

# THE BRIDGE PLUS+ LIMITED

England & Wales · Charity number 1198642

## Details

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**Other names** THE BRIDGE PLUS+

**Status** Registered

**Legal form** Charitable company

**Company number** [07909389](#)

**Registered** 2022-04-14

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Charing Cross Centre  
17-19 St. John Maddermarket  
Norwich  
NR2 1DN

**Phone** 01603617076

**Email** [office@bridgeplus.org.uk](mailto:office@bridgeplus.org.uk)

**Website** [www.bridgeplus.org.uk](http://www.bridgeplus.org.uk)

## Activities

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**Objects:** 2.1 THE CHARITY'S OBJECTS ARE RESTRICTED SPECIFICALLY, ONLY FOR THE PUBLIC BENEFIT, TO:2.1.1 THE RELIEF OF FINANCIAL HARDSHIP OF PEOPLE LIVING IN THE EAST OF ENGLAND INCLUDING (WITHOUT LIMITATION) THOSE FROM ETHNIC MINORITY BACKGROUNDS AND/OR MIGRANT BACKGROUNDS BY, FOR EXAMPLE (BUT WITHOUT LIMITATION), THE PROVISION OF FREE ADVICE, ADVOCACY, EDUCATION AND/OR TRAINING IN THE ENGLISH LANGUAGE AND/OR IN VOCATIONAL SKILLS AND/OR BY PROVIDING FACILITIES AND/OR EVENTS AND/OR OTHER FORMS OF ASSISTANCE TO SUCH PERSONS TO RELIEVE THE NEEDS OF SUCH PEOPLE;2.1.2 THE PROMOTION OF SOCIAL INCLUSION BY PREVENTING PEOPLE LIVING IN THE EAST OF ENGLAND INCLUDING (WITHOUT LIMITATION) THOSE FROM ETHNIC MINORITY BACKGROUNDS AND/OR MIGRANT BACKGROUNDS FROM BECOMING SOCIALLY EXCLUDED, RELIEVING THE NEEDS OF THOSE PEOPLE LIVING IN THE EAST OF ENGLAND INCLUDING (WITHOUT LIMITATION) THOSE FROM ETHNIC MINORITY BACKGROUNDS AND/OR MIGRANT BACKGROUNDS WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEM TO INTEGRATE INTO SOCIETY BY, FOR EXAMPLE (BUT WITHOUT LIMITATION), THE PROVISION OF FREE ADVICE, ADVOCACY, EDUCATION AND/OR TRAINING IN THE ENGLISH LANGUAGE AND/OR IN VOCATIONAL SKILLS AND/OR BY PROVIDING FACILITIES AND/OR EVENTS AND/OR OTHER FORMS OF ASSISTANCE TO SUCH PERSONS;2.1.3 THE PROMOTION OF EQUALITY AND DIVERSITY IN PARTICULAR, BUT NOT EXCLUSIVELY, BY:2.1.3.1 ADVANCING EDUCATION AND RAISING AWARENESS IN EQUALITY AND DIVERSITY;2.1.3.2 PROMOTING ACTIVITIES TO FOSTER UNDERSTANDING BETWEEN PEOPLE FROM DIVERSE BACKGROUNDS;2.1.3.3 CONDUCTING OR COMMISSIONING RESEARCH ON EQUALITY AND DIVERSITY ISSUES AND PUBLISHING THE RESULTS TO THE PUBLIC;2.1.3.4 CULTIVATING A SENTIMENT IN FAVOUR OF EQUALITY AND DIVERSITY;2.1.4 THE PROMOTION OF RACIAL HARMONY IN PARTICULAR, BUT NOT EXCLUSIVELY, BY:2.1.4.1 PROMOTING KNOWLEDGE AND MUTUAL UNDERSTANDING BETWEEN DIFFERENT RACIAL GROUPS;2.1.4.2 ADVANCING EDUCATION AND RAISING AWARENESS ABOUT DIFFERENT RACIAL GROUPS TO PROMOTE GOOD RELATIONS BETWEEN PERSONS OF DIFFERENT RACIAL GROUPS;2.1.4.3 WORKING TOWARDS THE ELIMINATION OF DISCRIMINATION ON THE GROUNDS OF RACE;2.1.5 THE DEVELOPMENT OF THE CAPACITY AND SKILLS OF THOSE PEOPLE FROM ETHNIC MINORITY AND/OR MIGRANT BACKGROUNDS LIVING IN THE EAST OF ENGLAND WHO ARE SOCIALLY AND/OR ECONOMICALLY DISADVANTAGED IN SUCH A WAY THAT THEY ARE BETTER ABLE TO IDENTIFY, AND HELP MEET, THEIR NEEDS AND TO PARTICIPATE MORE FULLY IN SOCIETY.2.2 FOR THE PURPOSES OF CLAUSE 2.1:2.2.1 'SOCIALLY EXCLUDED' MEANS PEOPLE WHO ARE EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY, AS A RESULT OF ONE OR MORE OF THE FOLLOWING FACTORS: ETHNIC ORIGIN, RACE, GENDER, RELIGION, BELIEF, CREED, UNEMPLOYMENT, FINANCIAL HARDSHIP, POOR EDUCATIONAL, LANGUAGE AND/OR SKILLS ATTAINMENT, DISABILITY, AND/OR WHO ARE WITHIN, OR HAVE EXPERIENCED, THE PUBLIC CARE OR PENAL SYSTEM; AND2.2.2 'EAST OF ENGLAND' MEANS NORFOLK, SUFFOLK, ESSEX, CAMBRIDGESHIRE AND/OR NORTHAMPTONSHIRE.

**Activities:** We provide information, advice and advocacy support to people from ethnic minority and/or migrant backgrounds on a range of issues, including welfare benefits and housing. We work with people from over 40 different nationalities. We host community lunches that bring together service users, staff, volunteers and representatives from other service providers.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Disability, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** People Of A Particular Ethnic Or Racial Origin

## Geography

- Norfolk

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£197,774	£210,905	-	-
2024-01-31	£340,039	£191,480	-	-
2023-01-31	£226,819	£147,726	-	-

## Trustees

Name	Role	Appointed
<b>Gordon Ronald Turner</b>	Chair	2020-01-06
Jacques M'vita Kalume		2012-03-08
Judith Ekirapa Omasete		2023-07-03
Luxley Musoni		2012-03-09
Nicholas Rennie		2023-07-03
Pa Musa Jobarteh		2012-01-13

**THE BRIDGE PLUS+ LIMITED**

England & Wales - Charity number 1198642

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# Accounts

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Registered number: 07909389

Charity number: 1198642

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**UNAUDITED**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE**  
**YEAR ENDED 31 JANUARY 2025**

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 JANUARY 2025**

<b>Trustees</b>	Gordon Ronald Turner, Chair (appointed 16 January 2020) Nicholas Rennie (appointed 03 July 2024) Judith Ekirapa Omasete (appointed 03 July 2024) Luxley Musoni (appointed 09 March 2012) Jacques M'vita Kalume (appointed 08 March 2012) Pa Musa Jobarteh (appointed 13 January 2012)
<b>Company registered number</b>	7909389
<b>Charity registered number</b>	1198642
<b>Registered office and principal place of business</b>	Charing Cross Centre 17-19 St John Maddermarket Norwich NR2 1DN
<b>Accountants and Independent Examiner</b>	YBSM Partners Ltd - Chartered Certified Accountants 44 Broadway Stratford London E15 1XH
<b>Bankers</b>	Lloyds Bank plc Gentleman's Walk Norwich NR2 1LZ

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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The Directors are pleased to present their report and financial statements for the year ended 31 January 2025.

**Structure, Governance and Management**

The Bridge Plus+ Limited is a voluntary organisation, which first registered as a not-for-profit company with Companies House in 2012. Its registration with the Charity Commission was successfully completed on 14<sup>th</sup> April 2022. The charitable company is also known as The Bridge Plus+.

The organisation's activities are governed by a Board of Directors whose names are listed above on page 2. The document regulating the purposes and administration of the charity is the Articles of Association of The Bridge Plus+ Limited whose most recent version was adopted on 5<sup>th</sup> April 2022, having been approved by the Charity Commission. The Trustees are responsible for managing the charity and supervising its operations in accordance with its stated charitable objectives and for the public benefit. They meet a minimum of four times a year with ad hoc meetings and electronic means of communications also used when necessary.

Our Board continues to be informed by lived experience: five out of six Trustees are from an ethnic minority background. The current Board includes individuals with project management skills; business development skills; skills and knowledge in the advice and advocacy sector; the social care sector; counselling and mental health; community engagement and media/journalism.

The Executive Coordinator is the most senior member of staff and is employed on a full-time basis. They report to the Board of Directors/Trustees and are responsible to them for both the day-to-day operations and the future development of the organisation. During the reporting period, they were supported by a small team of paid staff (4.3 FTE over this reporting period) and volunteers.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Trustees have a duty to identify and review the risks to which the charity is exposed and ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Over the course of time, directors have conducted reviews of the major risks to which the charity is exposed, and systems have been put in place to mitigate those risks.

**Objectives and activities**

The Bridge Plus+ operates in Norfolk, primarily from its office base in Norwich. The objects of the charity are:

1. the relief of financial hardship of people from ethnic minority backgrounds and/or migrant backgrounds by, for example (but without limitation), the provision of free advice, advocacy, education and/or training in the English language and/or in vocational skills and/or by providing facilities and/or events and/or other forms of assistance to such persons to relieve the needs of such people.
2. the promotion of social inclusion by preventing people from ethnic minority backgrounds and/or migrant backgrounds from becoming socially excluded.
3. the promotion of equality and diversity in particular, but not exclusively, by: (i) advancing education and raising awareness in equality and diversity; (ii) promoting activities to foster understanding between people from diverse backgrounds; (iii) conducting or commissioning research on equality and diversity issues and publishing the results to the public; and (iv) cultivating a sentiment in favour of equality and diversity.
4. the promotion of racial harmony in particular, but not exclusively, by: (i) promoting knowledge and mutual understanding between different racial groups; (ii) advancing education and raising awareness about different racial groups to promote good relations between persons of different racial groups; (iii) working towards the elimination of discrimination on the grounds of race.
5. the development of the capacity and skills of those people from ethnic minority and/or migrant backgrounds who are socially and/or economically disadvantaged in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

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**THE BRIDGE PLUS+ LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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The Bridge Plus+ runs the following activities to fulfil its charitable objects for the public benefit:

- Information, advice and advocacy support services on a range of issues including social welfare benefits, housing, employment and job search, and access to mainstream services, tailored to the needs of people from ethnic minority and/or migrant backgrounds, many of whom may have limited English language skills. Our approach is person-centred, holistic and time intensive. We offer phone as well as face-to-face appointments, depending on the service user's preferences and support needs.
- Community lunches which bring together Bridge Plus+ service users, other community members, representatives from other service providers, Bridge Plus+ volunteers and staff.
- Learning and skills development activities that respond to needs expressed by service users and that complement what other local stakeholders already offer to people from ethnic minority and/or migrant backgrounds.
- Consultation and community engagement activities with service users on issues that matter to them. We collate evidence and feed back to decision-makers to inform policy and practice.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charitable company's aims and objectives and planning future activities.

### **Strategic report**

#### ***Achievements and performance***

The Bridge Plus+ has had a successful year in 2024-25, delivering essential services for the public benefit and making a positive difference to the lives of service users. We have continued to step up our level of activities, in response to the increased demand for our information, advice and advocacy support services. While fostering partnerships with other charities supporting ethnic minority and migrant communities locally, in particular through our involvement in the Steering Group of the Norwich City of Sanctuary network, we have also extended our collaborations with mainstream and quality assured advice sector organisations in Norfolk (via NCAN – Norfolk Community Advice Network) and with other advocacy services (via Norfolk Advocacy Partnership – NAP, led by Equal Lives). While remaining community-based and led by people with lived experience, we have further established ourselves as a reputable advice and advocacy service for diverse communities. The breadth and quality of our collaborative links with a wide range of services and stakeholders have proved invaluable in order to support minoritised communities. It also shows the trust which other local providers have in the work of The Bridge Plus+.

Despite a slight drop in overall staff capacity during the reporting period, we have responded well to the increased demand for our services. We supported 424 service users (16% increase compared to 2023-24) with 1,037 cases (11% increase compared to 2023-24), through 6,145 information, advice and advocacy sessions.

