

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Details

Other names	BRIDGE
Status	Registered
Legal form	Charitable company
Company number	01946704
Registered	1986-04-17
Register	View on the Charity Commission register

Contact

Address	The Bridge Project 35 Salem Street Bradford BD1 4QH
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Website	www.thebridgeproject.org.uk

Activities

Objects: To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education, training services, social housing, and housing support, to persons or members of their families who:• Have been, or are, or are in danger of becoming substance misusers.• Have committed or are likely to commit crime.• Have been, or are, or are in danger of experiencing mental health conditions.• Have been, or are, or are in danger of becoming homeless.• Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Activities: Bridge's work includes; providing drug treatment services and recovery focused support to individuals and families; working with people with some of the most complex needs and issues in Bradford; and providing employment, education and training services for people with significant barriers to employment.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Accommodation/housing
- **Who:** Children/young People, Other Defined Groups, The General Public/mankind

Geography

- Bradford City
- Calderdale
- Leeds City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,706,110	£4,555,252	£2,490,436	112
2024-03-31	£4,458,535	£4,607,977	£2,339,578	108
2023-03-31	£3,331,985	£3,149,915	£2,489,020	85
2022-03-31	£3,037,406	£2,702,832	£2,306,950	83
2021-03-31	£2,513,137	£2,297,361	£1,972,376	70

Trustees

Name	Role	Appointed
Aneta Gyorgyova		2024-09-18
Christopher Stephen Gibbs		2022-01-19
Dr Adeel Jafri		2024-09-18
Elizabeth Trueblood		2024-09-18
Gordon Roscoe		2019-03-23
John Bradley Lewis		2025-03-26
Jonathan Richard Sutcliffe		2022-05-18
Lucy Clarke		2025-09-17
MR MOH MISTRY		
PETER PHILIP-JOHN SLEIGH		

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Accounts



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2025

**35 Salem Street
Bradford
West Yorkshire
BD1 4QH**

**Registered Charity No. 517356
Company Limited by Guarantee No. 01946704**

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Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2025. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Objectives and Activities

Our Vision and Mission

Vision - A place where everyone can achieve a fulfilling life.

Mission - Our mission is to empower people experiencing multiple barriers to achieve positive change.

Our Objects

The objects of the charity are:

1. To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services, social housing, and housing support, to persons or members of their families
2. To provide the above object to people who:
 - have been, or are, or are in danger of becoming substance misusers.
 - have committed or are likely to commit crime.
 - have been, or are, or are in danger of experiencing mental health conditions.
 - have been, or are, or are in danger of becoming homeless.
 - have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Our Approach

Bridge is a value driven organisation. The following strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

<i>Integrity</i>	Always doing the right thing.
<i>Compassion</i>	Not judging the people who use our services, responding to them with kindness and understanding.
<i>Empowerment</i>	Enabling people to achieve their full potential.
<i>Equitable</i>	Respecting each person's uniqueness and treating them fairly.
<i>Ambition</i>	Striving for excellence.
<i>Sustainable</i>	Ensuring we are in for the long haul.
<i>Boldness</i>	Willingness to take calculated risks and having courage to face challenges

Recovery is the common outcome all Bridge services aim to achieve. We define recovery as a journey of transformation enabling a person to live a meaningful life in a community of their choice while striving to achieve their full potential.

Our recovery statement outlines the principles driving our main activities in relation to building resilience and facilitating recovery:

- Fostering hope, as a source of motivation and strength for people we support when trying to overcome challenges in their lives.
- Enabling the people we support to take personal responsibility for their own self-care and recovery, for their families, children and the community.
- Tailoring services to the unique needs of people we support, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a person's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of people we support and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of people we support in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for people we support to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering individuals to have a right to participate in decisions that will affect their lives; the right to determine their own path of recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging people we support to influence the design of services and participate in their evaluation and delivery.
- Welcoming people we have supported and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

We are a trauma informed workforce putting the welfare of the people we support at the heart of what we do and how we do it.

Summary of Activities

Who we serve

Bridge is a Bradford based charity that designs and delivers flexible services to people facing multiple disadvantages and experiencing a combination of problems. For many, these problems are shaped by long-term experiences of poverty, deprivation, trauma, abuse, and neglect manifesting in a combination of experiences including homelessness, substance misuse, domestic violence, contact with the criminal justice system and mental ill health. We work with individuals, families, partners, and communities to empower individuals to reduce harms and improve lives in a sustainable way.

Evidence led, person-centred, trauma informed service

Our quality case management systems, audit checks, safeguarding procedures and annual reviews are embedded in our service delivery which:

- contributes to an evidence base of need
- drives safety and effectiveness, and
- provides evidence of change.

Main Activities

This report provides a summary of our main activities, our service delivery staffing size (Full Time Equivalent, FTE) and the people we have supported (caseload) across our:

- **Navigation services for people experiencing deprivations and multiple unmet needs** – Bridge has used navigation services for the past five years to effectively support people facing deprivation and complex unmet needs where traditional approaches have fallen short. This evidence-based model focuses on proactive outreach and trust-building, followed by a collaborative assessment of strengths, needs, and aspirations, co-design of care and action plans providing advocacy, emotional support, practical support, and connection to services such as housing, harm reduction, primary and secondary healthcare, accommodation support.
- **Young peoples' service (known as One80)** (now up to age 24yrs) – we retained the contract following a successful tender, providing security to young people (and concerned others) who benefit from the service. We successfully met our 2024 objective to enhance inclusivity and ensure the service better represents the demographics of Bradford.
- **Bridge Recovery Homes** – our inhouse service providing housing and housing support for people supported by Bridge navigation services.
- Substance use treatment and aftercare across the Bradford District reporting on activities through the **New Vision Bradford** partnership, based at Pelican House in Bradford and GP surgeries across the district.
- **Community strengthening projects** – supporting the public and community assets.

Review of Achievements and Performance

We continue to live in uncertain times. A new government in office; ongoing pressures on public finances and services; and, for people needing our support, already challenging situations that are getting even harder. We're seeing more people, in more complex circumstances, reaching out to us for help.

During the past 12 months we've adapted to this environment by reviewing the way our charity operates, and by continuing to deliver the best possible care for people who need our support. The year 2024/25 has been transformative for Bridge as we rolled out our 3-year Strategic Plan. We have expanded our systems, processes and governance to become more sophisticated in managing the increasing complexity and risk. We have established a new Board committee and internal governance framework, providing a platform for assurance, effective decision making and accountability at every level in the organisation.

Thankfully we were successful with the re-commissioning of some of our key services including i) the navigation service Lotus which provides specialist services for individuals at risk of or engaged in sex work and ii) One80, our young persons' drug and alcohol support service. Our work with perpetrators (through IOM and MARAC) to prevent and stop the cycle of abuse has shown positive impact which we hope to develop further with our partners in the coming year.

Through listening to our people, alongside our commitment to develop services that wrap around the people we support, we have expanded our housing offer to provide more quality homes to those that most need them. These include people with the most complex lives, as well as people who are committed to abstaining from drugs and alcohol and need a safe therapeutic environment to sustain their recovery.

Our mission remains clear: to empower people experiencing multiple barriers to achieve positive change. Our vision is to be a place where everyone can achieve a fulfilling life. Throughout this report, we will look at our achievements through the lens of our mission and vision. You will see examples that demonstrate these are more than just aspirations - they are the guiding principles that shape everything we do at Bridge.

Finally, we thank all our passionate staff, volunteers and others who represent the people who use our services. It is their talent, dedication and hard work that allow us to achieve so much.



Our Services



Bridge continues to deliver a portfolio of statutory services designed to support individuals experiencing multiple and overlapping disadvantages. These services are often delivered through the Navigator model, an approach validated by Sheffield Hallam University (2020) and supported by Bradford Council. Of note the Lotus and One80 Service were recommissioned this year and our MARAC and IOM services will be integrated into a new, expanded programme for people who harm (Bradford RESET) next year (from 1st April, 2025).



Housing First (HF) Service – supporting people with long histories of homelessness, failed tenancies and exclusion, who also face high levels of co-occurring unmet needs who are referred through the Complex Needs (Housing) Panel for support and stable accommodation, in partnership with the Bradford Council.



Multi-Needs Navigator (MNN) service – for people who experience at least 3 of the 5 HARM criteria of 1) homelessness, 2) problematic substance use, 3) reoffending behaviour, 4) poor mental health and 5) poor physical health. Navigators support individuals to access the services they need to make positive and sustained changes in their lives, in close partnership with police, probation, housing, mental health and substance misuse services.



MARAC Service – for individuals linked to repeat high-risk domestic abuse cases, where the same case has been presented to Multi-Agency Risk Assessment Conference more than once in the past six months and where no agency offer has previously been taken up. This service primarily supports victims but may also include working with perpetrators where they continue to cohabit with the victim. Navigators address unmet needs to improve safety and engagement with support.



Family Navigators Service (FMN) – for with families affected by substance use where there are significant safeguarding concerns. The service is targeted at families who are pregnant and/or have children subject to Child Protection Plans or living in foster care. The aim is to reduce risks, strengthen parenting capacity, and improve family outcomes.



Integrated Offender Management - support individuals whose offending is linked to domestic abuse by addressing the underlying causes of harmful behaviour. This work is part of a multi-agency effort with West Yorkshire Police and Bradford Council DA&SV Hub to increase safety and accountability in complex domestic abuse cases and reduce reoffending.



Lotus Service (Lotus) – successfully recommissioned this year to provide support and interventions for people engaged in or at risk of engaging in sex work facing multiple disadvantages (pre-existing, and some exacerbated by sex work including co-occurring unmet needs such as homelessness, substance use, sexual abuse, domestic abuse and sexual violence, coercion, exploitation, stigma and discrimination).



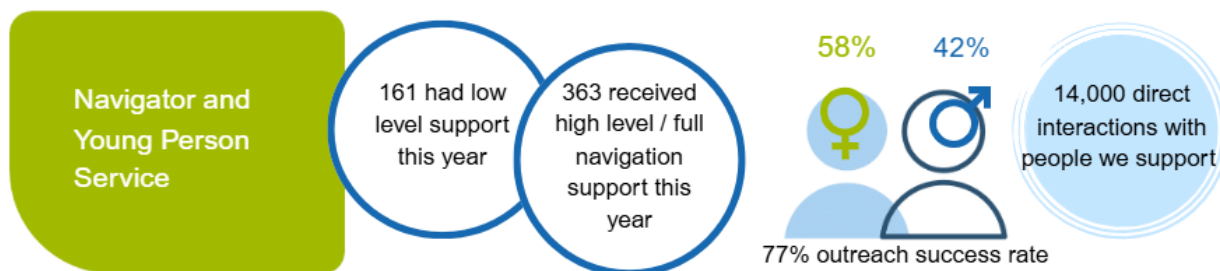
Multi-Agency Reducing Reoffending Support (MARRS) - providing help with housing, benefits, training, employment, mental/physical health to people on probation who have not benefited from previous probation orders and are at significant risk of reoffending due to unmet needs, including substance use treatment and support.



