FUNDS			23,001,681	23,464,570

Approved by the Board of Trustees on 23 April 2015 and signed on its behalf by:

Sir Cedric Delves

C Bishop

B Le Gry

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2014

Reconciliation of operating (deficit) / surplus to net cash outflow from operating activities

	2014	2013	
	£	£	
Net (outgoing) / incoming resources	(167,273)	626,688	
Investment income	(745,125)	(644,747)	
Depreciation	168,449	202,962	
Loss / (profit) on sale of tangible fixed assets	6,291	(5,652)	
Decrease / (increase) in stocks	20,005	(19,072)	
Decrease / (increase) in debtors	693,019	(630,639)	
(Decrease) in creditors	(14,766)	(182,840)	
	(39,400)	(653,300)	
CASH FLOW STATEMENT			
Net cash outflow from operating activities	(39,400)	(653,300)	
RETURN ON INVESTMENTS AND SERVICING OF FINANCE			
Investment income	745,125	644,747	
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT			
Purchase of investments	(2,239,915)	(3,147,783)	
Purchase of tangible fixed assets	(190,507)	(143,325)	
Proceeds from the sale of investments	2,731,317	2,976,720	
Proceeds from the sale of tangible fixed assets	22,200	72,921	
	323,095	(241,467)	
CASH INFLOW / (OUTFLOW) BEFORE USE OF LIQUID RESOURCES			
	1,028,820	(250,020)	
MANAGEMENT OF LIQUID RESOURCES			
(Increase) / decrease in amounts awaiting investment	(787,674)	204,311	
INCREASE / (DECREASE) IN CASH DURING THE YEAR			
	241,146	(45,709)	
ANALYSIS OF CHANGES IN CASH			
	01 January	Cash flow	31 December
	2014		2014
	£	£	£
Cash at bank and in hand	1,038,787	241,146	1,279,933

Notes to the Financial Statements

1. ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are as follows:

a) Basis of Accounting

The financial statements of the Association have been prepared using the historical cost convention, except that investments are shown at market value and freehold properties at valuation. They are drawn up in accordance with applicable accounting standards, the Companies Act and the Statement of Recommended Practice “Accounting and Reporting by Charities” issued March 2005. After making enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees’ Responsibilities on p36.

b) Fund Accounting

Donations for specific capital projects are transferred to the fixed asset fund. Income received for specific expenditure is restricted for that purpose, as analysed under note 14. Capital expenditure not funded by donations is allocated from the general fund. Annual depreciation is transferred from the fixed asset fund

to the general fund so that the fixed asset fund is always equal to the book value of the fixed assets.

c) Income

Appeal income is accounted for when it is received or when its future receipt is certain. Legacies are accounted for when their amount and receipt is certain. Dividend income is accounted for when it is received. All other income is dealt with under the accruals concept.

d) Expenditure

Expenditure is accounted for on the accruals basis. Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure on staff headcount. The total costs of each category of charitable expenditure therefore include support costs and an apportionment of overheads, as shown in note 8. The cost of irrecoverable VAT is included with the item of expense to which it relates. Depreciation is allocated over the expenditure headings on the basis of the use of the assets concerned. Grants are accounted for when they have been approved by the Trustees and the recipient has a reasonable expectation of receiving the grant.

e) Governance Costs

Governance costs are those incurred in compliance with constitutional and statutory requirements.

f) Tangible Fixed Assets

Tangible Fixed Assets are capitalised at a value of £1,000 and above, and are stated in the balance sheet at cost or valuation, less depreciation which is calculated to write off the individual assets over their estimated useful lives at the following annual rates:

Freehold Property	4.0% on valuation
Furniture, Fittings and Equipment	10.0% on cost
Computer Equipment	33.3% on cost
Motor Vehicles	25.0% on cost
Coaches and Buses	12.5% on cost

The charity has implemented Financial Reporting Standard 15 in preparing its financial statements and under the transitional provisions of the standard valuations at which the properties were included at 31 December 1999 will not be updated.

g) Investments

Fixed asset investments are stated in the Balance Sheet at market value. Realised gains and losses on disposal and unrealised gains on investments are shown in the statement of financial

activities. Our Investment Managers charge 0.3% Annual Management Charge and Investment Income is shown net of this amount.

h) Stocks

Stocks are valued at the lower of cost and net realisable value.

i) Gifts in Kind

Gifts in kind are included in the statement of financial activities on the basis of measurable cost and as the assets are distributed for use.

j) Pension Costs

The charity contributes to The Pensions Trust defined benefit scheme at rates set by the scheme actuary and advised to the charity by the scheme administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the charity. In accordance with FRS17, therefore, the scheme is accounted for as a defined contribution scheme. The charity also contributes to a Group Personal Pension scheme with Aegon which is a defined contribution scheme.

k) Operating Leases

Rentals applicable to operating leases are charged to the statement of financial activities in the period to which the cost relates.