We worked with people from 52 different nationalities (same number as in 2023-24). An overwhelming majority of beneficiaries have limited English language skills; those in work are in low-paid and insecure employment; others are long-term unemployed; just over 23% of households include someone with disabilities and/or long-term health issues. Most live in NR5, NR3, NR1 Norwich areas, which feature among the 30% most disadvantaged UK neighbourhoods.

The support we provide is open-ended and involves casework for two-thirds of our service users. Many service users have known the organisation for several years; we have earned the trust and respect of service users and their communities. Our holistic approach to addressing individual support needs enables us to embed preventative work in our practice.

Unfortunately, our service user group has continued to experience greater uncertainty and hardship. The issues they faced reflect the ongoing rising cost of living, the lack of affordable and/or social housing, as well as challenges disproportionately affecting people from ethnic and/or minority backgrounds: homelessness (particularly for newly recognised refugees), barriers to exercising welfare rights, health inequalities, and barriers to employment.

During the last quarter of the reporting period (November 2024-January 2025), service users were put at greater risk of hardship as a result of the Home Office's roll out of the Evisas scheme. Designed to replace Biometric Residence Permits (BRPs), the implementation of online evisas hit significant technical and IT issues, particularly in its first months of rollout. The Bridge Plus+ secured funding from the Home Office as a delivery partner of Norfolk Community Law Service (NCLS) and was able to help mitigate some of those negative effects.

#### ***Key trends for our one-to-one information, advice and advocacy work***

Following on from trends already identified in our 2023-24 report, housing and homelessness have become the most common issue for which service users need support from The Bridge Plus+. It features in 52% of all cases supported by our team in 2024-25, compared to 47% in 2023-24 and 35% in 2022-23. Despite much improved partnership working with Norwich City

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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Council and our strong links with their specialist refugee housing team, challenges around housing and homelessness remain acute and a significant number of service users experienced street homelessness during the reporting period.

Although welfare benefits work was not as dominant as in previous years (42% of all cases this year compared to 58% in 2023-24 and 56% in 2022-23), it remains a key area of activity for The Bridge Plus+. As well as advice on claiming and maintaining welfare benefits claims, we provided advocacy support to individuals experiencing complex benefits issues. Working in partnership with Norfolk Community Law Service (NCLS), we supported people through their benefits appeals. The financial impact of this aspect of our work is clear: during 2024-25, Bridge Plus+ service users gained £389,781 (annualised amounts of benefits gains), more than twice the amount secured in 2023-24 (£185,986).

Other work aimed at alleviating financial hardship and money problems accounted for 41% of our support sessions (compared to 45% last year). We also offered other areas of support, including help with job search/employment related issues, access to local health services including mental health support, and referrals to specialist immigration legal advice.

### **Group activities and community events**

The Bridge Plus+ has continued to co-facilitate small group sessions for ESOL learners with limited digital skills. Launched in 2023 in partnership with the local branch of WEA (Workers' Educational Association), the course aims at improving service users' skills and confidence and empower them to carry out simple tasks on their online Universal Credit (UC) claims/accounts. Fifteen small group sessions were held during the reporting period. Although we had to pause those sessions in the last quarter, due to the delivery partner no longer available, we plan to relaunch these group sessions in a near future.

We held six community lunches during the reporting period, each attracting large numbers of participants, between 85 and 112 participants. We pro-actively advertise lunches to groups whom we do not otherwise work with, e.g. asylum-seekers living in hotels; refugees who came to Norfolk through resettlement programmes with support from Norfolk County Council's People from Abroad Team. Attendance numbers combined across the six lunches went up and reached 593. Lunches are informal and serve multiple purposes: meet new people and make new friends; learn new information and hear about local support services; taste food from all around the world and enjoy a free hot meal; and develop new skills. Volunteers decide on the menu, lead the running of the event and take part in designing community activities organised during lunches. In 2024-25, the total number of volunteers at Bridge Plus+ lunches increased to 56 community members.

Those who take part on the day as community cooks, kitchen assistants or community event assistants feel a sense of pride from giving back to the community and report improved self-esteem. « Volunteering at the lunch is one of the best things I can do for my mental wellbeing » (community volunteer, April 2024). We also received excellent feedback from lunch participants: "I absolutely loved coming to the community lunch. Such a warm and welcoming place for all. Thank you so much for the invite » (Local authority representative September 2024) ; « thank you again for another really lovely community lunch. I've always found it to be an event of welcome and opportunity to learn and exchange ». (local charity staff, January 2025); "Lunches help us to meet different people, taste different food. They are good because we socialise and also get information" (Bridge Plus+ service user, September 2024).

In June 2024, our Refugee week event was the Bishop's Open Garden Party led by our partner English+. The event attracted over 500 visitors, bringing together service users, community members and residents from all backgrounds.

### **Team, premises and systems**

The Bridge Plus+ team is now very well settled in our Charing Cross Centre offices. Charing Cross Centre is a charity-led community hub in the city centre of Norwich, easily accessible by public transport. Service users have commented on how welcoming our office environment is.

Although the riots that took place during the summer of 2024 across 27 towns and cities did not directly affect Norwich, our team had to take additional security measures as a result of threats that were expressed online, at a national level, against charities working with asylum-seekers and refugees.

We have continued to use Advice Pro, a case management programme specifically tailored to the needs of advice agencies. It has proved extremely useful to help staff work efficiently and securely. It is an essential reporting tool which has enabled us to take advantage of new funding opportunities in relation to our information, advice and advocacy work. Thanks to AdvicePro, we can measure the financial impact of our support (annualised total of welfare benefits gains of £389,781 during the reporting period).

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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We are delighted that The Bridge Plus+ attracts and retains staff and volunteers with lived experience of migration, who speak languages used by service users. We also recruited new volunteers during the reporting period. Four volunteers regularly came to the office and assisted with welcoming service users and “triaging” enquiries. In addition, 56 event volunteers from diverse backgrounds contributed to the success of our community lunches.

Staff and volunteer training and development have remained a priority, with monthly group sessions as well as one-to-one support made available to all team members.

Thanks to the diversification of our sources of income that has carried on from the last financial year, The Bridge Plus+ is in a stronger position to respond to the increasing demand for its services and to adapt to more complex needs and external changes.

The Directors are extremely grateful to our staff and volunteers without whom we would not be able to carry out essential frontline work and make a positive difference to people’s lives, for the benefit of the whole community. We also thank our funders for their generous support. Finally, we thank our service users for trusting us and sharing their issues with the Bridge Plus+ team. They have showed remarkable resilience in, yet again, very difficult times.

### ***Financial review***

#### **Principal funding sources**

The Bridge Plus+ Directors and team of staff and volunteers are grateful to the wide range of funders and grant-making institutions which have continued to support their important work with disadvantaged ethnic minority and migrant communities.

During the reporting period, The Bridge Plus+ successfully secured for the first time funding from The Home Office, as a delivery partner of Norfolk Community Law Service (NCLS). The funding is allocated for the period September 2024 to August 2025. During the last five months of the reporting period, the funds enabled us to support service users who hold Biometric Residence Permits (BRPs) as they transition to the new Home Office’s Evisa scheme.

We also secured our first grant from People’s Health Trust through their Advice for Health programme. The grant is aimed at people experiencing marginalisation, discrimination, and social and financial disadvantage are disproportionately impacted by the cost-of-living crisis and are therefore more likely to need to access advice. Secured for two years (December 2024-November 2026), this grant contributes to staff costs as well as activity costs, running and overhead costs.

Norwich Consolidated Charities had previously supported our work with people who need interpreting support when accessing advice and advocacy support on key issues such as welfare benefits and housing. They have awarded us a new grant to cover interpreting costs, starting from November 2024.

Our 2021-2024 funding from Mercers Company (Charity of Sir Richard Whittington) has now been fully spent. We were very pleased to secure another 3-year grant from Mercers Company, this time through Mercers’ Charitable Foundation. Their support includes a £5,000 contribution towards staff and volunteers’ wellbeing needs, which has already proven invaluable.

Norfolk Community Foundation’s Community-based Hardship grant (DWP/Norfolk County Council) enabled The Bridge Plus+ to provide supermarket vouchers during the summer months, each worth £100, to 150 service user households experiencing financial hardship. It also contributed to direct staff costs, as well as some activity costs.

Our sub-contract agreement with the local charity Equal Lives, which in turn is into a contract agreement with Norfolk County Council, to deliver specialist support including complex advocacy support and systems advocacy to people from ethnic minority and/or migrant backgrounds, is now in its final year (contracted period: 1 April 2022 to 31<sup>st</sup> March 2025) and all targets have been met and reported against. We are hopeful that our sub-contract agreement may be extended for one or two more years, however discussions were still ongoing as at the end of this reporting period.

All funds from Norfolk Community Foundation’s Ukraine Fund contributing towards direct staff costs have now been spent, as those from Children’s Society. Funds from Norwich Health and Wellbeing partnership were also disbursed during the reporting period.

As in previous reporting periods, our flagship information, advice and advocacy services and community lunches were also funded by National Lotteries Community Fund (Partnerships grant), Norwich City Council Financial Inclusion Consortium’s grant led by Norfolk Community Law Service (NCLS), Norwich Health and Wellbeing Partnership, and Norfolk County Council (Public Health Suicide Prevention grant and Hardship/Debt&Financial Advice grant, both with NCLS as lead body).

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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We also acknowledge receipt of unrestricted funding from Septagon Charity, who has been supporting us since 2019 and without whose support we would not have been able to grow and become more sustainable and financially resilient.

Although total restricted funds received in 2024-25 (£170,296) appear lower than in 2023-24 (£313,686), it should be noted that, rather than reflecting a decrease in income, this difference is mainly due to the fact that the grant from our largest funder, National Lottery Community Fund, ended during the reporting period (October 2024). Although we secured another three-year grant (£210,000), this new award was not confirmed before this reporting period ended, therefore cannot be included here as accruals income.

### **Risk Management and Reserves Policy**

The Directors have reviewed the major risks to the organisation and do not consider any significant matters of concern. The charity's financial position is strengthened compared to previous years, thanks to the increased diversification of income sources. The charity has not experienced any cashflow issues during this financial year as most restricted funds were paid up front to the charity. In addition, some restricted funds were received during the last quarter of the financial year and are to cover expenditure to be incurred in the next financial year(s), which in part explains the level of restricted funds carried forward as at 1 February 2025.

In the last financial year, the Charity had designated funds worth £10,133. The designated amount reflected an outstanding HMRC Corporation Tax liability for the financial period 1 February 2020-31 January 2021, issued by HMRC in October 2021. Although HMRC had issued The Bridge Plus+ a backdated tax exemption certificate from 16 April 2020, in recognition of our charity status obtained in 2022, we were still awaiting, in the last financial year, confirmation from HMRC what our liability may be, if any. The Directors are pleased to report that the matter of HMRC Corporation Tax liability has now been resolved. HMRC has confirmed in writing that the Charity no longer has any Corporation Tax liability; and we received a refund of £1,136.08 (to be accounted for in our 2025-26 annual returns).

Following the successful cancellation of the HMRC liability matter, the funds previously held as designated funds (£10,133) have now been transferred to the Charity's free reserves.

It is the policy of the Charity to maintain unrestricted funds, which are the free reserves of the Charity, in accordance with the Charity Commission's guidance CC19 « Charity reserves: building resilience (Updated June 2023) ». The current target level is one that covers a minimum of three months of core operational costs as well as costs required to enable an orderly closure of the charity. The corresponding amount has been recalculated to reflect the growth of the organisation and the subsequent increased expenditure levels.

The Directors' target for our free reserves has therefore been increased from £89,799 (2023-2024) to £97,317. As our free reserves are £98,260 as at 31<sup>st</sup> January 2025 (£88,127 as at 31<sup>st</sup> January 2024), The Directors are pleased to confirm that the Charity has successfully reached our target of free reserves.

### **Financial position**

In the year ended 31 January 2025, the Incoming Resources are £197,774 (2024: £340,039) and the Resources Expended are £210,905 (2024: £191,480).

The deficit in funds for the year ended 31 January 2025 is £13,131 (surplus 2024: £148,559) and the starting funds was £332,268 giving a total carried forward fund of £319,137.

### **Funds in deficit**

There are no funds materially in deficit.

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

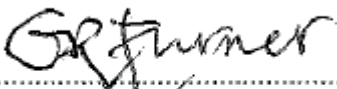
The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial. 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate 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.

Approved by order of the members of the board of Trustees on 28 November 2025 and signed on their behalf by:



.....  
Gordon Ronald Turner  
(Chair of Trustees)

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**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE PLUS+ LIMITED ('THE CHARITY')  
FOR THE YEAR ENDED 31 JANUARY 2025**

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I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 January 2025.