One80 - successfully recommissioned to deliver interventions that maximise the health and wellbeing of Young People (<24years) to: stop or reduce using alcohol and drugs, to reduce the harm they cause themselves, to develop their resilience, and to manage the risks they face to ensure that when they leave the service they can sustain their progress.

Achievements and Performance

Successful outreach and increased caseloads



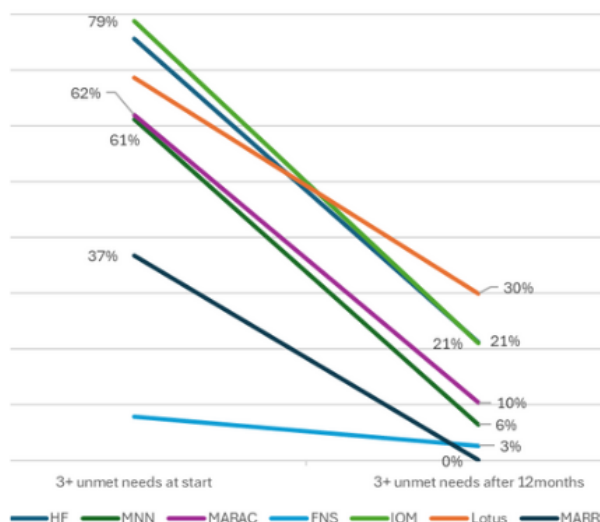
Our Navigator support and interventions actively reduced the number of unmet needs

The people we support have a high burden of 3 or more simultaneous unmet needs at program start (60%+) relating to aspects of Substance Use, Accommodation, Mental Health, Physical Health, Financial, Sex Work, Domestic Abuse.

These present multiple barriers to achieving positive change.

The service with the highest proportion of multiple unmet needs was Housing First, followed by Lotus, MARAC and the Multi-Needs services respectively.

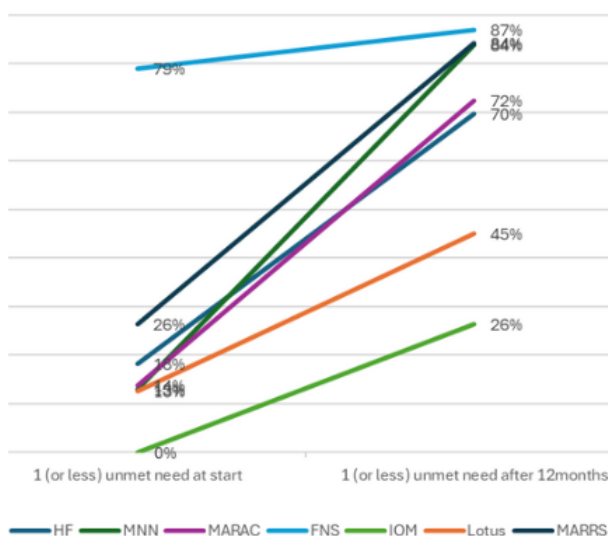
With their navigator's support, an individual's burden of unmet needs reduces from 3+, to 2, to 1 and zero over time.



The graph (above) shows how, on average, the proportion of people with 3+ unmet needs in each service fell dramatically over the last 12 months as a result of our interventions. The proportion of people on caseload at 12 months, with just 1 unmet need remaining (left) had increased as a result of the Navigator-led support and interagency working.

Peoples needs can fluctuate which is why Bridge provides flexible, person-centred support that compassionately adapts to an individual's changing needs, providing a rapid 'step-up' or phased 'step-down' approach to support and help achieve sustained recovery.

By adjusting our care in this way we ensure positive changes are sustained, and individuals are empowered to transition successfully and achieve a fulfilling life.



Partnership working

Bridge work closely with voluntary and statutory agencies spanning social care, homelessness partnerships, housing providers, probation, policing teams, New Vision Bradford, community organisations, and specialist VCS partners. Collectively we coordinate wraparound care for the people we support by 1) co-designing services (e.g. via the Reducing Reoffending and DASV Boards), 2) facilitating multi-agency groups that we either attend (e.g. complex housing needs panel) or chair (e.g. Multi-Agency Safeguarding of Sex workers, and the multi-agency review board) or host (e.g. at the Reconnect Centre), and 3) co-delivering outreach services and adapting the complex care system to the needs of the people we support.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2024-25

Co-produced Care Plans

The people we support through the full comprehensive navigator model, work collaboratively with their named Navigator to identify their strengths and their multiple unmet needs across a range of life domains. This informs their personalised care plan which is regularly reviewed and actively implemented. These care plans, when viewed in aggregate, provide an overview of the self-reported characteristics of each service. Here we present a snapshot of their journey this year, drawing attention to the most common areas of unmet need in April 2024, and positive change by March 2025. Of note for this cohort substance use reduction is voluntary and positive change is incremental over time, in parallel to multiple gains in other life domains. Elsewhere each service reports key performance indicators to national bodies (e.g. NDTMS) and or its commissioner.

Housing First

● Greatest support was sought for substance use, emotional and physical wellbeing and a place to live.

↑ Biggest % improvements were reported across legal situation (75%) and accommodation solutions (67%) and mental (61%) and physical health (60%). Making positive relationships (60%) with others was also high.

Housing First

Supporting people with repeat histories of homelessness

33 on caseload

- up to 5 simultaneous unmet needs/person at start
- 1/3 were women
- 85% of outreach and meeting attempts were successful
- Over 1000 interactions with professionals/year
- average time on caseload 42months

Multiple Needs Navigator

Proactively support people with the most entrenched multiple needs

31 on caseload

- up to 5 simultaneous unmet needs/person at start
- ½ were women
- 80% of attempts to meet were successful
- Over 650 interactions with professionals/year
- average time on caseload 15months

MNN

● Greatest needs related to substance use, accommodation, mental and physical health.

↑ Biggest % improvements were reported for financial (94%) and legal situations (89%), physical (85%) and mental health (77%), accommodation solutions (77%) and personal relationships (63%).

MARAC

● Greatest needs related to support for substance using, emotional and physical health, and personal and social relationships.

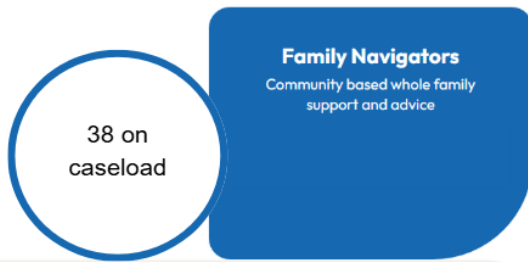
↑ Biggest % improvements were reported to 'life as a parent' (80%), social integration (63%), mental health (59%) and accommodation solutions (58%).

MARAC

One-to-one support for both victims and/or perpetrators of domestic abuse

29 on caseload

- up to 5 simultaneous unmet needs/person at start
- 86% were women
- 66% of attempts to meet were successful
- nearly 2500 interactions with professionals/year
- average time on caseload 12months



- up to 4 simultaneous unmet needs/person at start
- most people supported were women
- 87% of attempts to meet were successful
- nearly 1700 interactions with professionals/year
- average time on caseload 6months

FMN

Greatest needs related to 'life as a parent', substance use, emotional wellbeing, accommodation and finances.

Biggest % improvements were reported across physical health (100%), personal relationships (100%), and financial situations (78%), which supported emotional wellbeing (53%).

IOM

Chaos scores were consistently high across all domains of need and risk relating to need for service support, intentional and unintentional self-harm, risk to and from others, anxiety, substance use, impulse control and housing.

Biggest % improvements were obtained around risk to (74%) and from (61%) others, and impulse control (63%).

Integrated Offender Management

19 on caseload

- up to 5 simultaneous unmet needs/person at start
- 21% were women
- 9 had planned exits and 3 had unplanned exits
- unstable housing was a contributory factor (83%)
- average time on caseload 3months.

Lotus

Greatest support was sought for substance use, needing a safe place to live, sex work, social integration and emotional wellbeing.

Biggest % improvements were reported across legal (88%), and sex working (66%) domains and accommodation solutions (64%).

The Lotus Project

Adults living in Bradford who are involved or at risk of being involved in sex work

80 on caseload

- the service with the greatest number of simultaneous unmet needs per person (up to 6) at start
- most people supported were women
- over 70% of attempts to meet were successful
- nearly 3000 interactions with professionals/year
- average time on caseload 3.3yrs



- up to 4 simultaneous unmet needs per person at start
- 5% people were women
- average time on caseload 10months

MARRS

Chaos scores indicated greatest needs related to general social behaviours and anxiety affecting daily function and safeguarding needs.

Biggest % improvements were reported around self harm and suicidal ideation (69%), risk of harm from others (58%) and accommodation solutions (59%).

Young Persons' **drug and alcohol service** 

Supporting Young people up to the age of 24yrs

114 on caseload

One80
Young Persons Drug and Alcohol Service

One80

Greatest support was sought for substance use, mental health and relationships with friends and family.

Biggest % improvements were reported around their housing situation (82%) and their physical (60%) and mental (52%) health.

- 1/3 were female
- over 80% of attempts to meet were successful
- over 1000 interactions with professionals/year
- co-designed leaflet on substances and One80

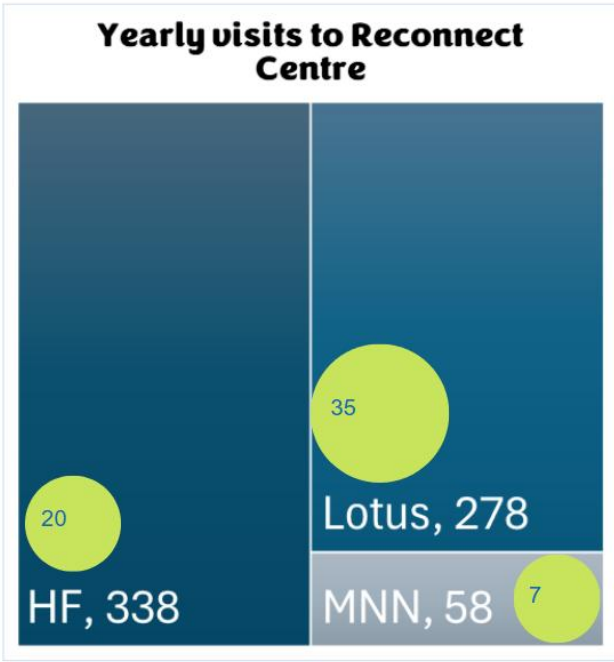
Our new Young Persons Engagement Mentor proactively enhanced our outreach and partnership working across Bradford resulting in:

- 13 new sources of referrals to One80 including schools, 'Breaking The Cycle' and colleges
- >50% new referrals for young people with South-Asian heritage, improving diversity within the service.