2. TOTAL STAFF COSTS

	2014 TOTAL £	2013 TOTAL £
Salaries and wages	1,855,153	1,735,348
Social security	167,249	158,979
Pension and life cover	125,688	118,797
	2,148,090	2,013,124

Average number of staff employed:

Membership Services and Home	45	49
Activities and Prosthetics	3	2
Fundraising	7	7
Awareness and Representation	3	3
Support	9	10
	67	71

Staff salary bands:

£60,000 - £70,000	2	2
£70,000 - £80,000	1	1

The employer pension contribution cost of these staff members was £17,859 (2013 - £22,282)

Blesma contributes to a pension scheme known as the Pension Trust Growth Plan. This is a multi-employer pension plan and which, in most respects, is a money purchase arrangement, although it does include certain guarantee elements. It is not possible in the normal course of events to identify the share of the underlying assets of this multi-employer pension plan belonging to the individual participating employers. Accordingly, in line with the requirements of FRS17, the accounting charge for the year represents only the Blesma employer contributions payable. Blesma receives annual updates from the scheme's actuary on the funding level and its potential employer debt if it were to withdraw from the scheme. Based on the annual update

at 31 December 2014 the funding level was 76.6% and the Association had a contingent liability of £376,111 in the event that it was to withdraw its membership of the Growth Plan. The Association also contributes to a Group Personal Pension scheme with Aegon.

Members of the Board of Trustees and Honorary Committees do not receive any remuneration.

Reimbursements of travel expenditure were made to 13 members (2013 - 13) of the Board of Trustees and Honorary Committees of £5,012 by the Association during the year. (2013 - £10,997)

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2014

3. ACCOMMODATION AND CARE FOR MEMBERS

	2014	2013
	£	£
Income		
Residents	470,269	528,688
Visitors	114,778	88,025
Other income	10,304	48,433
	595,351	665,146
Expenditure		
Staff costs	806,775	788,149
Recreation and welfare	19,572	19,300
Property and utility costs	110,977	154,185
Administration	31,988	24,957
General running costs	152,131	182,595
Depreciation	115,650	113,882
Exceptional sale cost	-	22,075
Applicable support costs	121,821	125,583
	1,358,914	1,430,726
Net cost of Accommodation and Care	763,563	765,580

The Exceptional sale costs are related directly to the post completion costs of the sale of our Ancaster Blesma Home in Crieff (09/01/2013).

4. FUNDRAISING COSTS

	2014	2013
	£	£
Staff costs	240,467	200,003
Database costs	10,286	13,529
Advertising costs	30,592	27,579
Community, challenge and event costs	121,609	29,676
Direct mail costs	419,837	99,381
Other related costs	21,780	14,498
Branch fundraising costs	130	874
Attributable support costs	149,077	207,922
	993,778	593,462

5. MEMBERSHIP SERVICES

	2014	2013
	£	£
Staff costs	471,751	469,887
Welfare grants to Members (all categories)	408,731	392,539
Continuing assistance to Widows (all categories)	21,060	26,260
Chiropody	3,949	3,818
Welfare visiting	33,442	34,051
Other related costs	99,125	70,402
Members' annual conference	969	-
Special events	12,091	3,948
Members' Blesma Magazine costs	102,855	55,296
Branch welfare activities	24,893	35,049
Branch support costs	1,148	1,789
Attributable support costs	189,398	165,325
	1,369,412	1,258,364

6. MEMBERSHIP SERVICES ACTIVITIES

	2014	2013
	£	£
Staff costs	62,152	42,158
Activities and events	328,222	282,674
Venturers programme	35,927	16,033
Inspiration and individual recovery	6,837	-
Other related costs	9,537	3,868
Attributable support costs	62,059	86,212
	504,734	430,945

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2014

7. MEMBERSHIP SERVICES PROSTHETICS

	2014	2013
	£	£
Staff costs	40,276	28,718
Member support	6,877	1,512
NHS limb service liaison	1,342	665
Other related costs	10,840	5,506
Attributable support costs	58,931	69,261
	118,266	105,662

8. AWARENESS AND REPRESENTATION

	2014	2013
	£	£
Staff costs	89,783	53,832
General media costs	149,583	97,982
Subscriptions and fees	3,375	4,823
Other related costs	5,689	3,372
Attributable support costs	97,455	122,854
	345,885	282,863

9. GOVERNANCE COSTS

	2014	2013
	£	£
Trustees' travel and meetings	5,012	10,997
Trustees' indemnity insurance	1,399	1,399
Annual General Meeting and Annual Report	26,657	25,195
Audit fees	24,600	23,940
Strategy costs	405	32,427
	58,073	93,958

10. SUPPORT COSTS

Expenditure recognised in notes 3 to 8 include Support Costs which have been apportioned by staff time and is detailed below.