**Responsibilities and basis of report**

As the Trustees of the Charity you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Your attention is drawn to the fact that the Charity has prepared the accounts in accordance with 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) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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 accounts to be reached.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 an Independent examiner's 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 or for this report.



.....  
Samuel Sylvester Mendy (FCCA, FMAAT, MCFI, MBA, MA)  
YBSM Partners Ltd - Chartered Certified Accountants  
44 Broadway, Stratford, London, E15 1XH

28 November 2025

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 JANUARY 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b><u>Income from:</u></b>					
Donations and Legacies	3	26,778	170,296	197,074	340,039
Charitable activities	5	700	-	700	-
<b>Total income</b>		<b>27,478</b>	<b>170,296</b>	<b>197,774</b>	<b>340,039</b>
<b><u>Expenditure on:</u></b>					
Charitable activities	6	-	210,905	210,905	191,480
<b>Total expenditure</b>		<b>-</b>	<b>210,905</b>	<b>210,905</b>	<b>191,480</b>
<b>Net income/(expenditure) for the year before transfers</b>		<b>27,478</b>	<b>(40,609)</b>	<b>(13,131)</b>	<b>148,559</b>
Transfers between funds	13	(25)	25	-	-
<b>Net movement in funds</b>		<b>27,453</b>	<b>(40,584)</b>	<b>(13,131)</b>	<b>148,559</b>
<b>Reconciliation of funds:</b>					
Balance at 01 February 2024		123,245	209,023	332,268	183,709
<b>Balance at 31 January 2025</b>		<b>150,698</b>	<b>168,439</b>	<b>319,137</b>	<b>332,268</b>

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

The notes on pages 13 to 20 form part of these financial statements.

**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07909389**

**BALANCE SHEET AS AT 31 JANUARY 2025**

	Note	2025 £	2024 £
<b>Current assets</b>			
Debtors due within one year	10	124,849	134,649
Cash at bank and in hand		199,704	209,421
<b>Total current assets</b>		<b>324,553</b>	<b>344,070</b>
Creditors: amounts falling due within one year	11	5,416	11,802
<b>Net current assets / (liabilities)</b>		<b>319,137</b>	<b>332,268</b>
<b>Total assets less current liabilities</b>		<b>319,137</b>	<b>332,268</b>
<b>Total net assets</b>		<b>319,137</b>	<b>332,268</b>
<b>Charity funds</b>			
Unrestricted funds	13	150,698	123,245
Restricted funds	13	168,439	209,023
<b>Total charity funds</b>		<b>319,137</b>	<b>332,268</b>

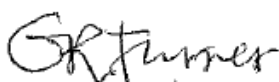
The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees on 28 November 2025 and signed on their behalf by:



.....  
**Gordon Ronald Turner**  
 (Chair of Trustees)

The notes on pages 13 to 20 form part of these financial statements.

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2025**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Plus+ meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

Charitable activities and Governance costs are costs incurred on the Charity's operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**1.4** Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.5** Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**1.6** Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.7** Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

**2.** General information

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**3. Income from donations and legacies**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Donations	778	-	778	353	-	353
Grants	26,000	170,296	<b>196,296</b>	26,000	313,686	339,686
<b>Total income from donations and legacies</b>	<b>26,778</b>	<b>170,296</b>	<b>197,074</b>	<b>26,353</b>	<b>313,686</b>	<b>340,039</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**4. Grants receivable for core activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Septagon Charity	26,000	-	26,000	26,000	-	26,000
Charity of Sir Richard Whittington/Mercers Company	-	-	-	-	27,000	27,000
National Lottery Community Fund Partnerships London SE region	-	-	-	-	104,875	104,875
Norfolk CC IAA contract/Equal Lives	-	-	-	-	40,157	40,157
Norfolk County council hardship/debt and financial advice funding	-	-	-	-	15,000	15,000
Norfolk County Council Public Health Suicide Prevention	-	-	-	-	59,662	59,662
Norwich City Council Consortium	-	-	-	-	32,686	32,686
Home Office E-visa grant	-	10,792	10,792	-	-	-
Norfolk Community Foundation Seldom Heard Communities	-	-	-	-	276	276
Norwich Consolidated Charities	-	13,000	13,000	-	-	-
Mercers Charitable Foundation	-	75,000	75,000	-	-	-
Mercers Charitable Foundation - Staff & Volunteers Wellbeing	-	5,000	5,000	-	-	-
NCF Community-based Hardship Support Fund	-	26,504	26,504	-	-	-
NHS Norfolk & Waveney ICB	-	-	-	-	14,223	14,223
People's Health Trust	-	40,000	40,000	-	10,000	10,000
Norwich City Council Asylum Dispersal Grant	-	-	-	-	9,807	9,807
<b>Total income from grants receivable for core activities</b>	<b>26,000</b>	<b>170,296</b>	<b>196,296</b>	<b>26,000</b>	<b>313,686</b>	<b>339,686</b>

**5. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Consultancy	700	-	700	-	-	-
<b>Total income from charitable activities</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**6. Analysis of expenditure on charitable activities**

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	funds	funds	funds	funds	funds	funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Salaries	-	108,872	<b>108,872</b>	-	99,181	99,181
Telephone and internet	-	1,555	<b>1,555</b>	-	2,298	2,298
Printing, postage and stationery	-	2,855	<b>2,855</b>	-	4,909	4,909
Community cuisines	-	6,546	<b>6,546</b>	-	5,575	5,575
Community Engagement	-	441	<b>441</b>	-	843	843
Staff Pension Costs	-	7,395	<b>7,395</b>	-	6,491	6,491
Employer NIC Costs	-	26,776	<b>26,776</b>	-	23,462	23,462
Team Meetings/Workshops	-	610	<b>610</b>	-	594	594
Supermarket Vouchers	-	15,000	<b>15,000</b>	-	10,000	10,000
Professional Interpreting Costs	-	12,321	<b>12,321</b>	-	7,638	7,638
Staff And Volunteer Training	-	3,352	<b>3,352</b>	-	3,825	3,825
Insurance	-	3,035	<b>3,035</b>	-	2,846	2,846
DBS Checks	-	26	<b>26</b>	-	26	26
Committee Meetings	-	101	<b>101</b>	-	31	31
Accountancy fees	-	4,919	<b>4,919</b>	-	4,551	4,551
Website	-	220	<b>220</b>	-	384	384
ICT subscriptions, consumables and maintenance	-	3,430	<b>3,430</b>	-	3,335	3,335
Staff travel and subsistence	-	917	<b>917</b>	-	781	781
Premises rent and tilities	-	12,268	<b>12,268</b>	-	14,370	14,370
Volunteer Costs	-	266	<b>266</b>	-	340	340
<b>Total expenditure on charitable activities</b>	-	210,905	<b>210,905</b>	-	191,480	191,480

**7. Governance costs**

During the year ended 31 January 2025, the Charity incurred the following Governance costs:

£4,919 Accountancy fees (2024 - £4,551) included within the table above in respect of Charitable Activities.

**8. Independent examiner's remuneration**

The independent examiner's remuneration amounts to a fee of £3,084 (2024 - £3,084).

**9. Staff costs**

	2025	2024
	£	£
Wages and salaries	108,872	99,181
Social security costs	26,776	23,462
Contribution to defined contribution pension schemes	7,395	6,491
<b>Total staff costs</b>	<b>143,043</b>	<b>129,134</b>

The average number of persons employed by the trust during the year was as follows:

	2025	2024
	No.	No.
Staff	4.3	4.1

No employee received remuneration amounting to more than £60,000 in either year.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year, no Trustee expenses have been incurred (2024 - £NIL).

**11. Debtors**

**Due within one year**

	<b>2025</b>	<i>2024</i>
	£	£
Trade debtors	200	-
Prepayments and accrued income	124,649	134,649
<b>Total debtors due within one year</b>	<b>124,849</b>	<b>134,649</b>

**12. Creditors: Amounts falling due within one year**

	<b>2025</b>	<i>2024</i>
	£	£
Accruals and deferred income	5,416	11,802
<b>Total creditors: falling due within one year</b>	<b>5,416</b>	<b>11,802</b>

**13. Financial instruments**

	<b>2025</b>	<i>2024</i>
	£	£
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	199,704	209,421

Financial assets measured at fair value through income and expenditure comprise cash and cash equivalent.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**14. Movement of funds  
- current year**

	Balance at 01 February 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 January 2025 £
<b>Unrestricted</b>					
General fund	24,985	1,478	-	(25)	26,438
Unrestricted - Septagon Trust	-	26,000	-	-	26,000
<b>Designated:</b>					-
Corporation tax liability	10,133	-	-	(10,133)	-
Reserves fund	88,127	-	-	10,133	98,260
<b>Total unrestricted funds</b>	<b>123,245</b>	<b>27,478</b>	<b>-</b>	<b>(25)</b>	<b>150,698</b>
<b>Restricted</b>					
Charity of Sir Richard Whittington/Mercers Company	23,403	-	(23,403)	-	-
National Lottery Community Fund Partnerships London SE region	50,139	-	(50,137)	(2)	-
Norfolk CC IAA contract/Equal Lives	21,417	-	(18,340)	-	3,077
Norfolk County council hardship/debt and financial advice funding	2,712	-	(2,712)	-	-
Norfolk County Council Public Health Suicide Prevention	43,320	-	(16,485)	-	26,835
Norwich City Council Consortium	20,611	-	(16,007)	-	4,604
Home Office E-visa grant 2024-25	-	10,792	(5,081)	-	5,711
Norwich Health & Wellbeing Board	6,197	-	(6,174)	-	23
Norfolk Community Foundation Seldom Heard Communities	5,040	-	-	-	5,040
Norwich Consolidated Charities	-	13,000	(2,655)	-	10,345
Mercers Charitable Foundation	-	75,000	(7,404)	-	67,596
Mercers Charitable Foundation - Staff & Volunteers Wellbeing	-	5,000	(510)	-	4,490
Norfolk Community Foundation Covid-19 Resilience Fund	-	-	-	-	-
Norfolk Community Foundation Ukraine Fund	7,154	-	(7,155)	1	-
Children's Society Crisis Support Grant	5,000	-	(4,995)	(5)	-
Big Lottery Fund Reaching Communities NIP2/New Routes	-	-	-	-	-
NCF Community-based Hardship Support Fund	-	26,504	(26,504)	-	-
NHS Norfolk & Waveney ICB	14,223	-	(10,526)	-	3,697
People's Health Trust	-	40,000	(2,979)	-	37,021
Norwich City Council Asylum Dispersal Grant	9,807	-	(9,838)	31	-
<b>Total of restricted funds</b>	<b>209,023</b>	<b>170,296</b>	<b>(210,905)</b>	<b>25</b>	<b>168,439</b>
<b>Total funds</b>	<b>332,268</b>	<b>197,774</b>	<b>(210,905)</b>	<b>-</b>	<b>319,137</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**Movement of funds  
- prior year**

	<i>Balance at 01 February 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Balance at 31 January 2024</i>
	£	£	£		£
<b>Unrestricted</b>					
General fund	24,661	353	-	(29)	24,985
Unrestricted - Septagon Trust	-	26,000	-	(26,000)	-
<b>Designated</b>					
Corporation tax liability	10,133	-	-		10,133
Reserves fund	62,127	-	-	26,000	88,127
<b>Total unrestricted funds</b>	<b>96,921</b>	<b>26,353</b>	<b>-</b>	<b>(29)</b>	<b>123,245</b>
<b>Restricted</b>					
Charity of Sir Richard Whittington/Mercers Company	22,579	27,000	(26,176)	-	23,403
National Lottery Community Fund Partnerships London SE region	22,994	104,875	(77,730)	-	50,139
Norfolk CC IAA contract/Equal Lives	-	40,157	(18,740)	-	21,417
Norfolk County council hardship/debt and financial advice funding	4,145	15,000	(16,433)	-	2,712
Norfolk County Council Public Health Suicide Prevention	3,546	59,662	(19,888)	-	43,320
Norwich City Council Consortium	4,826	32,686	(16,901)	-	20,611
Home Office E-visa grant 2024-25	-	-	-	-	-
Norwich Health & Wellbeing Board	8,196	-	(1,999)	-	6,197
Norfolk Community Foundation Seldom Heard Communities	5,040	276	(276)	-	5,040
Norwich Consolidated Charities	491	-	(491)	-	-
Mercers Charitable Foundation	-	-	-	-	-
Mercers Charitable Foundation - Staff & Volunteers Wellbeing	-	-	-	-	-
Norfolk Community Foundation Covid-19 Resilience Fund	1	-	-	(1)	-
Norfolk Community Foundation Ukraine Fund	10,000.00	-	(2,846)	-	7,154
Children's Society Crisis Support Grant	5,000	-	-	-	5,000
Big Lottery Fund Reaching Communities NIP2/New Routes	(30)	-	-	30	-
NCF Community-based Hardship Support Fund	-	-	-	-	-
NHS Norfolk & Waveney ICB	-	14,223	-	-	14,223
Norfolk Community Foundation HSF 2023	-	10,000	(10,000)	-	-
People's Health Trust	-	-	-	-	-
Norwich City Council Asylum Dispersal Grant	-	9,807	-	-	9,807
<b>Total of restricted funds</b>	<b>86,788</b>	<b>313,686</b>	<b>(191,480)</b>	<b>29</b>	<b>209,023</b>
<b>Total funds</b>	<b>183,709</b>	<b>340,039</b>	<b>(191,480)</b>	<b>-</b>	<b>332,268</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2025**