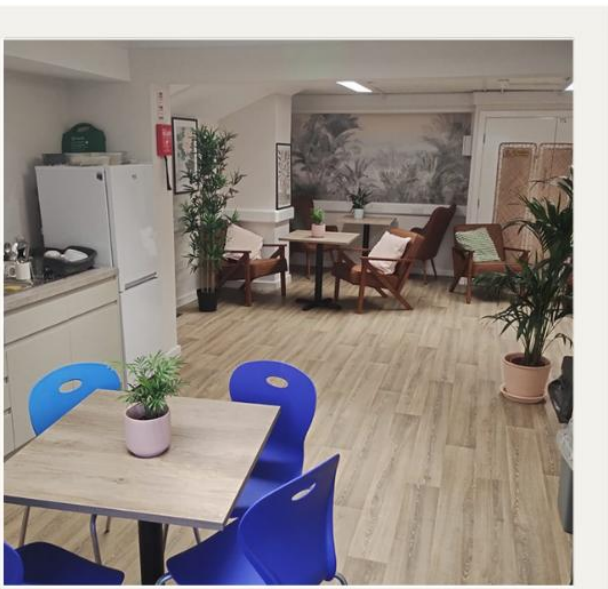


Reconnect Centre

Being centrally located within Bradford, the Reconnect Centre continues to be a much needed space for the people we support through Housing First, Lotus and Multi-needs services. The mixed gender single floor space provides a secure drop-in facility with indoor and outdoor spaces to decompress, use shower, toilet, laundry and kitchen facilities, and to meet their worker alongside outreach services from general health, sexual health and financial health services.



For each service, the yearly visits are driven by a core sub-group of people.



Reconnect Centre
35 Salem Street, Bradford

Housing

The people we support in the above services often have a need for housing or housing management support. This continues to drive Bridge’s presence as a not-for-profit player in the housing and tenancy support sector in Bradford through Bridge Recovery Homes.

Bridge Recovery Homes

Bridge now operates a portfolio of 27 owned and leased properties to provide safe and stable accommodation for the people we support. Tenancy management is delivered by our dedicated Housing Officer, working alongside but distinct from Navigator-led support. This specialist housing support plays a vital role in helping individuals sustain their tenancies, while the Navigator model continues to address broader life challenges. Together, these complementary approaches provide a strong foundation from which individuals can build more stable, independent lives.

New multi-occupancy home

This year, we expanded our Bridge Recovery Homes portfolio with the addition of a fully renovated, four-bedroom property in Bradford. From April 2025, this home will operate as a quasi-residential recovery house for men, offering a safe, structured, and supportive environment. The house will provide residents opportunity to work individually, collectively and with Flourish Recovery Hub to continue abstaining from substances such as alcohol and drugs. It will also help individuals rebuild their lives by developing essential life skills—such as managing a home, sustaining recovery, forming positive peer networks, and contributing meaningfully to the community.

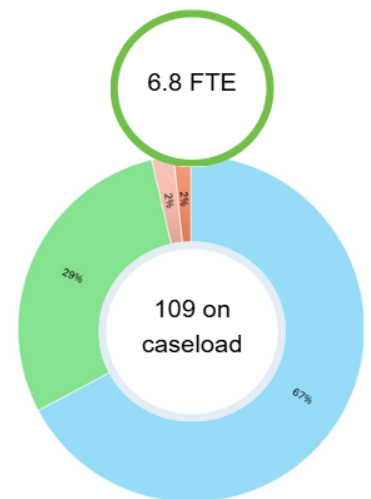
We also facilitate housing and housing management solutions for people supported by the New Vision Bradford Partnership through the Floating Housing Support Team.

Floating Housing and Recovery Service

Our Bridge-managed housing programme in New Vision Bradford provides housing and recovery tenancy support for people receiving substance harm reduction and treatment services with NVB.

The team of 5 floating support workers received referrals for support to improve their current housing (67%), find more suitable housing (29%) or improve financial (2%) or financial and housing (2%) situation.

- 109 people provided with floating support throughout the year
- 45% of clients were female
- 77.1% clients successfully discharged and 7% were partially successful.
- The average length of time in the service was 146 days, (maximum of 432 and minimum of 5 days)



Bridge has 5 teams working within the New Vision Bradford service, a partnership with charities Waythrough, Project 6 and Create Strength Group. Bridge teams include the: Early Intervention Team, Addicted to Medication, Rough Sleeper Team, Active Recovery, and the Recover and Aftercare Team.

1. Early Intervention Team

The team of eight (full-time and part-time) Recovery Coordinators provided comprehensive support and holistic recovery care planning for individuals affected by non-opiate Class A drug and alcohol use. Referrals were received from a range of sources, including social workers, hospitals, and self-referrals, with individuals receiving support at GP practices across the district or at Pelican House in Bradford.

Each Recovery Coordinator triages incoming referrals, manages a caseload of up to 40 individuals, and delivers tailored psychosocial interventions such as harm minimisation, relapse prevention, distraction and reduction planning, and mental health support. They also advocate on clients behalf for additional services, both externally (e.g. CAMHS, CMHT) and internally (e.g. COMHAD), ensuring individuals receive the wraparound care they need. Outcomes are carefully recorded, with positive results including reduced substance use, achievement of abstinence goals, and improvements to wider unmet needs.

2. Specialists (Addicted to Medication)

The ATM team supports individuals seeking to reduce their use of opiates, pregabalin, or benzodiazepines. Support is given at an individual's GP via referrals from their GP practice. The GP sets the reduction targets and the Recovery Specialist delivers a tailored psychosocial intervention plan. This collaborative approach helps patients manage withdrawal symptoms, address pain, and explore underlying trauma. Reduction plans are carefully paced and responsive to each person's unique needs, complexities, and circumstances, ensuring a safe and sustainable path toward improved wellbeing.

3. Rough sleeping Team

This year, the team expanded to nine Recovery Navigators, each carrying a caseload of up to 20 individuals of people rough sleeping (or at risk of) with substance use concerns and other unmet needs over 18 months. They provide intensive, weekly one-to-one support, and triage up to 10 new referrals per week for pharmacological treatment and support. Clients now receive a step-down transitional support 'Hybrid Team' of 3 staff provided by Waythrough (for visits over 2-3 weeks) before entering mainstream support (every 5 week visits). All care is recorded and coordinated via the NHS SystemOne platform.

4. Active Recovery

The team of 12 Recovery Coordinators (including 2 part-time) supports individuals recovering from illicit or non-prescribed opiate use. They deliver clinical interventions—including opiate substitute prescribing—and psychosocial support through one-to-one and group sessions, managing a combined caseload of around 660 clients across Unity, Pelican House (Bradford), and Temple Street (Keighley).

The service, open to adults, primarily receives self-referrals, though clients also come via criminal justice services and hospitals. Many experience cycles of abstinence and relapse, returning for support to stabilise their lives. Treatment plans are reviewed every 12 weeks, with data recorded on NHS SystemOne. In the past year, outcomes include exits from the service opiate and prescription-free, reduced using, improved housing and finances supported by specialist teams including Floating Housing Support.

5. Recovery and After Care

The Flourish Recovery Hub has introduced several improvements to streamline support and enhance member experience.

- A new monitoring induction process now welcomes 10–20 new members each month covering risk management, access needs, communication preferences, and member-led goal setting—focusing on areas such as volunteering, employment, confidence, social integration, family reconnection, and sustained recovery.
- A formal membership agreement outlines the code of conduct and behavioural expectations.
- Regular case engagement meetings allow members to co-design the Flourish offer, recently resulting in a new peer-led mental health group.
- A structured weekly timetable now clearly lists group sessions by day and time, supporting consistent attendance and cumulative benefits.

Looking ahead, a new programme of events to make recovery in the community more visible and celebrated. Pathways are also being developed to connect members with newly acquired multi-occupancy, quasi-rehabilitation housing, a shared living space offering both structure and flexibility for individuals with complex needs.



Volunteer Program

This year, 43 people volunteered for us, contributing around over 10,334 hours (equating to £118,220). At the start of the volunteer program, 84% of volunteers were not in education employment or training, 75% disclosed they had a mental health condition, 47% disclosed an offending history. Over time volunteers gained confidence, 79 qualifications (NVQ health and social care), awareness and experience. 20 people gained paid employment.

"If Bridge didn't give me the opportunity to gain my adult social care qualifications I wouldn't of been able to get a job! I am so happy" Volunteer 2024

Liaison and Diversion

The team continued to deliver this multi-agency service with the aim of diverting individuals away from crime. Support recovery Workers across West Yorkshire held a caseload of 25 providing time-limited outreach support that connects individuals to the right services organisations and support in the community, including substance use. In Wakefield the 'test on arrest' program identified opportunities to provide early substance treatment support to individuals entering Police Custody to reduce re-offending. The service supported nearly 5000 referrals across West Yorkshire this year.

8 FTE

SkillsHouse

Bridge employed two full-time experienced employment advisers to provide free, impartial information, advice and guidance helping Bradford residents into employment and training

2 FTE

Affinity

1 FTE



Bridge employed and supervised a Community Health Partnership Co-ordinator for the Affinity Care Community Partnership who actively collaborated with partnership leaders (NHS, local area ward officers, local VCSE organisations) and ACCP partners to identify local health and wellbeing priorities and promote effective interventions by sharing intelligence, and identifying collaborations. This has driven the design and implementation of local health and wellbeing initiatives including:

- Health & Wellbeing Events – GP led health checks and information stalls on how to keep happy & healthy at home.
- Community Centre Development – building relationships and need assessments to develop and sustain 4 community centres/hubs to promote health & wellbeing of local people. Community engagement events identified need for Bereavement Support Group, Men's group, Menopause Cafe and Mindfulness/Wellbeing Groups. Funding was successful obtained for these totalling £6,880.
- Small grant funding - Facilitated promotion of grants opportunities, and awarding 12 local community groups a total of £22,500.
- Atrial Fibrillation Testing for 108 people at community engagement events with results reported to NHS Long Term Conditions and Personalisation Department, West Yorkshire Health and Care Partnership (ICS).

Wellbeing Network

In 2024, the Bradford District & Craven Wellbeing Network (WBN)—a partnership between the NHS and the voluntary sector—faced significant funding cuts, reducing its services from 30 to just 7. As a result, in October 2024, the City Wellbeing Hub, previously operated by The Bridge Project, was restructured, relocated, and renamed the System Access Point (SAP). Now based at Bridge's main office, SAP serves as a central gateway to the district's wellbeing support system. It provides triage and initial assessments for individuals seeking help—either directly or via referrals from frontline workers—and connects them to the most appropriate services. These include the three remaining locality hubs (East, West, and South Bradford) and specialist support for mental and physical health, substance use, financial hardship, domestic abuse, relationship issues, and stress management.



SAP supported 335 men and women from diverse communities with an average age 48yrs. A quarter of people we support live in areas which have an IMD score of either 1 or 2. Clients were given access to vital services both within and beyond the WBN for support with welfare and benefits (55%), mental health (20%), loneliness (9%), housing (4%) and a mix of other needs (12%).