	Accommodation and Care	Fundraising	Membership Services	Activities	Prosthetics	Awareness & Representation	2014 TOTAL	2013 TOTAL
							£	£
Basis of apportionment	(Staff)	(Staff)	(Staff)	(Staff)	(Staff)	(Staff)		
Salaries and related costs	86,752	81,561	123,584	36,355	36,991	69,287	434,530	433,868
Travel and meetings	825	488	837	204	351	836	3,541	1,989
Motor vehicle expenses	1,566	1,761	2,714	613	971	2,309	9,934	9,472
Postage	1,591	3,183	7,161	1,591	796	1,591	15,913	14,609
Telephone and fax	539	1,563	1,886	540	323	539	5,390	6,290
Internet costs	37	69	62	27	24	28	247	598
Printing and stationery	284	852	3,123	568	284	568	5,679	9,761
Document shredding fee	215	401	358	158	143	158	1,433	1,038
Pensions to retired staff	2,211	4,077	3,660	1,621	1,403	1,631	14,603	13,043
Headquarters premises cost	9,117	16,812	15,089	6,684	5,787	6,725	60,214	130,486
Publications and subscriptions	404	744	668	296	256	298	2,666	8,902
Office equipment maintenance	9,053	16,694	14,984	6,637	5,746	6,678	59,792	41,600
Cost of goods for resale	675	1,245	1,117	495	428	498	4,458	4,207
Other professional fees	938	1,730	1,552	688	595	692	6,195	10,838
Exceptional sale costs	-	-	-	-	-	-	-	22,075
Bank charges	428	791	709	314	272	316	2,830	3,812
Depreciation	6,445	15,740	10,668	4,725	4,091	4,755	46,424	82,176
Sundries	741	1,366	1,226	543	470	546	4,892	4,468
	121,821	149,077	189,398	62,059	58,931	97,455	678,741	799,232

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS *continued*
FOR THE YEAR ENDED 31 DECEMBER 2014

11. TANGIBLE FIXED ASSETS

	Freehold premises £	Computer equipment £	Furniture fittings & equipment £	Motor vehicles £	TOTAL £
Cost or valuation:					
At 01 January 2014	2,559,495	124,642	200,886	103,220	2,988,243
Additions	159,545	8,628	22,334	-	190,507
Disposals	-	-	-	(53,310)	(53,310)
At 31 December 2014	2,719,040	133,270	223,220	49,910	3,125,440
Depreciation:					
At 01 January 2014	1,583,932	53,454	99,303	41,731	1,778,420
Charge for the year	101,545	37,720	21,681	7,503	168,449
Disposals	-	-	-	(24,819)	(24,819)
At 31 December 2014	1,685,477	91,174	120,984	24,415	1,922,050
Net book value					
At 31 December 2014	1,033,563	42,096	102,236	25,495	1,203,390
At 31 December 2013	975,563	71,188	101,583	61,489	1,209,823
Summary					
Headquarters	156,187	32,290	36,588	-	225,065
Blackpool Home	877,376	9,806	65,648	25,495	978,325
At 31 December 2014	1,033,563	42,096	102,236	25,495	1,203,390

12. INVESTMENTS

	2014	2013
	£	£
Market value		
at 01 January 2014	19,824,912	17,230,075
Purchases	2,239,915	3,147,783
	22,064,827	20,377,858
Sales	(2,731,317)	(2,976,720)
Net investment (loss) / gain	(295,616)	2,423,774
At 31 December 2014	19,037,894	19,824,912
Add cash awaiting investment	971,377	183,703
Market value at 31 December 2014	20,009,271	20,008,615

Cost at 31 December 2014 **16,881,509** 15,926,448

Analysis of investments at 31 December 2014

UK quoted investments

Equities:

United Kingdom	9,621,620	11,229,948
Europe	504,900	521,118
North America	690,260	582,641
Global	1,230,032	1,250,298
Total Equities	12,046,812	13,584,005

Bonds:

United Kingdom	1,902,303	2,425,793
North America	519,880	-
Global	606,443	-
Total bonds	3,028,626	2,425,793