**15. Analysis of net assets between funds**

**- current year**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Current assets	150,698	173,855	324,553
Creditors due within one year	-	(5,416)	(5,416)
<b>Total</b>	<b>150,698</b>	<b>168,439</b>	<b>319,137</b>

**- prior year**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Current assets	123,245	220,825	344,070
Creditors due within one year	-	(11,802)	(11,802)
<b>Total</b>	<b>123,245</b>	<b>209,023</b>	<b>332,268</b>

**THE BRIDGE PLUS+ LIMITED**

England & Wales - Charity number 1198642

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# Accounts

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Registered number: 07909389  
Charity number: 1198642

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**UNAUDITED**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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<b>Trustees</b>	Gordon Ronald Turner, Chair (appointed 16 January 2020) Nicholas Rennie (appointed 03 July 2023) Judith Ekirapa Omasete (appointed 03 July 2023) Luxley Musoni (appointed 09 March 2012) Jacques M'vita Kalume (appointed 08 March 2012) Pa Musa Jobarteh (appointed 13 January 2012) Gervais Kouloungou-Mambs (appointed 13 January 2012, resigned 16 November 2023)
<b>Company registered number</b>	07909389
<b>Charity registered number</b>	1198642
<b>Registered office and principal place of business</b>	Charing Cross Centre 17-19 St John Maddermarket Norwich NR2 1DN
<b>Accountants and Independent Examiner</b>	YBSM Partners Ltd - Chartered Certified Accountants 44 Broadway Stratford London E15 1XH
<b>Bankers</b>	Lloyds Bank plc Gentleman's Walk Norwich NR2 1LZ

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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The Directors are pleased to present their report and financial statements for the year ended 31 January 2024.

**Structure, Governance and Management**

The Bridge Plus+ Limited is a voluntary organisation, which first registered as a not-for-profit company with Companies House in 2012. Its registration with the Charity Commission was successfully completed on 14<sup>th</sup> April 2022. The charitable company is also known as The Bridge Plus+.

The organisation's activities are governed by a Board of Directors whose names are listed above on page 2. The document regulating the purposes and administration of the charity is the Articles of Association of The Bridge Plus+ Limited whose most recent version was adopted on 5<sup>th</sup> April 2022, having been approved by the Charity Commission.

The Trustees are responsible for managing the charity and supervising its operations in accordance with its stated charitable objectives and for the public benefit. They meet a minimum of four times a year with ad hoc meetings and electronic means of communications also used when necessary.

Our Board continues to be informed by lived experience: five out of six Trustees are from an ethnic minority background. Our former Chair retired due to ill health in 2023. Two new Trustees were recruited in July 2023. The current Board includes individuals with project management skills; business development skills; skills and knowledge in the advice and advocacy sector; the social care sector; counselling and mental health; community engagement and media/journalism.

The Executive Coordinator is the most senior member of staff and is employed on a full-time basis. They report to the Board of Directors/Trustees and are responsible to them for both the day-to-day operations and the future development of the organisation. They are supported by a small team of paid staff (4.1 FTE over this reporting period) and volunteers.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Trustees have a duty to identify and review the risks to which the charity is exposed and ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Over the course of time, directors have conducted reviews of the major risks to which the charity is exposed, and systems have been put in place to mitigate those risks.

**Objectives and activities**

The Bridge Plus+ operates in Norfolk, primarily from its office base in Norwich. The objects of the charity are:

1. the relief of financial hardship of people from ethnic minority backgrounds and/or migrant backgrounds by, for example (but without limitation), the provision of free advice, advocacy, education and/or training in the English language and/or in vocational skills and/or by providing facilities and/or events and/or other forms of assistance to such persons to relieve the needs of such people.
2. the promotion of social inclusion by preventing people from ethnic minority backgrounds and/or migrant backgrounds from becoming socially excluded.
3. the promotion of equality and diversity in particular, but not exclusively, by: (i) advancing education and raising awareness in equality and diversity; (ii) promoting activities to foster understanding between people from diverse backgrounds; (iii) conducting or commissioning research on equality and diversity

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issues and publishing the results to the public; and (iv) cultivating a sentiment in favour of equality and diversity.

4. the promotion of racial harmony in particular, but not exclusively, by: (i) promoting knowledge and mutual understanding between different racial groups; (ii) advancing education and raising awareness about different racial groups to promote good relations between persons of different racial groups; (iii) working towards the elimination of discrimination on the grounds of race.
5. the development of the capacity and skills of those people from ethnic minority and/or migrant backgrounds who are socially and/or economically disadvantaged in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

The Bridge Plus+ runs the following activities to fulfil its charitable objects for the public benefit:

- Information, advice and advocacy support services on a range of issues including social welfare benefits, housing, employment and job search, and access to mainstream services, tailored to the needs of people from ethnic minority and/or migrant backgrounds, many of whom may have limited English language skills. Our approach is person-centred, holistic and time intensive. We offer phone as well as face-to-face appointments, depending on the service user's preferences and support needs.
- Community lunches which bring together Bridge Plus+ service users, other community members, representatives from other service providers, Bridge Plus+ volunteers and staff.
- Learning and skills development activities that respond to needs expressed by service users and that complement what other local stakeholders already offer to people from ethnic minority and/or migrant backgrounds.
- Consultation and community engagement activities with service users on issues that matter to them. We collate evidence and feed back to decision-makers to inform policy and practice.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charitable company's aims and objectives and planning future activities.

## **Strategic report**

### ***Achievements and performance***

The Bridge Plus+ has had a successful year in 2023-24, delivering essential services for the public benefit and making a positive difference to the lives of service users. We have grown our team and stepped up our level of activities, in response to the increased demand for our information, advice and advocacy support services. While fostering partnerships with other charities supporting ethnic minority and migrant communities locally, we have also extended our collaborations with mainstream and quality assured advice sector organisations in Norfolk (via NCAN – Norfolk Community Advice Network) and with other advocacy services (via Norfolk Advocacy Partnership – NAP, led by Equal Lives). While remaining community-based and led by people with lived experience, we have further established ourselves as a reputable advice and advocacy service for diverse communities. The breadth and quality of our collaborative links with a wide range of services and stakeholders (over 50 different services during the reporting period) have proved invaluable in order to support minoritised communities. It also shows the increased local profile that we have built, and the trust which other local providers have towards The Bridge Plus+.

Despite our best efforts, external factors have negatively impacted our service user base. This report must therefore reflect on the fact that, in 2023-24 more than in any previous year of activity, The Bridge Plus+ team has worked with an increased number of individuals and households facing homelessness and destitution. In the last quarter of this reporting period (November 2023-January 2024), many of our service users, particularly newly recognised refugees, experienced greater uncertainty and hardship.

### **More work, with more people**

Thanks to additional staff capacity (two members of staff had joined the team at the end of the last reporting

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period (2022-23), we responded more efficiently to the demand for our services. We successfully supported 366 service users – an increase of just over 20% compared to 2022-23 figures – through 8,492 information, advice and advocacy sessions (40% more than last year).

We worked with people from 52 different nationalities (45 nationalities in 2022-23). An overwhelming majority of beneficiaries have limited English language skills; those in work are in low-paid and insecure employment; others are long-term unemployed; just over 25% of households include someone with disabilities and/or long-term health issues. The support we provide is ongoing, open-ended and involves casework for two-thirds of our service users. Many service users have known the organisation for several years; thanks to our innovative approach to complex issues, we have earned the trust and respect of service users and their communities.

Our support enabled service users to exercise their rights and entitlements and find solutions to deal with a range of issues. Our holistic approach to people's support needs enabled us to embed preventative work in our practice. For example, we identified during a housing related appointment that the service user's welfare benefits had not been paid in full; or that they had been unable to access a medical referral due to digital exclusion and needed help to book an online appointment.

During 2023-24, the top three issues for our service users remained:

- welfare benefits issues (relevant to 58% of our interventions – in line with last year's figure of 56%)
- housing and/or homelessness issues (included in 47% of our work, a significant increase compared to last year's figure of 35%);
- money matters and alleviation of financial hardship (45% of our interventions compared to 54% last year at the peak of the cost-of-living crisis).

Other types of support offered by The Bridge Plus+ team included referrals to specialist immigration legal advice, help with job search and/or employment, access to local services including physical and mental health services.

### **Increased pressures at the frontline.**

New government policies and significant changes to the UK immigration system during the reporting period have introduced challenges for both individuals seeking support and our organisation. From July 2023 onwards, an increased number of individuals were granted refugee status in Norfolk, at a much faster pace than in previous months. At the same time, the Home Office changed the procedure for ending asylum support, which resulted in many newly recognised refugees given less than 28 days, and as little as seven days in some cases, to make "move-on arrangements". Many came to The Bridge Plus+ for support with applying for Universal Credit and for homelessness support from the relevant local authority. We saw 71 homeless service users during the reporting period, a 280% increase compared to 2022-23. To respond to this demand, The Bridge Plus+ strengthened their knowledge and skills in relation to housing and homelessness through increased joined up working and capacity building with other VCS partners working at the frontline including NCAN partners MAP and Shelter, and City of Sanctuary colleagues from New Routes, English+, The Red Cross refugee services and the Zainab Project.

Despite our advocacy work with local authorities to secure emergency accommodation, particularly during winter months, several of our service users had to sleep rough for days, sometimes weeks, between November 2023 and January 2024. We are hopeful that the appointment of a specialist housing officer for refugees within the local authority's housing department at the end of this reporting period, will bring about much needed systemic changes and improve joint working between statutory housing departments and the community and voluntary sector.

### **Group activities**

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In response to the demand from service users claiming Universal Credit (UC), for ongoing support with managing their UC claim, The Bridge Plus+ team launched a new group activity in Spring 2023. We co-produced with the local branch of WEA (Workers' Educational Association), a new short course for ESOL learners with limited digital skills. The course aims at improving service users' skills and confidence and empower them to carry out simple tasks on their online UC claims/accounts. Nineteen small group sessions were held during February 2023 and January 2024. Learners offered excellent feedback: "Before doing the course, I was so worried about doing something wrong on my Universal Credit account that I would not even log in without help. Now, I feel confident that I can do the basics, and I am ok checking for new messages by myself. I really enjoyed the course as well, there was a nice atmosphere, and we all wanted to help each other". This activity will carry on next year.

We also held six community lunches during the reporting period, each attracting larger numbers of participants than last year, between 82 and 115 participants. We proactively advertise lunches to groups whom we do not otherwise work with, e.g. asylum-seekers living in hotels; refugees who came to Norfolk through the resettlement programme with support from Norfolk County Council's People from Abroad Team.

Attendance numbers combined across the six lunches went up and reached 575, compared to 428 in 2022-23. Lunches are informal and serve multiple purposes: meet new people and make new friends; learn new information and hear about local support services; taste food from all around the world and enjoy a free hot meal; and develop new skills.

For those who volunteer on the day as community cooks, kitchen assistants or community event assistants, they feel a sense of pride from giving back to the community and report improved self-esteem. We received excellent feedback from participants: "Thank you so much for inviting me to the Bridge Plus lunch last Thursday. It was a truly enriching experience, meeting so many people of different nationalities in Norwich and learning of their situations" (local resident); "I like the lunch it helps us to embrace each other" (Bridge Plus+ service user).