4.8 FTE



Telephone Befriending Volunteer Programme

This program builds on the community assets within Bradford's culturally vibrant communities. The program has been supported by 70 befriending volunteers to date. Befrienders (89% female) are DBS checked and speak multiple languages and identify with British White, Asian and Black culture and communities. Together they have made almost 750 wellbeing befriending calls, each providing on average 30 minutes of active listening, companionship, and support to individuals seeking support for isolation and loneliness. The telephone befriending service has supported 71 people in Bradford (53% female) with their support needs offering regular connection and reminders that they are part of a caring community.

Plans for the Future

We will continue to deliver our new 3-year organisational strategy based on the learning and achievements to date, and through listening to our staff, stakeholders and the people we support.

The focus of our work will be to continue to apply what is happening locally, informed by our engagement in planning, strategy and leadership forums, and by opportunities brought through new funding, drug, alcohol, mental health and criminal justice strategies, to deliver innovative services and improve outcomes.

We will work as a collaborative partner with other agencies, with a focus on ensuring the welfare of the people we support is at the heart of everything we do. Looking ahead, from 1st April 2025, our MARAC and DRAM services will be integrated into a new, expanded perpetrator programme—Bradford RESET—marking a significant step forward in our collaborative efforts to address complex needs through systemic change.

It is our firm ambition to become a Registered Provider of social housing, and to secure significant social investment to provide quality homes to more people. We will build on our evidence-based navigator approach, to diversify and provide innovative services and solutions to meet the needs of new cohorts of people with complex lives. Already we are seeing the impact this approach has on reducing levels of reoffending in relation to domestic violence and we will continue to refine and evaluate this approach through our new RESET contract.

We will continue to invest in our central support services and digital transformation, ensuring we have the infrastructure and capacity to maintain safe and effective services of the highest quality. And we will reduce the proportion of our contractual income that is spent on overheads to improve our competitiveness and offer better value for money. To enable this, we will seek additional corporate sponsorship and raise our profile as a place-based charity that is dedicated to tackling the causes and consequences of social inequality and poverty in our region.



Jon Royle
Chief Executive



Gordon Roscoe
Vice Chair of Trustees

Financial Review 2024-25

The 2024–25 financial year marked a period of consolidation and continued development for Bridge, following the significant expansion experienced in the previous year. Total income increased modestly by 6% to £4.71M, reflecting both the sustained delivery of core services and the strengthening of newer initiatives launched in the previous year.

Bridge's core services, such as New Vision Bradford, Lotus Project, Housing First, MARAC Navigators, and Multiple Needs Navigators were all funded at similar levels to the previous year. There were some service expansions, such as extra posts linked to the Liaison and Diversion service in Wakefield, and the Family Navigator service in Bradford, but also a reduction in funding and staffing for the Wellbeing Hubs due to reduce funding across the district for these services. The Recovery Homes project also expanded up to 23 properties at the end of the year, as well as the purchase of a 4-bed property for the Quasi-Residential Rehab project.

Unfortunately, one post with the Bingley Community Partnership ceased during the year due to a change of funding arrangements. The Liaison and Diversion service transferred to a large private sector provider at the end of the year following a Yorkshire-wide tender exercise, although Bridge will retain five staff working in the criminal justice system in Wakefield in 2025-26. Bridge was successful in two significant tenders during the year, for services from April 2025, retaining the Lotus Project, and winning a new domestic and sexual abuse support service (Bradford RESET) which expands on Bridge's MARAC Navigator work. Overall income from charitable activities increased slightly to £4.37M (2023–24: £4.25M).

Donations and grant income rose by £117k to £292k, mainly due to a grant for the Quasi-Residential Rehab project.

Bridge's expenditure decreased slightly by 1% to £4.56M (2023–24: £4.61M), however there were no exceptional items this year, in contrast to the £413k of premises refurbishment costs in 2023–24. Salaries and other staffing costs remain Bridge's largest area of expenditure, accounting for 82% total expenditure, with an average of 112 employees over the year. The housing projects accounted for £241k of expenditure an increase from £83k in the previous year.

The year ended with a surplus of £151k compared to the deficit of £149k in 2023–24. After transfers between funds, unrestricted reserves decreased slightly by £25k to £990k, bringing them back within the target range set by the Reserves Policy. Designated funds increased by £187k to £1.12M, primarily due to the purchase of a house for the Quasi-Residential Rehab project. Restricted funds decreased marginally by £12k to £380k, with balances held for specific projects and future service delivery.

Bridge's fixed assets increased to £1.05M (2023–24: £931k), following the purchase of the additional house. This investment was funded through a combination of reserves and a grant from the City of Bradford MDC.

Cash and short-term investments decreased to £989k (2023–24: £1.44M), reflecting the planned use of reserves for capital investment and service delivery.

Bridge remains in a strong financial position, maintaining a healthy level of reserves which will allow for continued stability and investment in our housing projects as well as other service and infrastructure needs in the future.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

Registered Office: 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

Governance:

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2025 was 9 (2024:8).

Organisation:

The board of trustees administers the charity. The board is scheduled to meet four times per year in March, June, September and December. In addition, there are three trustee sub-committees with delegated authorities; Business and Finance; Compliance, Quality and Performance; and People. Each sub-committee meets four times per year, with membership being a minimum of three trustees. The sub-committees then report on decisions made and recommendations for board approval to the following board meeting. Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

Board of Trustees: trustees serving at the date the Trustees' Annual Report was approved were:

Peter J Sleight (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Jonathan Sutcliffe
Christopher Gibbs	Adeel Jafri (appointed 18 th Sept 2024)
Aneta Gyorgyova (appointed 18 th Sept 2024)	Elizabeth Trueblood (appointed 18 th Sept 2024)
John Lewis (appointed 26 th Mar 2025)	Robert Coles (appointed 18 th June 2025)

Three trustees left the board during the financial year 2024-25 (2024: 0), Andrew Clayton-Stead on 16th Aug 2024, David Memery on 1st December 2024, and Marisa Lloyd on 21st Mar 2025

All trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2024-25

Company Secretary: Martin W Brook (Director of Finance & Support Services)

Senior Staff:

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services

Pay Policy

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

Trustee Recruitment:

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and through external advertising, appropriate people are sought as required to fill any current skills/experience gaps on the board.

Trustee Training and Induction:

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and a scheduled programme of visits to all services is in place, with reports back to all trustees.

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Bradford Children and Families Trust; Bradford VCS Alliance; Office for Health Improvement and Disparities; NHS West Yorkshire Integrated Care Board; Affinity Community Partnership; Bingley Bubble Community Partnership; Wakefield Council – Liaison and Diversion service; Waythrough; West Yorkshire Combined Authority.

Auditors: BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

Organisational Policies:

Investments:

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in instant access deposit accounts to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

Reserves:

Bridge's reserves policy is reviewed annually, was last reviewed and approved in May 2025 and last amended in November 2024 after taking into consideration recent organisational growth and future expenditure plans.

The updated policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly and quarterly cashflow requirements; working capital requirements; and contingency planning to mitigate and manage a major loss of income scenario.

The upper limit of free unrestricted reserves to hold has been set at £1 million, this figure has been approved to allow Bridge the ability to accumulate sufficient reserves in the short to medium term to be then invested in further residential properties for the Recovery Homes project as this scheme expands.

As of 31st March 2025, Bridge's free unrestricted reserves totalled £990,309 (2024: £1,015,229), this is just below the upper threshold set in the policy. It is planned to spend a portion of these reserves on residential property purchases in 2025-26. Bridge held £116,399 (2024: £114,068) of freely accessible funds in designated funds for the Recovery Homes project, housing purchases, and future repairs on housing and office premises. £380,166 (2024: £391,694) was also held in seventeen restricted funds for future expenditure against specific service provision activities.

Fundraising activities:

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

Risk Management:

A full risk management review of the organisation was undertaken in 2023, which fed into the development of the 2024-27 Strategic Plan.

Bridge maintains a corporate risk register, which is reviewed and updated on an ongoing basis by the Senior Leadership Team (SLT). Risks are categorised into four headings; Operations; Human Resources; Finance; and Governance. Ownership of individual identified risks is allocated to member of the Senior Leadership Team, who hold responsibility for managing, mitigating and reporting against these risks. Ownership of the identified risks is also allocated to either the board of trustees, or one of the three trustee sub-committees, the risk registers are then reviewed quarterly by trustees at the applicable meeting, with any required actions being delegated to the SLT for implementation.

The Director of Operations in partnership with the Deputy Director of Operations, Head of Quality and Safeguarding, Service Managers, and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

Public Benefit:

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

Tangible fixed assets for use by the charity:

Details of movements in fixed assets are set out in note 12 to the accounts.

Recognition of Liabilities:

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

Going Concern:

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

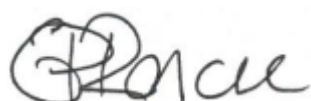
The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

So far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ to legislations in other jurisdictions.

On behalf of the board:



Gordon Roscoe

Vice Chair of Trustees

17th September 2025

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2024-25

Independent Auditor's Report to the Members of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report to the Members of The Bridge Project (continued)

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (which includes the directors' report prepared for the purpose of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors report included within the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Members of The Bridge Project (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Independent Auditor's Report to the Members of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charitable company, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charitable company minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

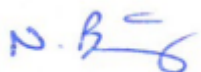
As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Neil Baldwin (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

18th September 2025

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2024-25

Statement of Financial Activities for the year ended 31st March 2025

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
		£	£	£	£	£
Income						
Donations and legacies	3	105,927	130,000	56,608	292,535	167,644
Charitable activities	4	2,299,312	282,218	1,786,769	4,368,299	4,247,188
Investments	5	45,276	-	-	45,276	43,703
Total income		2,450,515	412,218	1,843,377	4,706,110	4,458,535
Expenditure						
Raising funds	6	85,253	-	-	85,253	63,844
Charitable activities	7 & 8	2,297,140	359,842	1,813,017	4,469,999	4,544,133
Total expenditure		2,382,393	359,842	1,813,017	4,555,252	4,607,977
Net income / (expenditure) before transfers	10	68,122	52,376	30,360	150,858	(149,442)
Gross transfers between funds		(93,112)	135,000	(41,888)	-	-
Net movement in funds for the year		(24,990)	187,376	(11,528)	150,858	(149,442)
Total funds brought forward at 1 st April		1,015,299	932,585	391,694	2,339,578	2,489,020
Total funds carried forward at 31st March		990,309	1,119,961	380,166	2,490,436	2,339,578

Balance Sheet as at 31st March 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		1,054,612		930,668
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	707,818		344,561	
Investments	15	520,708		1,083,548	
Cash at bank and in hand	16	468,134		353,416	
		<u>1,697,160</u>		<u>1,782,025</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(182,474)		(276,902)	
Net current assets			<u>1,514,686</u>		<u>1,505,123</u>
Total assets less current liabilities			<u>2,569,298</u>		<u>2,435,791</u>
Creditors: amounts falling due After more than one year	18		(78,862)		(96,213)
Net assets			<u><u>2,490,436</u></u>		<u><u>2,339,578</u></u>
Funds	23, 24 & 25				
Unrestricted funds					
General funds			990,309		1,015,299
Designated funds			1,119,961		932,585
Restricted funds			380,166		391,694
Total funds carried forward at 31st March			<u><u>2,490,436</u></u>		<u><u>2,339,578</u></u>

For the year ending 31st March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 17th September 2025 and signed on their behalf by:



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 54 to 67 form part of these financial statements.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2024-25

Statement of Cash Flows for the year ended 31st March 2025

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
		£	£	£	£	£
Cash flows from operating activities	26					
Net cash provided by / (used in) operating activities		(155,363)	68,737	(215,670)	(302,296)	(7,901)
Cash flows from investing activities						
Interest income		45,276	-	-	45,276	43,703
Disposal of investments		176,071	-	-	176,071	(61,347)
Purchase of tangible fixed assets		-	(175,000)	-	(175,000)	(150,000)
Net cash provided by / (used in) investing activities		221,347	(175,000)	-	46,347	(167,644)
Cash flows from financing activities						
Repayment of borrowing		-	(16,101)	-	(16,101)	(349)
Cash inflows from new borrowing		-	-	-	-	112,500
Net cash provided by / (used in) financing activities		-	(16,101)	-	(16,101)	112,151
Increase / (decrease) in cash and cash equivalents in the year		65,984	(122,364)	(215,670)	(272,050)	(63,394)
Cash and cash equivalents at 1 st April		292,475	124,164	428,336	844,975	908,369
Cash and cash equivalents at 31st March	27	358,459	1,800	212,666	572,925	844,975

Notes to the Financial Statements for the year ended 31st March 2025

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a, Basis of preparation

The financial statements have been prepared 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) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

b, Preparation of the accounts on a going concern basis.