Alternatives:

Multi-Asset	1,012,427	958,424
Hedge Funds	1,842,805	1,008,551
Property	1,107,224	1,035,742
Others	-	812,397
Total Alternatives	3,962,456	3,815,114

Cash awaiting investment	971,377	183,703
	20,009,271	20,008,615

BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS *continued*
FOR THE YEAR ENDED 31 DECEMBER 2014

13. GENERAL FUNDS

	01 January 2014	Income	Expenditure	Investment Gain and Transfers	31 December 2014
General Fund	21,961,524	4,419,734	(4,677,487)	(289,182)	21,414,589
Fixed Asset Fund	1,209,824	-	-	(6,434)	1,203,390
	23,171,348	4,419,734	(4,677,487)	(295,616)	22,617,979

The Fixed Asset Fund represents net cost of the tangible fixed assets of the charity

14. RESTRICTED FUNDS

	01 January 2014	Income	Expenditure	Investment Gain and Transfers	31 December 2014
All restricted funds are held as part of balances at bank and in hand					
Education Fund	15,608	-	(1,900)	-	13,708
Welfare (various)	65,999	20,233	(74,507)	(1,337)	10,388
Rehabilitation Fund	-	49,394	(49,394)	-	-
Prosthetic Aids	59,523	50,000	(43,471)	1,337	67,389
Blackpool Home	89,412	144,004	-	-	233,416
Chiropody Fund	28,837	-	(3,949)	-	24,888
Region specific	31,224	-	-	-	31,224
Branch specific	2,619	70	-	-	2,689
	293,222	263,701	(173,221)	-	383,702

15. OPERATING LEASE COMMITMENTS

As at 31 December 2014, the charity had annual commitments under non-cancelable operating leases of:

	2014 £	2013 £
Within one year	-	-
Between two and five years	72,007	72,757
More than five years	-	-

These operating leases relate to motor vehicles.



A Member's story

OWEN PICK

How did you get injured?

I joined 1st Battalion The Royal Anglians straight from school. I was three months into my first tour of Afghanistan when I got blown up. That was in January 2010.

So how did you get into snowboarding?

After the injury I tried all sorts of adventure and extreme sports. On one Blesma trip, in 2012, I saw a guy wakeboarding and I was hooked!

And from there you got involved in snowboarding...

Yes, I went to Colorado on a Blesma skiing trip, which was great. They were happy for me to snowboard instead of ski and I loved it. In March 2014 I entered the French National Adaptive Snowboardercross Championships, which also doubled up as my trials for the Great Britain Paralympic team. I got the silver medal with only four days' training.

And now you want to go to the Paralympics?

That was never really the driving force in the beginning – it was about having fun! But now I'm working to improve all the time. It's difficult, but one way or another I'll get to the 2018 Paralympics.

How much have Blesma helped you?

I'd never heard of them before my injury, and like many people I thought they were a charity for old people at first. But then they sent me to Colorado, where I first tried snowboarding. God knows what I'd be doing if it hadn't been for Blesma!

How you can help Blesma

We need to raise more than £3.6m in 2015 in order to continue all of our vital work. At present, Blesma looks after 3,688 Members and Widows. Our elder membership is increasingly frail. Our younger membership has increased as a result of recent conflicts. Amputation is for life, and therefore Blesma is, too.

Your support means we can ensure that our oldest Members can live a dignified life and that our youngest Members can face the challenge of a lifetime with disability, with renewed confidence and self-belief.

Blesma's rehabilitation activities go from strength to strength, with many relishing the challenges they present. Our welfare services are in high demand and are reaching our Members through our Area Support Officers and our Branch and Volunteer network. Our Home in Blackpool provides essential care and respite to our most vulnerable – and it all costs money. None of this would be possible without your ongoing support and donations.

If you would like to help or make a donation, please contact our Fundraising Team by telephone on 020 8590 1124, by email on fundraising@blesma.org, through our website (www.blesma.org) or write to us at the address below:

**Fundraising Team
Blesma, The Limbless Veterans
185-187 High Road
Chadwell Heath
Romford
Essex
RM6 6NA**

Your contribution towards Blesma will make a difference to the lives of our Members suffering today – our wounded Service men and women of long ago and just yesterday.



Blesma

THE LIMBLESS VETERANS

TRUSTEES' ANNUAL AND STRATEGIC REPORT 2014

Blesma, The Limbless Veterans
British Limbless Ex-Service Men's Association

Registered in accordance with the National Assistance Act, 1948 and as a Charity under the Charities Act 1960.
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