### **Team, premises and systems**

The Bridge Plus+ moved offices on the first day of this reporting period (1 February 2023). We are now based at Charing Cross Centre, a charity-led community hub in the city centre of Norwich, easily accessible by public transport. Service users have commented on how welcoming and light our "new" offices are. The space offers us added flexibility, is better suited for teamwork while enabling confidential one-to-one appointments.

We have continued to use Advice Pro, the case management programme specifically tailored to the needs of advice agencies. It has proved extremely useful to help staff work efficiently and securely. It is an essential reporting tool which has enabled us to take advantage of new funding opportunities in relation to our information, advice and advocacy work. Thanks to AdvicePro generated data, we know that our support has generated £185,986 worth of welfare benefits and/or financial hardship support for our service users.

We are delighted that The Bridge Plus+ has continued to attract staff and volunteers with lived experience of migration, who speak languages used by service users. Staff and volunteer training and development have remained a priority. We have strengthened the offer of vicarious trauma support to the team, with regular input from a qualified clinical supervisor. Monthly group sessions took place, as well as one-to-one, ad hoc sessions. This was particularly valuable for the team, given the increase in the number of service users facing homelessness during this reporting period. We were pleased to hear from one of our funders that our practice had influenced their own grant-making process. After having heard about The Bridge Plus+' good practice in relation to wellbeing support, they have since ringfenced funding for staff wellbeing support as part of their grant-making offer.

We recruited new volunteers during the reporting period. Four volunteers regularly came to the office and assisted with welcoming service users and "triaging" enquiries. 27 event volunteers from diverse backgrounds contributed to the success of our community lunches.

Thanks to our partnership work with other NCAN Steering Group members, we continue to access funding

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from a district local authority (Norwich City Council) to run our core advice and advocacy frontline activities. It is also through NCAN that we receive multi-year funding from Norfolk County Council (Public Health). Our sub-delivery role within Norfolk County Council Information, Advice and Advocacy services (IAA) Lot 3 contract held by Equal Lives has carried on as planned and will enter its final year in the next reporting period.

Thanks to the diversification of our sources of income that has carried on from the last financial year, The Bridge Plus+ is in a stronger position to respond to the increasing demand for its services and to adapt to more complex needs and external changes.

The Directors are extremely grateful to our staff and volunteers without whom we would not be able to carry out essential frontline work and make a positive difference to people's lives, for the benefit of the whole community. We also thank our funders for their generous support. Finally, we thank our service users for trusting us and sharing their issues with the Bridge Plus+ team. They have shown remarkable resilience in, yet again, very difficult times.

### ***Financial review***

#### **Increased expenditure because of increased frontline activity**

Our expenditure on charitable activities has increased by just under 30% compared to the last financial period - £191,480 during this reporting period (2023-24) and £147,726 in 2022-23. This reflects our increased level of activity.

The main contributing factor is staffing costs, due to increased staff hours and capacity. Our core activities have also expanded, as reflected in our expenditure on professional interpreting costs, community lunches and community engagement activities.

We have succeeded in keeping running costs overall stable, as a result of our office move and improved infrastructure costs (eg lower broadband and office rent costs).

#### **Principal funding sources**

During the reporting period, our flagship information, advice and advocacy services were funded by National Lotteries Community Fund (Partnerships grant), the Charity of Sir Richard Whittington/Mercers Company, Norwich City Council Financial Inclusion Consortium's grant, led by Norfolk Community Law Service (NCLS), Norwich Health and Wellbeing Partnership, and Norfolk County Council (Public Health Suicide Prevention grant and Hardship/Debt&Financial Advice grant, both with NCLS as lead body).

Professional interpreting costs were funded by Norwich Consolidated Charities during the first quarter, then by National Lotteries Community Fund (Partnerships grant), the Charity of Sir Richard Whittington/Mercers Company and Norfolk County Council (Public Health Suicide Prevention grant and Hardship/Debt&Financial Advice grant, both with NCLS as lead body).

Community lunch events were funded by the National Lotteries Community Fund, the Charity of Sir Richard Whittington/Mercers Company and Norfolk County Council's Hardship/Debt&Financial Advice grant (partnership grant funding with NCLS as lead body).

Norfolk Community Foundation's Household Support Fund (Round 5) enabled The Bridge Plus+ to provide 200 supermarket vouchers, worth £50 each, to service user households experiencing financial hardship.

Our sub-contract agreement with the local charity Equal Lives, as part of the IAA (Information, Advice, Advocacy) Lot 3 contract agreement with Norfolk County Council, to deliver specialist support including complex advocacy support and systems advocacy to people from ethnic minority and/or migrant backgrounds, went into its second year (contracted period: 1 April 2022 to 31st March 2025). All targets have been met and reported against.

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The Bridge Plus+ received funding from the NHS Norfolk and Waveney Integrated Care Board (ICB), which will be used during the next reporting period.

Norfolk Community Foundation's Ukraine Fund received during the previous financial period has been used towards increased staff hours, with the remaining funds to cover salary costs for the next financial year.

Funds held from Children's Society will be disbursed during the next financial period.

We have secured a grant from Norwich City Council's Asylum Dispersal Grant, to support asylum seekers and refugees transitioning from asylum seeking to refugee status. The grant agreement was signed in December 2023 therefore the monies (£9,807) are presented in these accounts as accrued income (not yet received by 31<sup>st</sup> January 2024). Expenditure will be incurred during the next reporting period.

We also acknowledge receipt of unrestricted funding from Septagon Charity, who has been supporting us since 2019 and whose support has been instrumental to developing our sustainability and organisational resilience.

In accordance with the Charities SORP (FRS 102), all income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Total income for 2023-24 is £340,039, of which £134,649 is accrued income.

#### **Risk Management and Reserves Policy**

The Directors have reviewed the major risks to the organisation and do not consider any significant matters of concern. The charity's financial position is strengthened compared to previous years, thanks to the increased diversification of income sources. The charity has not experienced any cashflow issues during this financial year as most restricted funds were paid up front to the charity. In addition, some restricted funds were received during the last quarter of the financial year and are to cover expenditure to be incurred in the next financial year, which in part explains the level of restricted funds carried forward as at 1 February 2024.

The Charity has designated funds worth £10,133. The designated amount reflects an outstanding HMRC Corporation Tax liability for the financial period 1 February 2020-31 January 2021, issued by HMRC in October 2021. HMRC has since then provided The Bridge Plus+ with a backdated tax exemption certificate from 16 April 2020 onwards, in recognition of our charity status obtained in 2022. The Bridge Plus+ is in contact with HMRC about the outstanding liability for the period 1 Feb 2020-15 April 2020 and although the matter has not yet been settled, it is anticipated that this will be achieved during the next financial year. Although the liability is expected to be significantly lower than £10,133, Trustees have not yet been notified by HMRC of the revised amount. Therefore, they remain prudent and have left the liability unchanged, until further update from HMRC.

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, in accordance with the Charity Commission's guidance CC19 "Charity reserves: building resilience". The current target level set by the Directors is one that covers a minimum of three months of estimated essential operational costs as well as costs required to enable an orderly closure of the charity. The corresponding amount has been recalculated to reflect our increased level of activity and level of expenditure.

Therefore, our reserves target has increased from £66,962 (2022-23) to £89,799 (2023-24). As at 31<sup>st</sup> January 2024, our free reserves are 88,127 (£62,127 in 2023). Although the target level has not been fully reached at the end of this financial year, Directors are confident that it will be during the next financial year.

#### **Financial position**

In the year ended 31 January 2024 the Incoming Resources are £340,039 (2023: £226,819) and the Resources Expended are £191,480 (2023: £147,726).

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The surplus in funds for the year ended 31 January 2024 is £148,559 (2023: £79,093) and the starting funds was £183,709 giving a total carried forward fund of £332,268

**Funds in deficit**

There are no funds materially in deficit.

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**Statement of Trustees' Responsibilities.**

The Trustees (who are also the directors of the Charity 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. 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate 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.

Approved by order of the members of the board of Trustees on 29 November 2024 and signed on their behalf by:



.....  
**Gordon Ronald Turner**  
(Chair of Trustees)

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**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE PLUS+ LIMITED**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**Independent examiner's report to the Trustees of The Bridge Plus+ Limited ('the Charity')**

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 January 2024.

**Responsibilities and basis of report**

As the Trustees of the Charity you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Your attention is drawn to the fact that the Charity has prepared the accounts in accordance with 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) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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 accounts to be reached.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 an Independent examiner's 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 or for this report.



.....  
Samuel Sylvester Mendy (FCCA, FMAAT, MCMI, MBA, MA)  
YBSM Partners Ltd - Chartered Certified Accountants  
44 Broadway, Stratford, London, E15 1XH  
29 November 2024

**THE BRIDGE PLUS+ LIMITED**  
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE  
ACCOUNT) FOR THE YEAR ENDED 31 JANUARY 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b><u>Income from:</u></b>					
Donations and Legacies	3	26,353	313,686	340,039	226,819
<b>Total income</b>		<b>26,353</b>	<b>313,686</b>	<b>340,039</b>	<b>226,819</b>
<b><u>Expenditure on:</u></b>					
Charitable activities	6	-	191,480	191,480	147,726
<b>Total expenditure</b>		<b>-</b>	<b>191,480</b>	<b>191,480</b>	<b>147,726</b>
<b>Net income/(expenditure) for the year before transfers</b>		<b>26,353</b>	<b>122,206</b>	<b>148,559</b>	<b>79,093</b>
Transfers between funds	13	(29)	29	-	-
<b>Net movement in funds</b>		<b>26,324</b>	<b>122,235</b>	<b>148,559</b>	<b>79,093</b>
<b><u>Reconciliation of funds:</u></b>					
Balance at 01 February 2023		96,921	86,788	183,709	104,616
<b>Balance at 31 January 2024</b>		<b>123,245</b>	<b>209,023</b>	<b>332,268</b>	<b>183,709</b>

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 14 to 23 form part of these financial statements.

**THE BRIDGE PLUS+ LIMITED**  
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**REGISTERED NUMBER: 07909389**

**BALANCE SHEET AS AT 31 JANUARY 2024**

	Note	2024 £	2023 £
<b>Current assets</b>			
Debtors due within one year	10	134,649	13,518
Cash at bank and in hand		209,421	181,163
<b>Total current assets</b>		<b>344,070</b>	<b>194,681</b>
Creditors: amounts falling due within one year	11	11,802	10,972
<b>Net current assets / (liabilities)</b>		<b>332,268</b>	<b>183,709</b>
<b>Total assets less current liabilities</b>		<b>332,268</b>	<b>183,709</b>
<b>Total net assets</b>		<b>332,268</b>	<b>183,709</b>
<b>Charity funds</b>			
Unrestricted funds	13	123,245	96,921
Restricted funds	13	209,023	86,788
<b>Total charity funds</b>		<b>332,268</b>	<b>183,709</b>

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees on 29 November 2024 and signed on their behalf by:



.....  
**Gordon Ronald Turner**  
 (Chair of Trustees)

The notes on pages 14 to 23 form part of these financial statements.