The trustees continue to adopt the going concern basis of accounting because of the continued financial stability of the charity.

c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 23).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

d, Income

Income is recognised when Bridge has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

f, Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g, Donated services

Donated professional services and donated facilities are recognised as income 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 by 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 time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

h, Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

Notes to the Financial Statements for the year ended 31st March 2025

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

j, Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

k, Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight-line basis as follows:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers	20%
Other equipment	33%

One full year's depreciation is charged in the year of purchase.

l, Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m, Investments

Current asset investments include any deposit funds which are not readily accessible within one week.

n, Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

o, Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p, Pension contributions

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1st April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

q, Taxation

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

r, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 18. 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.

Notes to the Financial Statements for the year ended 31st March 2025

2 Statement of Financial Activities for previous year

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2024
		£	£	£	£
Income					
Donations and legacies	3	106,464	37,500	23,680	167,644
Charitable activities	4	2,543,297	207,160	1,496,731	4,247,188
Investments	5	43,562	1	140	43,703
Total income		2,693,323	244,661	1,520,551	4,458,535
Expenditure					
Raising funds	6	63,844	-	-	63,844
Charitable activities	7 & 8	2,485,583	661,136	1,397,414	4,544,133
Total expenditure		2,549,427	661,136	1,397,414	4,607,977
Net income / (expenditure) before transfers	10	143,896	(416,475)	123,137	(149,442)
Gross transfers between funds		(8,822)	(6,928)	15,750	-
Net movement in funds for the year		135,074	(423,403)	138,887	(149,442)
Total funds brought forward at 1 st April		880,225	1,355,988	252,807	2,489,020
Total funds carried forward at 31st March		1,015,299	932,585	391,694	2,339,578

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Donations	2,063	-	600	2,663	3,802
Donated services and goods					
Waythrough (was Humankind)	72,175	-	29,600	101,775	92,954
Shipley College	25,956	-	-	25,956	26,210
	98,131	-	29,600	127,731	119,164
Grants					
City of Bradford MDC	467	130,000	8,000	138,467	-
Good Things Foundation	-	-	-	-	5,000
DWP – Access to Work	266	-	-	266	-
Heinz & Anna Koch Foundation	-	-	200	200	-
Inn-Churches	-	-	2,158	2,158	2,178
NatWest Circle Fund	-	-	4,000	4,000	-
Safer Communities Fund	-	-	6,050	6,050	-
Thrive Together Fund	-	-	-	-	37,500
The VCS Alliance	5,000	-	-	5,000	-
West Yorkshire Integrated Care Board	-	-	6,000	6,000	-
	5,733	130,000	26,408	162,141	44,678
Total	105,927	130,000	56,608	292,535	167,644

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Notes to the Financial Statements for the year ended 31st March 2025

4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Service Delivery Contracts					
Affinity Community Partnership	-	-	37,360	37,360	40,000
Bingley Community Partnership	-	-	-	-	44,412
Bradford Children and Families Trust	-	-	123,750	123,750	101,250
Bradford VCS Alliance	24,988	-	116,719	141,707	257,383
<u>City of Bradford MDC</u>					
DA/SV Comms Lead	-	-	40,366	40,366	35,055
Exiting Prostitution	344,285	-	-	344,285	338,649
Housing First	266,345	-	-	266,345	264,845
MARAC Navigators	-	-	-	-	189,402
Multiple Needs Navigators	213,000	-	-	213,000	213,000
New Burdens Funding	-	-	171,616	171,616	-
Recovery Housing	-	238,617	-	238,617	162,924
SkillsHouse	6,304	-	63,448	69,752	69,793
Young Peoples' Substance Misuse	179,102	-	-	179,102	173,226
	1,009,036	238,617	275,430	1,523,083	1,446,894
Engaging Communities CIC	-	-	-	-	12,558
Job Centre Plus – DWP	-	-	-	-	16,275
Red Letter Project	12,926	-	-	12,926	2,073
Wakefield Council – Liaison & Diversion	280,480	-	-	280,480	209,112
Waythrough	941,621	40,000	1,135,373	2,116,994	2,010,152
West Yorkshire Combined Authority	-	-	97,595	97,595	97,595
Ancillary Trading Income					
Reclaimed expenditure	24,032	21	542	24,595	2,233
Rental income	5,100	3,580	-	8,680	5,185
Flourish Coffee Shop	1,129	-	-	1,129	2,066
	30,261	3,601	542	34,404	9,484
Total	2,299,312	282,218	1,786,769	4,368,299	4,247,188

5. Investment income

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Bank interest	45,276	-	-	45,276	43,703

Notes to the Financial Statements for the year ended 31st March 2025

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Staff costs	82,596	-	-	82,596	60,689
Admin and office costs	1,936	-	-	1,936	2,335
Premises	721	-	-	721	820
Total 2025	85,253	-	-	85,253	63,844
Total 2024	63,844	-	-	63,844	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Service staff costs	1,748,095	55,247	1,514,982	3,318,324	3,219,762
Service provision costs	142,807	221,053	37,356	401,216	178,953
Admin and office costs	64,754	3,077	61,690	129,521	146,713
Premises	122,373	11,058	32,355	165,786	615,026
Depreciation	-	51,056	-	51,056	56,349
Governance costs	86,839	8,044	63,808	158,691	97,948
Support costs	132,272	10,307	102,826	245,405	229,382
Total 2025	2,297,140	359,842	1,813,017	4,469,999	4,544,133
Total 2024	2,485,583	661,136	1,397,414	4,544,133	

8 Expenditure on charitable activities by service type

	Drug & Alcohol Treatment & Recovery	Navigation Services	Housing Support & Provision	Communities, Early Intervention & Prevention	Criminal Justice	Education, Training & Employment	Total 2025	Total 2024
	£	£	£	£	£	£	£	£
Service staff costs	1,515,735	1,010,402	283,396	205,310	239,706	63,775	3,318,324	3,219,762
Service provision costs	61,231	80,081	245,838	11,141	2,053	872	401,216	178,953
Admin and office costs	71,203	28,470	15,568	7,546	4,629	2,105	129,521	146,713
Premises	85,830	56,858	15,533	5,360	-	2,205	165,786	615,026
Depreciation	35,225	9,331	6,500	-	-	-	51,056	56,349
Governance costs	64,528	48,510	18,704	13,396	9,213	4,340	158,691	97,948
Support costs	98,638	75,853	27,486	21,588	14,847	6,993	245,405	229,382
Total 2025	1,932,390	1,309,505	613,025	264,341	270,448	80,290	4,469,999	4,544,133
Total 2024	1,933,680	1,634,872	383,703	286,356	198,762	106,760	4,544,133	

Notes to the Financial Statements for the year ended 31st March 2025

9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2025	2024
	£	£
Gross wages and salaries	3,108,188	2,980,404
Social security costs	292,340	276,978
Pension contribution	112,754	103,175
	3,513,282	3,360,557

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £112,754 (2024: £103,175). Employer contributions totalling £9,684 (2024: £9,087) were payable to the scheme at the end of the period and are included in other creditors.

Statutory redundancy payments of £1,601 were paid during the year (2024: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits (gross pay, employer's pension, and employer's NI contributions) of the key management personnel totalled £267,732 (2024: £270,204).

The number of employees whose total pay amounted to £60,000 or above for the year is as follows:

£70,000 to £79,999: 1 (2024:1)

£60,000 to £69,999: 2 (2024:2)

The average monthly head count was 112 staff (2024: 108 staff).

£52,407 was spent on agency workers during the year to cover short-term vacancies, (2024: £20,635)

No remuneration or other benefits were paid to the Trustees during the year (2024: nil), no expenses were paid for reimbursing travel costs for attending meetings (2024: nil).

10 Net income / (expenditure)

These are stated after charging:

	2025	2024
	£	£
Depreciation – owned assets	51,056	56,349
Operating lease rentals	-	-
Auditor's remuneration ¹	15,000	10,740
Interest on loans & overdrafts	7,707	3,353
Exceptional building refurbishment costs	-	412,808

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts, including irrecoverable VAT.

Notes to the Financial Statements for the year ended 31st March 2025

11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2025	2024
	£	£
IT equipment, support & licences	46,250	39,600
Volunteer Training & Qualifications	25,956	26,210
Clinical Staff	46,650	44,840
Drug testing	8,875	8,514
Total	127,731	119,164

The value of any volunteers' time is not included, however we have benefited from 10,344 hours (2024: 9,529) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2024	1,134,344	1,164,888	27,668	30,880	14,743	2,372,523
Additions	175,000	-	-	-	-	175,000
Disposals	-	-	-	-	-	-
At 31st March 2025	1,309,344	1,164,888	27,668	30,880	14,743	2,547,523
Depreciation						
At 1st April 2024	308,030	1,067,266	20,936	30,880	14,743	1,441,855
Charge for year	26,187	22,625	2,244	-	-	51,056
Disposals	-	-	-	-	-	-
At 31st March 2025	334,217	1,089,891	23,180	30,880	14,743	1,492,911
Net Book Value						
At 31st March 2025	975,127	74,997	4,488	-	-	1,054,612
At 31st March 2024	826,314	97,622	6,732	-	-	930,668

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

Notes to the Financial Statements for the year ended 31st March 2025

13 Stock

	2025	2024
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2025	2024
	£	£
Trade debtors	481,263	304,661
Other debtors	8,208	5,400
Prepayments and accrued income	218,347	34,500
	707,818	344,561

15 Investments

	2025	2024
	£	£
Cambridge & Counties Bank (6 mths)	52,607	-
Cambridge & Counties Bank (1 yr)	-	50,000
Cambridge & Counties Bank (5 yr)	89,262	85,000
Charities Bank (40 days)	34,316	156,070
Hampshire Trust Bank (1 yr)	89,775	182,194
Monmouthshire B.S. (30 days)	8,227	152,398
Nationwide (35 days)	62,247	183,091
Redwood Bank (95 days)	93,039	187,245
United Trust Bank (1yr)	91,235	87,550
	520,708	1,083,548

16 Cash at bank and in hand

	2025	2024
	£	£
Petty cash	1,528	1,153
CAF Bank current account	23,919	25,098
CAF Bank instant deposit account	83,106	247,160
Co-operative Bank current account	7,368	7,368
CCLA Deposit Fund	55,200	52,595
Hampshire Trust Bank	100,000	-
HSBC	1,849	-
Monmouthshire BS deposit account	189,217	10,587
Scottish Widows instant deposit account	4,913	4,840
Unity Trust Bank	1,034	4,615
Total	468,134	353,416

Notes to the Financial Statements for the year ended 31st March 2025

17 Creditors: amounts falling due within one year

	2025	2024
	£	£
Loans	17,188	15,938
Trade creditors	21,354	24,283
Taxation and social security	64,196	66,624
Other creditors	20,698	20,521
Accruals and deferred income	59,038	149,536
	182,474	276,902

Other creditors are employer pension contributions and attachment of earnings deductions, all of which are paid within 30 days.

18 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Due between 1 to 2 years	18,522	17,175
Due between 2 to 5 years	60,340	59,947
Due after 5 years	-	19,091
	78,862	96,213

These amounts relate to a single unsecured loan from the Thrive Together Fund from the Social Investment Business.

19 Contingent liabilities

	2025	2024
	£	£
Grant for property purchase	175,000	175,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

20 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2025	2024
	£	£
Balance at 1 st April	81,323	144,392
Amount released to income	(81,323)	(144,392)
Amount deferred in the year	14,538	81,323
Balance at 31 st March	14,538	81,323

21 Capital Commitments

There were no capital commitments as at 31st March 2025 (2024: nil).

Notes to the Financial Statements for the year ended 31st March 2025

22 Analysis of net assets between funds – current year

	Unrestricted			Total 2025
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	1,054,612	-	1,054,612
Current assets	1,135,123	162,380	399,657	1,697,160
Current liabilities	(144,814)	(18,169)	(19,491)	(182,474)
Long term liabilities	-	(78,862)	-	(78,862)
Fund balances	<u>990,309</u>	<u>1,119,961</u>	<u>380,166</u>	<u>2,490,436</u>

Analysis of net assets between funds- previous year

	Unrestricted			Total 2024
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	930,668	-	930,668
Current assets	1,138,571	142,104	501,350	1,782,025
Current liabilities	(123,272)	(43,974)	(109,656)	(276,902)
Long term liabilities	-	(96,213)	-	(96,213)
Fund balances	<u>1,015,299</u>	<u>932,585</u>	<u>391,694</u>	<u>2,339,578</u>

23 Purposes of funds

General Funds: These are the free reserves available to the charity for use without any restriction.

Designated Funds: These are unrestricted funds specifically designated for a purpose by the Trustees.

Housing Purchases: Funding specifically received for Recovery Housing property purchases, the balance will be utilised in 25-26

Recovery Homes: Holds funds allocated and received for Bridge's housing scheme.

Quasi Residential Rehab: Funds for a new project launching in 2025-26, holds a negative amount due to expenditure in setting up the project in advance of anticipated income in 2025-26.

Repair & Maintenance Fund – Housing : Holds funds allocated for future structural repairs and external decoration of our housing scheme properties.

Repair & Maintenance Fund – Offices : Holds funds allocated for future structural repairs and external decoration of our office premises.

Manningham Lane Fixed Asset Fund: Holds the net book value of the freehold property and property improvements for 30 Manningham Lane.

North Parade Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

Pelican House Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

Recovery Homes Fixed Asset Fund: Holds the net book value of the freehold property in the Recovery Homes and Quasi Residential Rehab schemes.

Salem Street Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

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Notes to the Financial Statements for the year ended 31st March 2025

Restricted Funds: These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

Affinity Community Partnership: Holds funds allocated for future service provision costs on this project.

Befriending Service: Grant and contractual income and related expenditure for this project.

Bingley Bubble Community Partnership: Held funds for a project that has now ended.

Bridge Client Fund: Holds grants and donations from a number of sources specifically given for client related expenditure.

Circle Fund: Funding from the Natwest Circle Fund to support victims of economic and domestic abuse.

City Wellbeing Hub: Holds funding from the VCS Alliance to run the City Wellbeing Hub and associated service delivery.

Covid Health Inclusion: Holds funds allocated for future service provision costs on this project.

DA/SV Comms Grant: Shows income and expenditure for a worker seconded to City of Bradford MDC.

Digital Inclusion Grant: Held the balance of a grant that was spent in 24-25

Family Navigators: Holds funds allocated for future service provision on this project.

Helping Hand: A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

Housing Support Grant: Holds unspent funds from the Drug and Alcohol Housing Support Grant funding.

LCF Grant: Held the balance of a grant that was spent in 24-25.

Lotus Project - Service Users: Holds money raised by the Lotus Project specifically for their service users.

Lotus Project - Target Hardening: Held the balance of service income that was spent in 24-25.

MARAC Navigators: Holds funds allocated for future service provision costs on this project.

MARRS Grant: Holds unspent funds allocated for a part-time post which started in 23-24 and will continue into 25-26.

MoJ – MARAC Funding: Shows income and expenditure from the MoJ for two posts, all funds spent within the year.

New Vision Bradford – Rough Sleepers: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received through the New Vision Bradford service.

New Vision Bradford – SSMTRG: Holds unspent funds from the Supplementary Substance Misuse Treatment Grant received through the New Vision Bradford service.

Rough Sleepers Grant: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received directly by Bridge.

Safer Communities Fund: Holds funds from the West Yorkshire Mayor's funding scheme, to be spent in 2025-26

SkillsHouse: Holds funds allocated for future service provision costs on this project.

SMU Navigators: Holds unspent funds from the PHE's universal grant funding scheme.

Spacious Places: Holds residual funds and donations from this service which closed in December 2022.

VCS Alliance Grants: Holds grant funding from the VCS Alliance for future distribution.

Transfers between funds:

The £93,112 net transfer from General Funds comprises:-

- £135,000 to the Recovery Homes- Fixed Assets Fund as part funding of the purchase of the additional house during the year.
- £41,888 from the MARAC Navigator Fund to the new Bradford RESET Service (which is the successor service following tender of the MARAC service) and is with the approval of the funders.

The £94,651 transfer from the Housing Purchase Fund comprises the following:-

- £56,101 to the Recovery Homes- Fixed Assets Fund.
- £38,550 to the Quasi Residential Rehab Fund as part funding of the refurbishment of the new property.

The £191,101 net transfer into the Recovery Homes- Fixed Assets Fund comprises the following:-

- £135,000 from General Funds as above.
- £56,101 from the Housing Purchase Fund as above.
- These two transfers ensure that the balance in this fund is equal to the net book value of the fixed assets held in this fund, less the value of any loans associated with these assets.

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Notes to the Financial Statements for the year ended 31st March 2025

24 Movement in funds – current year

	Opening balance 1 st April 24	Income	Expenditure	Transfers	Closing balance 31 st March 25
	£	£	£	£	£
Unrestricted funds					
General Funds	1,015,299	2,450,515	(2,382,393)	(93,112)	990,309
Designated funds					
Housing Purchase Fund	9,651	130,000	-	(94,651)	45,000
Recovery Homes	61,676	222,218	(230,768)	-	53,126
Quasi Residential Rehab	-	-	(50,596)	38,550	(12,046)
Repair & Maintenance Fund – Housing	28,000	20,000	(19,483)	-	28,517
Repair & Maintenance Fund – Offices	14,741	40,000	(7,939)	-	46,802
Manningham Lane, Fixed Asset Fund	252,341	-	(6,820)	-	245,521
North Parade, Fixed Asset Fund	126,505	-	(3,165)	-	123,340
Pelican House, Fixed Asset Fund	214,476	-	(25,240)	-	189,236
Recovery Homes – Fixed Asset Fund	37,849	-	(6,500)	191,101	222,450
Salem Street, Fixed Asset Fund	187,346	-	(9,331)	-	178,015
	932,585	412,218	(359,842)	135,000	1,119,961
Restricted funds					
Affinity Community Partnership	35,450	43,707	(39,142)	-	40,015
Befriending Service	39,213	5,150	(44,363)	-	-
Bingley Bubble Community Partnership	20,254	(6,372)	(13,882)	-	-
Bridge Client Fund	10	2,423	(2,423)	-	10
Circle Fund	-	4,000	(2,000)	-	2,000
City Wellbeing Hub	58,905	117,941	(136,410)	-	40,436
Covid Health Inclusion	5,992	-	-	-	5,992
DA/SV Comms Grant	-	40,366	(40,366)	-	-
Digital Inclusion Grant	1,107	-	(1,107)	-	-
Family Navigators	7,471	123,750	(119,196)	-	12,025
Helping Hand	307	-	-	-	307
Housing Support Grant	61,549	345,914	(286,180)	-	121,283
LCF Grant	986	-	(986)	-	-
Lotus Project – Service Users	56	-	-	-	56
Lotus Project – Target Hardening	606	-	(606)	-	-
MARAC Navigators	70,381	171,616	(171,714)	(41,888)	28,395
MARRS Grant	4,783	8,000	(10,670)	-	2,113
MoJ – MARAC Funding	-	97,595	(97,595)	-	-
New Vision Bradford – Rough Sleepers	39,126	396,100	(341,757)	-	93,469
New Vision Bradford – SSMTRG	-	423,089	(423,089)	-	-
Rough Sleepers Grant	8,822	-	-	-	8,822
Safer Communities Fund	-	6,050	(1,241)	-	4,809
SkillsHouse	16,842	63,448	(80,290)	-	-
SMU Navigators	14,576	-	-	-	14,576
Spacious Places	2,258	600	-	-	2,858
VCS Alliance Grants	3,000	-	-	-	3,000
	391,694	1,843,377	(1,813,017)	(41,888)	380,166
Total funds	2,339,578	4,706,110	(4,555,252)	-	2,490,436