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**THE BRIDGE PLUS+ LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Plus+ meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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**THE BRIDGE PLUS+ LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**1. Accounting policies (continued)**

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

Charitable activities and Governance costs are costs incurred on the Charity's operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**1.4 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.5 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**1.6 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.7 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2024**

**2. General information**

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**3. Income from donations and legacies**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Donations	353	-	353	561	-	561
Grants	26,000	313,686	339,686	31,080	195,178	226,258
<b>Total income from donations and legacies</b>	<b>26,353</b>	<b>313,686</b>	<b>340,039</b>	<b>31,641</b>	<b>195,178</b>	<b>226,819</b>

**4. Grants receivable for core activities**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Community Action Norfolk COMF	-	-	-	5,080	-	5,080
Septagon Charity	26,000	-	26,000	26,000	-	26,000
Charity of Sir Richard Whittington/Mercers Company	-	27,000	27,000	-	25,000	25,000
National Lottery Community Fund Partnerships London SE region	-	104,875	104,875	-	65,625	65,625
Norfolk CC IAA contract/Equal Lives	-	40,157	40,157	-	13,518	13,518
Norfolk County council hardship/debt and financial advice funding	-	15,000	15,000	-	15,848	15,848
Norfolk County Council Public Health Suicide Prevention	-	59,662	59,662	-	24,880	24,880
Norwich City Council Consortium	-	32,686	32,686	-	15,450	15,450
Norwich Health & Wellbeing Board	-	-	-	-	10,412	10,412
Norfolk Community Foundation Seldom Heard Communities	-	276	276	-	5,445	5,445
Norfolk Community Foundation Household Support Fund	-	-	-	-	4,000	4,000
Norfolk Community Foundation Ukraine Fund	-	-	-	-	10,000	10,000
Children's Society Crisis Support Grant	-	-	-	-	5,000	5,000
NHS Norfolk & Waveney ICB	-	14,223	14,223	-	-	-
Norfolk Community Foundation HSF 2023	-	10,000	10,000	-	-	-
Norwich City Council Asylum Dispersal Grant	-	9,807	9,807	-	-	-
<b>Total income from grants receivable for core activities</b>	<b>26,000</b>	<b>313,686</b>	<b>339,686</b>	<b>31,080</b>	<b>195,178</b>	<b>226,258</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY  
2024**

**5. Analysis of expenditure on charitable activities**

	Unrestricted	Restricted	Total	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total</i>
	funds	funds	funds	<i>funds</i>	<i>funds</i>	<i>funds</i>
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Salaries	-	99,181	99,181	-	73,468	73,468
Telephone and internet	-	2,298	2,298	-	2,458	2,458
Printing, postage and stationery	-	4,909	4,909	-	4,715	4,715
Community cuisines	-	5,575	5,575	-	3,287	3,287
Community Engagement	-	843	843	-	479	479
Staff Pension Costs	-	6,491	6,491	-	4,812	4,812
Employer NIC Costs	-	23,462	23,462	-	16,468	16,468
Team Meetings/Workshops	-	594	594	-	710	710
Supermarket Vouchers	-	10,000	10,000	-	3,963	3,963
Professional Interpreting Costs	-	7,638	7,638	-	3,106	3,106
Staff And Volunteer Training	-	3,825	3,825	-	5,262	5,262
Insurance	-	2,846	2,846	-	2,965	2,965
DBS Checks	-	26	26	-	26	26
Committee Meetings	-	31	31	-	-	-
Accountancy fees	-	4,551	4,551	-	3,667	3,667
Website	-	384	384	-	558	558
ICT subscriptions, consumables and maintenance	-	3,335	3,335	-	4,297	4,297
Staff travel and subsistence	-	781	781	-	1,001	1,001
Premises rent and utilities	-	14,370	14,370	-	16,412	16,412
Volunteer Costs	-	340	340	-	72	72
<b>Total expenditure on charitable activities</b>	-	191,480	191,480	-	147,726	147,726

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**6. Governance costs**

During the year ended 31 January 2024 ,the Charity incurred the following Governance costs:

£4,551 Accountancy fees (2023 - £3,667) included within the table above in respect of Charitable Activities

**7. Independent examiner's remuneration**

The independent examiner's remuneration amounts to a fee of £3,084 (2023 - £2,160).

**8. Staff costs**

	2024	2023
	£	£
Wages and salaries	99,181	73,468
Social security costs	23,462	16,468
Contribution to defined contribution pension schemes	6,491	4,812
<b>Total staff costs</b>	<b>129,134</b>	<b>94,748</b>

The average number of persons employed by the trust during the year was as follows:

	2024	2023
	No.	No.
Staff	4.1	3.2

No employee received remuneration amounting to more than £60,000 in either year.

**9. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year, no Trustee expenses have been incurred (2023 - £NIL).

**10. Debtors**

**Due within one year**

	2024	2023
	£	£
Prepayments and accrued income	134,649	13,518
<b>Total debtors due within one year</b>	<b>134,649</b>	<b>13,518</b>

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

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**11. Creditors: Amounts falling due within one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Accruals and deferred income	11,802	10,972
<b>Total creditors: falling due within one year</b>	<b>11,802</b>	<b>10,972</b>

**12. Financial instruments**

	<b>2023</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	209,421	181,163

Financial assets measured at fair value through income and expenditure comprise cash and cash equivalent.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

**13. Movement of funds**  
**- current year**

	Balance at 01 February 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 January 2024 £
<b>Unrestricted</b>					
General fund	24,661	353	-	(29)	24,985
Unrestricted - Septagon Trust	-	26,000	-	(26,000)	-
<b>Designated:</b>					
Corporation tax liability	10,133	-	-	-	10,133
Reserves fund	62,127	-	-	26,000	88,127
<b>Total unrestricted funds</b>	<b>96,921</b>	<b>26,353</b>	<b>-</b>	<b>(29)</b>	<b>123,245</b>
<b>Restricted</b>					
Charity of Sir Richard					
Whittington/Mercers Company	22,579	27,000	(26,176)	-	23,403
National Lottery Community Fund					
Partnerships London SE region	22,994	104,875	(77,730)	-	50,139
Norfolk CC IAA contract/Equal Lives	-	40,157	(18,740)	-	21,417
Norfolk County council hardship/debt and financial advice funding	4,145	15,000	(16,433)	-	2,712
Norfolk County Council Public Health Suicide Prevention	3,546	59,662	(19,888)	-	43,320
Norwich City Council Consortium	4,826	32,686	(16,901)	-	20,611
Norwich City Council Good Economy Commission	-	-	-	-	-
Norwich Health&Wellbeing Board	8,196	-	(1,999)	-	6,197
Norfolk Community Foundation					
Seldom Heard Communities	5,040	276	(276)	-	5,040
Norwich Consolidated Charities	491	-	(491)	-	-
Norfolk Community Foundation					
Household Support Fund	-	-	-	-	-
Norfolk Community Foundation Covid- 19 Resilience Fund	1	-	-	(1)	-
Norfolk Community Foundation					
Ukraine Fund	10,000	-	(2,846)	-	7,154
Children's Society Crisis Support Grant	5,000	-	-	-	5,000
Big Lottery Fund Reaching Communities NIP2/New Routes	(30)	-	-	30	-
The Barrow Cadbury Trust Covid-19 Support Fund	-	-	-	-	-
NHS Norfolk & Waveney ICB	-	14,223	-	-	14,223
Norfolk Community Foundation HSF 2023	-	10,000	(10,000)	-	-
Norwich City Council Asylum Dispersal Grant	-	9,807	-	-	9,807
<b>Total of restricted funds</b>	<b>86,788</b>	<b>313,686</b>	<b>(191,480)</b>	<b>29</b>	<b>209,023</b>
<b>Total funds</b>	<b>183,709</b>	<b>340,039</b>	<b>(191,480)</b>	<b>-</b>	<b>332,268</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

- prior year

	<i>Balance at 01 February 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers 31 January 2023 £</i>	<i>Balance at</i>
<b>Unrestricted</b>					
General fund	25,147	5,641	-	(6,127)	24,661
Unrestricted - Septagon Trust	-	26,000	-	(26,000)	-
<b>Designated</b>					
Corporation tax liability	10,133	-	-		10,133
Reserves fund	30,000	-	-	32,127	62,127
<b>Total unrestricted funds</b>	<b>65,280</b>	<b>31,641</b>	<b>-</b>	<b>-</b>	<b>96,921</b>
<b>Restricted</b>					
Charity of Sir Richard Whittington/Mercers Company	20,229	25,000	(22,650)	-	22,579
National Lottery Community Fund Partnerships London SE region	18,641	65,625	(61,272)	-	22,994
Norfolk CC IAA contract/Equal Lives	-	13,518	(13,518)	-	-
Norfolk County council hardship/debt and financial advice funding	4,573	15,848	(16,276)	-	4,145
Norfolk County Council Public Health Suicide Prevention	(8,605)	24,879	(12,728)	-	3,546
Norwich City Council Consortium	-	15,450	(10,624)	-	4,826
Norwich City Council Good Economy Commission	1,132	-	(1,132)	-	-
Norwich Health&Wellbeing Board	-	10,412	(2,216)	-	8,196
Norfolk Community Foundation Seldom Heard Communities	-	5,445	(405)	-	5,040
Norwich Consolidated Charities	3,395	-	(2,904)	-	491
Norfolk Community Foundation Household Support Fund	-	4,000	(4,000)	-	-
Norfolk Community Foundation Covid-19 Resilience Fund	1	-	-	-	1
Norfolk Community Foundation Ukraine Fund	-	10,000	-	-	10,000
Children's Society Crisis Support Grant	-	5,000	-	-	5,000
Big Lottery Fund Reaching Communities NIP2/New Routes	(30)	-	-	-	(30)
The Barrow Cadbury Trust Covid-19 Support Fund	-	-	-	-	-
NHS Norfolk & Waveney ICB	-	-	-	-	-
Norfolk Community Foundation HSF 2023	-	-	-	-	-
<b>Total of restricted funds</b>	<b>39,336</b>	<b>195,177</b>	<b>(147,725)</b>	<b>-</b>	<b>86,788</b>
<b>Total funds</b>	<b>104,616</b>	<b>226,818</b>	<b>(147,725)</b>	<b>-</b>	<b>183,709</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2024**

**14. Analysis of net assets between funds**  
**- current year**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Current assets	123,245	220,825	344,070
Creditors due within one year	-	(11,802)	(11,802)
<b>Total</b>	<b>123,245</b>	<b>209,023</b>	<b>332,268</b>

**- prior year**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Current assets	104,163	90,518	194,681
Creditors due within one year	(7,242)	(3,730)	(10,972)
<b>Total</b>	<b>96,921</b>	<b>86,788</b>	<b>183,709</b>

**THE BRIDGE PLUS+ LIMITED**

England & Wales - Charity number 1198642

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# Accounts

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Registered number: 07909389  
Charity number: 1198642

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 JANUARY 2023**

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 JANUARY 2023**

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<b>Trustees</b>	Gordon Ronald Turner, Chair (appointed 16 January 2020) Nicholas Rennie (appointed 03 July 2023) Judith Ekirapa Omasete (appointed 03 July 2023) Luxley Musoni (appointed 09 March 2012) Jacques M'vita Kalume (appointed 08 March 2012) Pa Musa Jobarteh (appointed 13 January 2012) Gervais Kouloungou-Mambs (appointed 13 January 2012, resigned 16 November 2023)
<b>Company registered number</b>	07909389
<b>Charity registered number</b>	1198642
<b>Registered office</b>	6 Broadland Court Wherry Road Norwich NR1 1UN
<b>Principal place of business</b>	Charing Cross Centre 17-19 St John Maddemarket Norwich NR2 1DN
<b>Accountants and Independent Examiner</b>	YBSM Partners Ltd - Chartered Certified Accountants 44 Broadway Stratford London E15 1XH
<b>Bankers</b>	Lloyds Bank plc Gentleman's Walk Norwich NR2 1LZ

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

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The Directors are pleased to present their report and financial statements for the year ended 31 January 2023.

**Structure, Governance and Management**

The Bridge Plus+ Limited is a voluntary organisation, which first registered as a not-for-profit company with Companies House in 2012. Its registration with the Charity Commission was successfully completed on 14<sup>th</sup> April 2022

The charitable company is also known as The Bridge Plus+.

The organisation's activities are governed by a Board of Directors whose names are listed above on page 2. The document regulating the purposes and administration of the charity is the Articles of Association of The Bridge Plus+ Limited whose most recent version was adopted on 5<sup>th</sup> April 2022, having been approved by the Charity Commission.

The Trustees are responsible for managing the charity and supervising its operations in accordance with its stated charitable objectives. They meet a minimum of four times a year with ad hoc meetings and electronic means of communications used when necessary.

The Executive Coordinator is the most senior member of staff and is currently employed on a full-time basis. They report to the Board of Directors and are responsible to them for both the day-to-day operations and the future development of the organisation. They are supported by a small team of paid staff (3 FTE by the end of this reporting period) and volunteers.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The directors have a duty to identify and review the risks to which the charity is exposed and ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Over the course of time, directors have conducted reviews of the major risks to which the charity is exposed and systems have been put in place to mitigate those risks.

**Objectives and activities**

The Bridge Plus+ operates in Norfolk, primarily from its office base in Norwich. The objects of the charity are:

1. the relief of financial hardship of people from ethnic minority backgrounds and/or migrant backgrounds by, for example (but without limitation), the provision of free advice, advocacy, education and/or training in the English language and/or in vocational skills and/or by providing facilities and/or events and/or other forms of assistance to such persons to relieve the needs of such people.
2. the promotion of social inclusion by preventing people from ethnic minority backgrounds and/or migrant backgrounds from becoming socially excluded.
3. the promotion of equality and diversity in particular, but not exclusively, by: (i) advancing education and raising awareness in equality and diversity; (ii) promoting activities to foster understanding between people from diverse backgrounds; (iii) conducting or commissioning research on equality and diversity issues and publishing the results to the public; and (iv) cultivating a sentiment in favour of equality and diversity.
4. the promotion of racial harmony in particular, but not exclusively, by: (i) promoting knowledge and mutual understanding between different racial groups; (ii) advancing education and raising awareness about different racial groups to promote good relations between persons of different racial groups; (iii) working towards the elimination of discrimination on the grounds of race.

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## THE BRIDGE PLUS+ LIMITED

### (A company limited by guarantee)

5. the development of the capacity and skills of those people from ethnic minority and/or migrant backgrounds who are socially and/or economically disadvantaged in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

The Bridge Plus+ runs the following activities to fulfil its charitable objects for the public benefit:

- information, advice and advocacy support services on a range of issues including social welfare benefits, housing, employment and job search, and access to mainstream services, tailored to the needs of people from ethnic minority and/or migrant backgrounds, many of whom may have limited English language skills. Our approach is person-centred, holistic and time intensive. We offer phone as well as face-to-face appointments, depending on the service user's preferences and support needs.
- community lunches which bring together Bridge Plus+ service users, other community members, representatives from other services, Bridge Plus+ volunteers and staff.
- learning and skills development activities that respond to needs expressed by service users and that complement what other local stakeholders already offer to people from ethnic minority and/or migrant backgrounds.
- Consultation and community engagement activities with service users on issues that matter to them. We collate evidence and feedback to decision-makers to inform policy and practice.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charitable company's aims and objectives and in planning future activities.

### Strategic report

#### *Achievements and performance*

Despite the long-lasting impact of the Covid-19 pandemic and challenges arising from other external factors, The Bridge Plus+ has had a successful year during the reporting period, delivering essential services for the public benefit.

While fostering partnerships with other charities supporting ethnic minority and migrant communities, we have extended our collaborations with mainstream and quality assured advice sector organisations in Norfolk (via NCAN – Norfolk Community Advice Network). While remaining community-based and led by people with lived experience, we have further established ourselves as a reputable advice and advocacy service for diverse communities.

Demand for our services has continued to grow and we successfully supported 303 service users with 837 issues, over 5,521 information, advice and advocacy sessions. We enabled them to access their rights and entitlements and find solutions to deal with a range of issues, from welfare benefits to housing and from access to local services to financial hardship. As well as the number of clients and cases increasing, the complexity of service user's needs continued to increase. An overwhelming majority of beneficiaries have limited English language skills; those in work are in low-paid and insecure employment; others are long-term unemployed; just over 20% of households include someone with disabilities and/or long-term health issues.

56% of service users received advice and support on welfare benefits issues, 35% on housing issues and 54% on money matters and alleviation of financial hardship. Other areas of work included referrals to specialist immigration legal advice, help with job search and/or employment, access to local services including physical and mental health services. We worked with people from 45 nationalities. The support we provide is ongoing, open-ended and involves casework for two-thirds of our service users. Many service users have known the organisation for several years; thanks to our innovative approach to complex issues, we have earned the trust and respect of service users and their communities.

The beginning of the financial year coincided with the team's gradual return to face-to-face information, advice and advocacy work. Although the need for remote service delivery during the pandemic has showed us new ways of working, including the benefits of phone appointments, it has also highlighted the added value which face-to-face interactions bring to advice and advocacy work, especially when working with people who have additional communication needs in English.

Thanks to the end to social distancing during the reporting period, we relaunched our community lunches, which bring together Bridge Plus+ service users, other community members, representatives from other services, Bridge Plus+ volunteers and staff. It is very pleasing to see how popular these events have become. Their popularity perhaps reflects people's eagerness to develop and experience a sense of community in Norwich. Pre-pandemic, each lunch would attract between 20 and 30 community members. By contrast, the lunch organised in January 2023 brought together 97 participants. Each lunch is very informal and serve multiple purposes: meet new people and make new friends; hear about local support services; taste food from all around the world and enjoy a free hot meal;

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## THE BRIDGE PLUS+ LIMITED

### (A company limited by guarantee)

learn new skills, improve self-esteem and give back to the community for those who volunteer on the day as community cook, kitchen assistant or community event assistant. We pro-actively advertise lunches to groups whom we do not otherwise work with, e.g. asylum-seekers living in hotels, refugees who came to Norfolk through the resettlement programme with support from Norfolk County Council (People from Abroad Team).

In May 2022, The Bridge Plus+ was given an award by the Deputy Lord Lieutenant of Norfolk, in recognition of our work during the Covid-19 pandemic.

Just as the impact of the pandemic on individuals and services reduced, the war in Ukraine and the cost-of-living crisis generated new levels of hardship for service users. Yet again, we adapted our offer, prioritising hardship support within our advice and advocacy work.

Even though The Bridge Plus+ does not directly work with asylum-seekers (our support begins once leave to remain is granted), we are very much aware of the future challenges that the Home Office's change of policy regarding dispersal accommodation and the increased number of people in Norwich seeking asylum, are likely to bring about in the coming months.

Finally, the digitalisation of access to healthcare services, together with the pressures on primary and secondary healthcare systems, have negatively impacted our service users. We responded by doing more advocacy work with people who have health related issues; thanks to funding from Norfolk Community Foundation on behalf of the Norfolk and Waveney Clinical Commissioning Group (CCG – now Integrated Care Board (ICB)), we gathered evidence of service users' health needs, particularly mental health needs and widely circulated the research findings to local stakeholders and via our website which we redesigned during this financial year.

### **Team, systems and premises**

The office building where The Bridge Plus+ operated since 2013 experienced significant maintenance and repairs issues towards the end of the financial period. This led the Board to look for new offices from December 2022. The final move took place on the last day of the reporting period. The new premises are run by a charitable organisation (Charing Cross Centre) and its location is very convenient for our service users (city centre of Norwich, close to other advice agencies, council offices, banks etc); we therefore anticipate a smooth transition and limited disruption to frontline work.

Staff training and development has remained a top priority. During the financial year, we said goodbye to a member of staff who resigned after having worked with us since the early days of The Bridge Plus+. Delays in recruitment, for reasons beyond our control, meant that frontline capacity was restricted for a longer period than anticipated. However, two new members were recruited during the last quarterly period and have since settled in well. We are delighted that the Bridge Plus+ can attract people with lived experience of migration, who speak languages spoken by service users. Team members who are former service users of The Bridge Plus+ bring invaluable insight into and understanding of the issues we support current clients with.

Thanks to the relaunch of our community lunches, we have attracted new activity volunteers. We had to postpone the active recruitment of office-based volunteers to the next financial period, due to staff recruitment delays and issues at our office premises during the winter of 2022.

The case management programme adopted by The Bridge Plus+ at the end of the previous reporting period has proved extremely useful to help staff work efficiently and securely. It is an essential reporting tool which has enabled us to take advantage of new funding opportunities in relation to our information, advice and advocacy work.

Thanks to our partnership work with other NCAN Steering Group members, we have successfully accessed, for the first time during this financial year, funding from a district local authority (Norwich City Council) to run our core advice and advocacy frontline activities. It is also through NCAN that we have secured additional, multi-year funding from Norfolk County Council. It is also the first time that The Bridge Plus+ plays a sub-delivery role as part of a government contract (Norfolk County Council Information, Advice and Advocacy services Lot 3 contract held by Equal Lives which we are contracted by).

Thanks to the diversification of our sources of income during this financial year, The Bridge Plus+ is in a stronger position to respond to the increasing demand for its services and to adapt to more complex needs and external changes.

The Directors are extremely grateful to our staff and volunteers without whom we would not be able to carry out essential frontline work and make a positive difference to people's lives, for the benefit of the whole community. We

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## THE BRIDGE PLUS+ LIMITED

(A company limited by guarantee)

also thank our funders for their generous support. Finally, we thank our service users for trusting us and sharing their issues with the Bridge Plus+ team. They have shown remarkable resilience in very difficult times.

### **Financial review**

#### **Principal funding sources**

Norwich Consolidated Charities was the main funding source for our professional interpreting costs (Language Line), with additional costs charged to Norwich Health and Wellbeing Partnership.

Our flagship information, advice and advocacy services were funded by National Lotteries Community Fund (Partnerships grant), the Charity of Sir Richard Whittington/Mercers Company, Norwich City Council Financial Inclusion Consortium's grant, led by Norfolk Community Law Service (NCLS), Norwich Health and Wellbeing Partnership, and Norfolk County Council (Public Health Suicide Prevention grant and Hardship grant, both with NCLS as lead body)

Community lunch events were funded by National Lotteries Community Fund, the Charity of Sir Richard Whittington/Mercers Company and Norfolk County Council's Hardship grant (partnership grant funding with NCLS as lead body).

Norfolk Community Foundation's Household Fund enabled The Bridge Plus+ to provide 100 supermarket vouchers, each worth £50, to service user households experiencing financial hardship.

In April 2022, we signed a sub-contract agreement with the local charity Equal Lives, which in turn is into a contract agreement with Norfolk County Council, to deliver specialist support including complex advocacy support and systems advocacy to people from ethnic minority and/or migrant backgrounds.

Funding from Children's Society was received during the financial period. Disbursement will take place in the next financial period. Likewise, Norfolk Community Foundation's Ukraine Fund received in the financial period will be used to part fund increased staff hours in the next financial year, as already agreed with the funder.

We also acknowledge receipt of unrestricted funding from Septagon Charity and Community Action Norfolk (COMF).

#### **Risk Management and Reserves Policy**

The Directors have reviewed the major risks to the organisation and do not consider any significant matters of concern. The charity's financial position is strengthened compared to previous years, thanks to the increased diversification of income sources. The charity has not experienced any cashflow issues during this financial year as most restricted funds were paid up front to the charity. In addition, some restricted funds were received during the last quarter of the financial year and are to cover expenditure to be incurred in the next financial year, which in part explains the level of restricted funds carried forward as at 1 February 2023.

The Charity has designated funds worth £10,133. The designated amount reflects an outstanding HMRC Corporation Tax liability for the financial period 1 February 2020-31 January 2021, issued by HMRC in October 2021. HMRC has since then issued The Bridge Plus+ a backdated tax exemption certificate from 16 April 2020, in recognition of our charity status obtained in 2022. The Bridge Plus+ will settle any outstanding liability with HMRC for the period 1 Feb 2020-15 April 2020 in the next financial year.

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, in accordance with the Charity Commission's guidance CC19 "Charity reserves: building resilience". The current target level set by the Directors is one that covers a minimum of three months of estimated essential operational costs as well as costs required to enable an orderly closure of the charity.

Our reserves target level amounts to £66,962. Our free reserves were £62,127. Although the target level has not been fully reached at the end of this financial year, Directors are confident that it will be during the next financial year.

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

**Financial position**

In the year ended 31 January 2023 the Incoming Resources are £226,819 (2022: £169,471) and the Resources Expended are £147,726 (2022: £118,184).

The surplus in funds for the year ended 31 January 2023 is £79,093 (2022: £51,287) and the starting funds were £104,616 giving a total carried forward fund of £183,709.

**Funds in deficit**

There are no funds materially in deficit.

**Statement of Trustees' Responsibilities.**

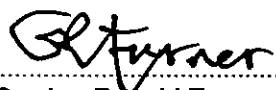
The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial. 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate 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.

Approved by order of the members of the board of Trustees on 01 February 2024 and signed on their behalf by:



.....  
**Gordon Ronald Turner**  
(Chair of Trustees)

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE PLUS+ LIMITED**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

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**Independent examiner's report to the Trustees of The Bridge Plus+ Limited ('the Charity')**

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 January 2023.

**Responsibilities and basis of report**

As the Trustees of the Charity you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Your attention is drawn to the fact that the Charity has prepared the accounts in accordance with 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) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

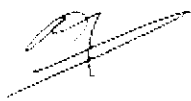
I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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 accounts to be reached.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 an Independent examiner's 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 or for this report.