Notes to the Financial Statements for the year ended 31st March 2025

25 Movement in funds – previous year

	Opening balance 1 st April 23	Income	Expenditure	Transfers	Closing balance 31 st March 24
	£	£	£	£	£
Unrestricted funds					
General Funds	880,225	2,693,323	(2,549,427)	(8,822)	1,015,299
Designated funds					
Achieve – DWP	10,042	4,152	(7,266)	(6,928)	-
Housing Purchase Fund	-	37,500	-	(27,849)	9,651
Recovery Homes	78,937	163,054	(142,315)	(38,000)	61,676
Repair & Maintenance Fund – Housing	-	-	-	28,000	28,000
Repair & Maintenance Fund - Offices	429,992	39,955	(455,206)	-	14,741
Manningham Lane, Fixed Asset Fund	259,161	-	(6,820)	-	252,341
North Parade, Fixed Asset Fund	141,463	-	(14,958)	-	126,505
Pelican House, Fixed Asset Fund	239,716	-	(25,240)	-	214,476
Recovery Homes – Fixed Asset Fund	-	-	-	37,849	37,849
Salem Street, Fixed Asset Fund	196,677	-	(9,331)	-	187,346
	1,355,988	244,661	(661,136)	(6,928)	932,585
Restricted funds					
Affinity Community Partnership	-	42,640	(18,440)	11,250	35,450
Befriending Service	12,965	20,600	(13,185)	18,833	39,213
Bingley Bubble Community Partnership	-	59,610	(43,856)	4,500	20,254
Bridge Client Fund	10	2,198	(2,198)	-	10
Circle Fund	1,710	-	(1,710)	-	-
City Wellbeing Hub	76,725	197,830	(196,817)	(18,833)	58,905
Covid Health Inclusion	5,992	-	-	-	5,992
DA/SV Comms Grant	-	35,055	(35,055)	-	-
Digital Inclusion Grant	-	5,000	(3,893)	-	1,107
Family Navigators	-	101,250	(93,779)	-	7,471
Helping Hand	400	-	(93)	-	307
Housing Support Grant	550	302,386	(241,387)	-	61,549
LCF Grant	27,711	-	(26,725)	-	986
Lotus Project – Service Users	507	200	(651)	-	56
Lotus Project – Target Hardening	3,192	-	(2,586)	-	606
MARAC Navigators	52,264	189,402	(171,285)	-	70,381
MARRS Grant	15,000	-	(10,217)	-	4,783
MoJ – MARAC Funding	-	97,595	(97,595)	-	-
New Vision Bradford – Rough Sleepers	-	395,850	(356,724)	-	39,126
Rough Sleepers Grant	8,822	-	-	-	8,822
SkillsHouse	28,130	69,793	(81,081)	-	16,842
SMU Navigators	14,713	-	(137)	-	14,576
Spacious Places	1,116	1,142	-	-	2,258
VCS Alliance Grants	3,000	-	-	-	3,000
	252,807	1,520,551	(1,397,414)	15,750	391,694
Total funds	2,489,020	4,458,535	(4,607,977)	-	2,339,578

Notes to the Financial Statements for the year ended 31st March 2025

26 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	(24,990)	187,376	(11,528)	150,858	(149,442)
Adjustments for:					
Depreciation charge	-	51,056	-	51,056	56,349
Deduct Interest income shown in investing activities	(45,276)	-	-	(45,276)	(43,703)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(106,639)	(142,640)	(113,977)	(363,256)	156,668
Increase (decrease) in creditors	21,542	(27,055)	(90,165)	(95,678)	(27,773)
Net cash provided by (used in) operating activities	(155,363)	68,737	(215,670)	(302,296)	(7,901)

27 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Cash in hand	253,669	1,800	212,666	468,135	353,416
Notice deposits (less than 3 months)	104,790	-	-	104,790	491,559
Total cash and cash equivalents	358,459	1,800	212,666	572,925	844,975

28 Disclosure of Trustee / Related Party Transactions

David Memery, a trustee of Bridge until 1st Dec 2024, is employed by Create Strength Group (CSG), Charity No 1193551 as their senior manager. Bridge received £3,600 from CSG in 2025 for office accommodation and support services (2024: £4,620), Bridge paid £450 to CSG for staff training in 2025 (2024: £400), and no payments were made in 2025 through the City Wellbeing Hub small grants scheme (2024: £955)

Payments of £325 were made to Peter Sleight (Trustee) in 2025 for services in a professional capacity, outside of their role as a trustee. (2024: £375)

29 Ultimate Controlling Party

The charity is under the control of the board of trustees.

30 Post Balance Sheet Event

There are no post balance sheet events to report.

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Accounts



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2024

**35 Salem Street
Bradford
West Yorkshire
BD1 4QH**

**Registered Charity No. 517356
Company Limited by Guarantee No. 01946704**

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Our Vision

A place where everyone can achieve a fulfilling life.

Our Mission

Our mission is to empower people experiencing multiple barriers to achieve positive change.

Our Objects

To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services, social housing, and housing support, to persons or members of their families who:

- Have been, or are, or are in danger of becoming substance misusers.
- Have committed or are likely to commit crime.
- Have been, or are, or are in danger of experiencing mental health conditions.
- Have been, or are, or are in danger of becoming homeless.
- Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Our Values

Bridge is a value driven organisation. These strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

<i>Integrity</i>	Always doing the right thing.
<i>Compassion</i>	Not judging the people who use our services, responding to them with kindness and understanding.
<i>Empowerment</i>	Enabling people to achieve their full potential.
<i>Equitable</i>	Respecting each person's uniqueness and treating them fairly.
<i>Ambition</i>	Striving for excellence.
<i>Sustainable</i>	Ensuring we are in for the long haul.
<i>Boldness</i>	Willingness to take calculated risks and having courage to face challenges

Our Recovery Statement

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person to live a meaningful life in a community of their choice while striving to achieve their full potential.

Bridge will use the following core principles to build resilience and facilitate recovery:

- Fostering hope, as a source of motivation and strength for people we support when trying to overcome challenges in their lives.
- Enabling people we support to take personal responsibility for their own self-care and recovery, for their families, children and the community.
- Tailoring services to the unique needs of people we support, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a person's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of people we support and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of people we support in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for people we support to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering individuals to have a right to participate in decisions that will affect their lives; the right to determine their own path of recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging people we support to influence the design of services and participate in their evaluation and delivery.
- Welcoming people we have supported and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

Review of Activities and Performance

2023/24 has been another turbulent year, marked by political and economic instability, and a continued cost-of-living crisis that has had the most impact on vulnerable communities. The health and social care sector has been particularly affected, and we see organisations struggling to fill vacancies, handing back contracts, and being forced to make difficult moral and ethical decisions about the future delivery of services.

We have not been immune to these issues, but we have seen our organisation grow, with innovative new services coming to fruition. Our increasing social impact goes beyond the immediate service outcomes we are commissioned to deliver, benefiting our communities and society.

The achievements outlined in this report have been achieved through the passion, hard work and commitment shown by our workforce. We are a charity shaped by our staff who embody our values and vision, empowering the people we support to live the lives they aspire to lead.

You will see many examples in this report of how 'A Way Forward' is more than just a strapline – it encapsulates the resilience and spirit of the Bridge Project, no matter how tough the challenges may be, we find a way to achieve positive outcomes.



New Vision Bradford Partnership

In April 2023, Bridge, in collaboration with three local partner charities—Project 6, Create Strength Group, and Waythrough (previously known as HumanKind)—launched an innovative partnership called New Vision Bradford (NVB). This initiative has transformed drug and alcohol treatment and recovery services for adults (18+) across the Bradford District. By combining resources, NVB provides a comprehensive, locally informed service across 17 locations. Over the past year, Bridge has supported approximately 2,500 individuals through one-to-one support, group therapy, health checks, and substitute medication. With a dedicated team of 47 staff members across five teams, New Vision Bradford offers empathetic and knowledgeable support to individuals at every stage of their recovery journey.

1. **Treatment Team** – includes a Team Leader and 12 Recovery Co-ordinators who provide comprehensive support from the initial point of entry through the entire treatment and recovery journey. They offer full clinical support and holistic recovery care planning for individuals struggling with class A drugs and alcohol. Most individuals in the service are prescribed opiate substitutes. Each recovery worker manages up to 75 clients aged 21+ years, with visits every six weeks or as needed. Clients aged <21 years, using opiates, are referred to the One80 Bridge service. The team collaborate closely with GPs, social workers, and hospitals. Treatment plans are reviewed every 12 weeks and data is recorded using NHS SystemOne.
2. **Early Intervention Team** – includes a Team Leader who manages:
 - a. Seven Early Intervention Recovery Coordinators located within GP practices. They offer 12 structured intervention sessions to individuals concerned about their use of non-opiate substances or alcohol.
 - b. Three Addiction to Medicines Recovery Workers collaborate with eight GP centres to support individuals who have become dependent on prescribed opiate-based painkillers.
3. **Recovery & Aftercare Team** – includes a Team Leader, a Building Recovery in Communities (BRIC) Coordinator, a Care Worker, a Volunteer Coordinator and two Group Workers. This team makes use of a new dedicated Recovery Centre called Flourish located on North Parade for people moving towards sustained recovery and community reintegration. Bridge's vibrant volunteer programme offers a pathway for people recovering from substance use and other challenges to develop and utilize their skills, knowledge, and experience in support of their community. It also supports people with experiences as concerned others.

This year the volunteer programme supported 30 volunteers to:

- Gain qualifications, including Level 1 & 2 qualifications in Health and Social Care, certificates in customer care, employability skills and the Level 2 Volunteer Award
- Complete additional internal training, including Mental Health Awareness, Beating Hearts, CPR Training, use of Learningkind, and Trauma Informed Practice
- Develop additional qualifications including Level 2 IT skills, Level 3 Counselling Skills, Social Work, Counselling and Psychology courses, and Public Health Degrees.

Bridge provided volunteer placements to 45 volunteers which:

- Brought fresh insight through lived experiences with drug and alcohol and wider skills to Bridge
- Totalled 9,529 hours, amounting to £99,292 'worth' of time based on the living wage calculation.
- Created employment opportunities within the district - 40% of volunteers (18 people) achieved full-time (10 people) or part-time ((8) paid employment with Bridge, New Vision Bradford, and other health/social care related organizations.

4. **Rough Sleeper Team** – includes a Team Leader and eight Recovery Coordinators who operate an outreach model responding to referrals regarding risk to rough sleeping from the police, hospitals, the HOP, probation and self-referrals. Recovery coordinators connect with individuals rough sleeping or at risk of rough sleeping with substance use concerns and other unmet needs, which may include mental or physical health, relationships, finances or criminal justice involvement.

5. **New Vision Supported Housing** - This is a Bridge-managed housing programme, delivered in collaboration with Project 6 and Waythrough. The team includes a Deputy Director of Supported Housing, a Senior and four Floating Support Workers, one Housing Administrator and two Housing Recovery Support Workers. Together they support housing and recovery tenancy support for people receiving treatment with NVB. Data for the year up to 31st March indicates they have:

- Reviewed 224 referrals for housing and recovery support where NVB beneficiaries were at risk of losing their tenancy and/or experiencing acute issues managing their tenancy or need to be reallocated due to property's unsuitable conditions.
- Provided floating support to 115 people, where 91 (79%) of the tenancy support was provided by Bridge. Referred 109 individuals who did not meet the NVB criteria to alternative services.
- Just initiated the process for our first tenant from the NVB to be accommodated by a Bridge Recovery Homes (page 27) property.
- Successfully assisted 25 out of 31 participants in completing the program and moving forward positively.
- The service continues to support 60 people as of 31st March 2024.
- Person centred support ranging from 6 to 334 days, with an average of 142 days per person

Bradford's Young Person's Drug and Alcohol Services



Bradford Council commissions Bridge to provide a personalised confidential drug and alcohol support outreach service for young people aged 21 and under who live in Bradford District and are concerned about their use of substances including alcohol, cannabis, stimulants, club drugs, opiates, crack and laughing gas.