.....  
Samuel Sylvester Mendy (FCCA, FMAAT, MCFI, MCSI, MA)  
YBSM Partners Ltd - Chartered Certified Accountants  
44 Broadway  
Stratford  
London  
E15 1XH

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01 February 2024

**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 JANUARY 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and Legacies	3	31,641	195,178	226,819	169,471
<b>Total income</b>		<b>31,641</b>	<b>195,178</b>	<b>226,819</b>	<b>169,471</b>
<b>Expenditure on:</b>					
Charitable activities	6	-	147,726	147,726	118,184
<b>Total expenditure</b>		<b>-</b>	<b>147,726</b>	<b>147,726</b>	<b>118,184</b>
<b>Net movement in funds</b>		<b>31,641</b>	<b>47,452</b>	<b>79,093</b>	<b>51,287</b>
<b>Reconciliation of funds:</b>					
Balance at 01 February 2022		65,280	39,336	104,616	53,329
<b>Balance at 31 January 2023</b>		<b>96,921</b>	<b>86,788</b>	<b>183,709</b>	<b>104,616</b>

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

The notes on pages 10 to 18 form part of these financial statements.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 07909389

**BALANCE SHEET AS AT 31 JANUARY 2023**

	Note	2023 £	2022 £
<b>Current assets</b>			
Debtors due within one year	10	13,518	-
Cash at bank and in hand		181,163	108,346
<b>Total current assets</b>		<b>194,681</b>	<b>108,346</b>
Creditors: amounts falling due within one year	11	10,972	3,730
<b>Net current assets / (liabilities)</b>		<b>183,709</b>	<b>104,616</b>
<b>Total assets less current liabilities</b>		<b>183,709</b>	<b>104,616</b>
<b>Total net assets</b>		<b>183,709</b>	<b>104,616</b>
<b>Charity funds</b>			
Unrestricted funds	13	96,921	65,280
Restricted funds	13	86,788	39,336
<b>Total charity funds</b>		<b>183,709</b>	<b>104,616</b>

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees on 01 February 2024 and signed on their behalf by:

  
.....  
**Gordon Ronald Turner**  
(Chair of Trustees)

The notes on pages 10 to 18 form part of these financial statements.

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Grace Project (Incorporating Abundant Life Church) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the

use of the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

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**1. Accounting policies (continued)**

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

Charitable activities and Governance costs are costs incurred on the Charity's operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**1.4 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.5 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**1.6 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.7 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY**  
**2023**

**2. General information**

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**3. Income from donations and legacies**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	561	-	561	14,530	-	14,530
Grants	31,080	195,178	226,258	31,000	123,941	154,941
<b>Total income from donations and legacies</b>	<b>31,641</b>	<b>195,178</b>	<b>226,819</b>	<b>45,530</b>	<b>123,941</b>	<b>169,471</b>

**4. Grants receivable for core activities**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Community Action Norfolk COMF	5,080	-	5,080	5,000	-	5,000
Septagon Charity	26,000	-	26,000	26,000	-	26,000
Charity of Sir Richard Whittington/Mercers Company NLC Fund Partnerships London SE region	-	25,000	25,000	-	25,000	25,000
Norfolk CC IAA contract/Equal Lives	-	65,625	65,625	-	31,500	31,500
Norfolk CC hardship funding	-	13,518	13,518	-	-	-
Norfolk CC Public Health Suicide Prevention	-	15,848	15,848	-	7,924	7,924
Norwich City Council Consortium	-	24,879	24,879	-	-	-
Norwich CC Good Economy Commission	-	15,450	15,450	-	-	-
Norwich Health & Wellbeing Board	-	-	-	-	3,000	3,000
Norfolk CF Seldom Heard Communities	-	10,412	10,412	-	-	-
Norwich Consolidated Charities	-	5,445	5,445	-	-	-
Norfolk Community Foundation Household Support Fund	-	-	-	-	6,132	6,132
Norfolk Community Foundation Ukraine Fund	-	4,000	4,000	-	-	-
Children's Society Crisis Support Grant	-	10,000	10,000	-	-	-
BLF Reaching Communities NIP2/New Routes	-	5,000	5,000	-	15,000	15,000
The Barrow Cadbury Trust Covid-19 Support Fund	-	-	-	-	35,273	35,273
	-	-	-	-	112	112
<b>Total income from grants receivable for core activities</b>	<b>31,080</b>	<b>195,177</b>	<b>226,257</b>	<b>31,000</b>	<b>123,941</b>	<b>154,941</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY**  
**2023**

**5. Analysis of expenditure on charitable activities**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total</i>
	<b>funds</b>	<b>funds</b>	<b>funds</b>	<i>funds</i>	<i>funds</i>	<i>funds</i>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<i>2022</i>	<i>2022</i>	<i>2022</i>
	<b>£</b>	<b>£</b>	<b>£</b>	<i>£</i>	<i>£</i>	<i>£</i>
Salaries	-	73,468	<b>73,468</b>	4,761	61,990	66,751
Telephone and internet	-	2,458	<b>2,458</b>	379	1,204	1,583
Printing, postage and stationery	-	4,715	<b>4,715</b>	53	1,877	1,930
Community cuisines	-	3,287	<b>3,287</b>	307	-	307
Community Engagement	-	479	<b>479</b>	-	-	-
Staff Pension Costs	-	4,812	<b>4,812</b>	343	3,728	4,071
Employer NIC Costs	-	16,468	<b>16,468</b>	466	13,529	13,995
Team Meetings/Workshops	-	710	<b>710</b>	105	125	230
Supermarket Vouchers	-	3,963	<b>3,963</b>	222	1,913	2,135
Professional Interpreting Costs	-	3,106	<b>3,106</b>	-	2,687	2,687
Staff And Volunteer Training	-	5,262	<b>5,262</b>	150	1,862	2,012
Insurance	-	2,965	<b>2,965</b>	553	798	1,351
DBS Checks	-	26	<b>26</b>	-	26	26
Committee Meetings	-	-	-	-	29	29
Accountancy fees	-	3,667	<b>3,667</b>	1,493	1,163	2,656
Website	-	558	<b>558</b>	75	25	100
ICT subscriptions, consumables and maintenance	-	4,297	<b>4,297</b>	1,523	2,577	4,100
Staff travel and subsistence	-	1,001	<b>1,001</b>	169	967	1,136
Premises rent and utilities	-	16,412	<b>16,412</b>	2,613	10,346	12,959
Volunteer Costs	-	72	<b>72</b>	126	-	126
<b>Total expenditure on charitable activities</b>	-	<b>147,726</b>	<b>147,726</b>	<b>13,338</b>	<b>104,846</b>	<b>118,184</b>

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**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2023**

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**6. Governance costs**

During the year ended 31 January 2022, the Charity incurred the following Governance costs:

£3,667 Accountancy fees (2022 - £2,656) included within the table above in respect of Charitable Activities

**7. Independent examiner's remuneration**

The independent examiner's remuneration amounts to a fee of £2,160 (2022 - £600).

**8. Staff costs**

	2023	2022
	£	£
Wages and salaries	73,468	66,751
Social security costs	16,468	13,995
Contribution to defined contribution pension schemes	4,812	4,071
<b>Total staff costs</b>	<b>94,748.0</b>	<b>84,817</b>

The average number of persons employed by the trust during the year was as follows:

	2023	2022
	No.	No.
Staff	3.2	3.1

No employee received remuneration amounting to more than £60,000 in either year.

**9. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year, no Trustee expenses have been incurred (2022 - £NIL).

**10. Debtors**

**Due within one year**

	2023	2022
	£	£
Prepayments and accrued income	13,518	-
<b>Total debtors due within one year</b>	<b>13,518</b>	<b>-</b>

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**THE BRIDGE PLUS+ LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

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**11. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	£	£
Accruals and deferred income	10,972	3,730
<b>Total creditors: falling due within one year</b>	<b>10,972</b>	<b>3,730</b>

---

**12. Financial instruments**

	<b>2022</b>	<b>2021</b>
	£	£
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	181,163	108,346

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Financial assets measured at fair value through income and expenditure comprise cash and cash equivalent.

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

**13. Movement of funds**  
- current year

	Balance at 01 February 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 January 2023 £
<b>Unrestricted</b>					
General fund	25,147	5,641	-	(6,127)	24,661
Unrestricted - Septagon Trust	-	26,000	-	(26,000)	-
<b>Designated:</b>					
Corporation tax liability	10,133	-	-		10,133
Reserves fund	30,000	-	-	32,127	62,127
<b>Total unrestricted funds</b>	<b>65,280</b>	<b>31,641</b>	<b>-</b>	<b>-</b>	<b>96,921</b>
<b>Restricted</b>					
Charity of Sir Richard Whittington/Mercers Company	20,229	25,000	(22,650)		22,579
National Lottery Community Fund Partnerships London SE region	18,641	65,625	(61,272)		22,994
Norfolk CC IAA contract/Equal Lives	-	13,518	(13,518)		-
Norfolk County council hardship funding	4,573	15,848	(16,276)		4,145
Norfolk County Council Public Health Suicide Prevention	(8,605)	24,879	(12,728)		3,546
Norwich City Council Consortium	-	15,450	(10,624)		4,826
Norwich City Council Good Economy Commission	1,132	-	(1,132)		-
Norwich Health & Wellbeing Board	-	10,412	(2,216)		8,196
Norfolk Community Foundation Seldom Heard Communities	-	5,445	(405)		5,040
Norwich Consolidated Charities	3,395	-	(2,904)		491
Norfolk Community Foundation Household Support Fund	-	4,000	(4,000)		-
Norfolk Community Foundation Covid-19 Resilience Fund	1	-	-		1
Norfolk Community Foundation Ukraine Fund	-	10,000	-		10,000
Children's Society Crisis Support Grant	-	5,000	-		5,000
Big Lottery Fund Reaching Communities NIP2/New Routes	(30)	-	-		(30)
The Barrow Cadbury Trust Covid- 19 Support Fund	-	-	-		-
<b>Total of restricted funds</b>	<b>39,336</b>	<b>195,177</b>	<b>(147,725)</b>	<b>-</b>	<b>86,788</b>
<b>Total funds</b>	<b>104,616</b>	<b>226,818</b>	<b>(147,725)</b>	<b>-</b>	<b>183,709</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

- prior year

	Balance at 01 February 2021 £	Income £	Expenditure £	Transfers	Balance at 31 January 2022 £
<b>Unrestricted</b>					
General fund	22,954	45,530	(13,337)	(30,000)	25,147
Unrestricted - Septagon Trust	-	-	-	-	-
<b>Designated</b>					
Corporation tax liability	10,133	-	-	-	10,133
Reserves fund	-	-	-	30,000	30,000
<b>Total unrestricted funds</b>	<b>33,087</b>	<b>45,530</b>	<b>(13,337)</b>	<b>-</b>	<b>65,280</b>
<b>Restricted</b>					
Charity of Sir Richard Whittington/Mercers Company	-	25,000	(4,771)	-	20,229
National Lottery Community Fund Partnerships London SE region	-	31,500	(12,859)	-	18,641
Norfolk CC IAA contract/Equal Lives	-	-	-	-	-
Norfolk County council hardship funding	-	7,924	(3,351)	-	4,573
Norfolk County Council Public Health Suicide Prevention	-	-	(8,605)	-	(8,605)
Norwich City Council Consortium	-	-	-	-	-
Norwich City Council Good Economy Commission	-	3,000	(1,868)	-	1,132
Norwich Health & Wellbeing Board	-	-	-	-	-
Norfolk Community Foundation Seldom Heard Communities	-	-	-	-	-
Norwich Consolidated Charities	(50)	6,132	(2,687)	-	3,395
Norfolk Community Foundation Covid-19 Resilience Fund	982	-	(981)	-	1
Norfolk Community Foundation Ukraine Fund	-	-	-	-	-
Children's Society Crisis Support Grant	-	15,000	(15,000)	-	-
Big Lottery Fund Reaching Communities NIP2/New Routes	9,325	35,273	(44,628)	-	(30)
The Barrow Cadbury Trust Covid-19 Support Fund	9,985	112	(10,097)	-	-
<b>Total of restricted funds</b>	<b>20,242</b>	<b>123,941</b>	<b>(104,847)</b>	<b>-</b>	<b>39,336</b>
<b>Total funds</b>	<b>53,329</b>	<b>169,471</b>	<b>(118,184)</b>	<b>-</b>	<b>104,616</b>

**THE BRIDGE PLUS+ LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JANUARY 2023**

**14. Analysis of net assets between funds**  
**- current year**

	<b>Unrestricted funds 2023</b>	<b>Restricted funds 2023</b>	<b>Total funds 2023</b>
	£	£	£
Current assets	96,921	97,760	194,681
Creditors due within one year	-	(10,972)	(10,972)
<b>Total</b>	<b>96,921</b>	<b>86,788</b>	<b>183,709</b>

**- prior**

	<b>Unrestricted funds 2022</b>	<b>Restricted funds 2022</b>	<b>Total funds 2022</b>
	£	£	£
Current assets	65,280	43,066	108,346
Creditors due within one year	-	(3,730)	(3,730)
<b>Total</b>	<b>65,280</b>	<b>39,336</b>	<b>104,616</b>