In Bradford, hospital admissions for alcohol have declined over time but remain higher for young women than men. Conversely hospital admissions for drugs are increasing over time and is above the average in England. Child in need assessments reveal the same trend¹, with child misuse of alcohol below national average and drug misuse above national.

Our 4 Recovery Practitioners guide young individuals to i) jointly recognize their drugs and alcohol challenges, and ii) create a personalized care strategy that builds upon their unique strengths and capabilities. Depending on their level of need and engagement our workers offer two pathways:

1. A brief intervention care package and
2. a high intense structured treatment package

Overall, 66% of young people complete their treatment pathway.

Working with Partners

The One80 team works in close partnership with the young person, and anyone involved in their life including complementary services that support a young person's unmet needs. This may include different groups depending on the treatment pathway.

1. During the brief intervention care package, interventions are aimed at strengthening young people's knowledge and resilience and families are supported to engage, and referrals agreed where indicated for wider support needs.
2. During the structured treatment pathway, an integrated co-designed care plan is aimed at identifying integrated multi-agency work, bringing in services such as children's social care workers, schools, youth offending team, CAMHS (Child and Adolescent Mental Health Services), and other professionals to address substance use but the wider risks.

¹ Public health, Bradford - Young Person Alcohol & Drug Needs Assessment & Service Review Dec 2023

Successes

- Demographics:
 - Data collected and submitted to the national drug treatment monitoring system, NDTMS
 - Support offered to young people between ages 12-21 years with an average age of 15years.
 - Support offered to 144 young people in the year.
 - Greater support offered to male versus female young people based on the higher volume of referrals for young men.
- Provided support relating to 11 different substances where:
 - Cannabis (109) has been the most prevalent substance amongst young people seeking help followed by alcohol (15) with other substances being less common.
 - Other substances in decreasing order of use include ketamine, cocaine, MDMA, Nitrous oxide, poly-substances, spice, THC vape, Methamphetamine, and volatile substances.
- Intervention
 - Half of young people referred to One80 engaged with the service ranging from brief intervention and or exploring wider needs to structured treatment
 - The other half of young people referred either attended first appointment and subsequently declined support or did not attend first appointment and were lost to follow up.

This service was re-tendered for in June 2024, and Bridge were successful in retaining the service from October 2024, with a new contract for at least five years. We will also seek to increase representation of young people from global majority populations, given high proportion of young people in Bradford describing themselves as Pakistani (16%) compared to nationally (1%).

Navigation Services

Overview

Over five years, Bridge has led the design and implementation of evidenced based navigator led services to positively engage and support vulnerable people living with multiple complex disadvantages in West Yorkshire.

The navigator model involves a dedicated worker who acts as a 'navigator' relating, connecting and accompanying people to appropriate services such as housing, healthcare, employment, or education, and provides ongoing support to identify their needs and create a plan to achieve those goals.

Evidence in support of the navigator model was produced by Sheffield University in 2020². It is now accepted by Bradford Council to be an effective evidenced-based means of engaging and supporting vulnerable people where traditional approaches have failed to make positive change in people's lives.

Bridge is commissioned to deliver a range of services using this model, expanding the reach and quality of support available to people in Bradford.

The Navigator Model

The navigation model refers to a client-centred approach that has been extremely effective in engaging and supporting people disenfranchised from any form of active help seeking. Regrettably such people have cycled ineffectually through multiple systems and processes, commencing in their early years and into their adulthood through services and repeated traumatic episodes, resulting in any combination of homelessness, addiction, offending, mental and physical ill health, and financial and social isolation

This group of people appears on many lists:

1. During childhood – such as child in need/ child protection plans, looked after lists and youth offending, CAMHS and school exclusions.
2. During adult years – such as non-attendance lists in GP and secondary care and treatment services, service exclusions lists/ special care plan lists, in custody suites, first response call lists, prisons, in homeless shelters, rough sleeping counts, complex housing needs panel meetings, sex working, in child protection cases as parents and Multi Agency Risk Assessment Conference (MARAC) case lists to name a few.

Bridge continues to evidence that the navigation works with this group of people. The model is 100% outreach, most people will have no phone, we write no letters, we just show up and engage.

² [West-Yorkshire Finding Independence \(WY-FI\): Effectiveness, outcomes and impact - Final evaluation report 2020 | Sheffield Hallam University \(shu.ac.uk\)](#)

To be effective, the model is operationalised with caseloads of around 10 per full time workers enabling due focus and flexibility to build confidence and trust by leveraging and advocating for peoples' unmet need, taking individuals to appointments, holding multi-agency meetings and co-ordinating and recording all the moving parts of a plan in one single place.

This navigation model is designed to addressing the root causes of issues that may affect their ability to maintain tenancies or access other essential services. This increases empowerment, independence and self-sufficiency amongst beneficiaries of our services. Bridge's application of the Navigator model follows 5 distinct stages of delivery ranging from referral, pre-navigation, full navigation, developing independence, and planned programme exit.

The following section details the 7 services where Bridge delivers a navigator-led service. For each service we provide i) an overview of the services, ii) our partnership working with multi-agencies to aid case conferencing and improve co-ordination of service delivery, and iii) our successes. The quotes in this report are paraphrased to accurately reflect the original sentiments. All names have been changed to protect identities.

Table 1 - Bridge leads several navigational services summarised below.

Project/Service	Client cohort
<p>Multiple Needs Navigator Proactively support people with the most entrenched multiple needs</p>	Adults with complex disadvantages and multiple needs
<p>The Lotus Project Adults living in Bradford who are involved or at risk of being involved in sex work</p>	People engaged, or at risk of engaging in sex work
<p>Domestic Abuse Perpetrator Integrated Offender Management (IOM) Domestic Abuse Hub</p> <p>MARAC One-to-one support for both victims and/or perpetrators of domestic abuse</p>	<p>Referrals from the Police Integrated Offender Management Team who manage high/ medium risk perpetrators of domestic abuse</p> <p>Referrals are for victims and/or perpetrators of domestic abuse presented at MARAC more than once in the previous 6 months and who have declined previous supports from any agency.</p>
<p>MARRS Multi-Agency Reducing Reoffending Support</p>	People on probation with significant reoffending risks who have not benefited from previous probation orders
<p>Family Navigators Community based whole family support and advice</p>	Referrals from Bradford Children and Families Trust for substance involved parents who are pregnant/ parenting children who may be subject to care proceedings
<p>Housing First Supporting people with repeat histories of homelessness</p>	People referred from the Bradford Council led Complex Needs Panel who have multiple needs and vulnerabilities and where no viable housing solution has been secured

Multiple Needs Navigator

Proactively support people with the most entrenched multiple needs

Multiple Needs Navigator Service

Our Multiple Needs Navigator Service uses the navigator model to ensure that people experiencing multiple disadvantages have the opportunity of a settled home, positive health and well-being, access to education and employment and trust in a positive future. People who experience at least 3 of the 5 HARM criteria of homelessness, problematic substance misuse, reoffending behaviour, poor mental health and poor physical health. Navigators provide intensive individualised support to service users including co-design of care needs, advocacy with statutory and voluntary sector agencies to ensure service user access to treatment and support, long term support based on ongoing needs.

Working with Partners

The Multiple Needs Navigator Service is overseen and co-ordinated through a multi-agency review board (MARB). Our partnership working has further strengthened this year:

- with increased representation on the MARB from key partners - National Probation Service, New Directions, Housing, Local Authority & Multiple Needs providers, West Yorkshire Police – Integrated Offender Management, Bradford District Care NHS Foundation Trust – Integrated Outreach Team, Bevan Healthcare.
- ensuring each case receives joined up care that meets individuals needs mental health, substance misuse, housing, benefit entitlement needs.

Successes

Our navigators helped improve the health and wellbeing of participants, including improved accommodation situation. No participants declined the program, feeling that navigator led service would be of value to them. Participants remained with the service between 4 and 30 months depending on their unmet needs. During engagement the service supported 24 people who entered full navigation support (plus 3 preparing to enter full navigation). In addition, our navigators positively discharged 10 out of 12 participants from the service to move forward positively.

Participants:

- Reduced their life chaos score over time and reported an improved housing situation.
- Overwhelmingly engaged with substance treatment and services that diagnose and support mental and physical health challenges.
- Reduced their demand for emergency services compared to the month preceding engagement.
- South to engage with supportive social networks comprising family or friends.

Joseph

“Hi just want to say thank you for helping me get out of the situation I was in, I’m over a year clean now and genuinely couldn’t have done it without you.”

Navigator

We’ve worked with J for 3 years. J is a registered sex offender. J lived in a bedsit with no electric or gas, and was dependent on methadone, heroin and cocaine. Now J is anti-psychotic, been drug free for 12 months, engages with the public protection unit, and has a better home and a bank account to manage his property.

The Lotus Project

Adults living in Bradford who are involved or at risk of being involved in sex work

The Lotus Project

The Lotus Project team respond to the multiple unmet needs and vulnerabilities of commercial sex workers across the Bradford district. Comprising a senior case worker, 6 liaison case workers and 2 specialist Independent Domestic and Sexual Violence Advisors (IDVA & IDSA) the team responds to the high level of violence, coercion, control, and sexual assaults in Bradford. The Lotus team are community based and conduct evening street outreach sessions to offer care and engagement.

Working with Partners

Bridge chairs a Multi-Agency Safeguarding of Sex workers (MASS) meeting which is held each month with partners from both voluntary and statutory agencies spanning Police, NPS, CRC, Bevan Healthcare, Bradford District Care Trust, housing, and substance misuse to discuss and plan for the management of highest risk cases. This year our partnership with Bevan Healthcare Psychotherapist has brought therapeutic oversight and direct intervention to support sex workers mental health needs. We remain committed to championing mental health services for sex workers who are substance users and face challenges in accessing integrated care pathways.

Successes

The Lotus Project team is proud of the support they've given to almost 100 highly vulnerable people this year.

Highlights include:

- 52 weeks of outreach providing safe sex supplies, recruitment for support invitations, advice and signposting.
- Care for sex workers (95% female, 5% male, 1% transgender man) working on and off the street.
- A reduction in on-street sex work (considered the highest risk) with some practicing off-street (reduced risk).
- Enhanced housing situation for 50% of individuals with a housing need, which has reduced highest risk sex work, and increased uptake of structured drug and alcohol treatment.
- Secured substance treatment for 51 out of 66 individuals with a treatment need.
- Self-reported improvements to emotional and mental health, physical health and connectivity to support networks.

Supportive measures such as treatment programs, regular health screenings, consistent street outreach, and the provision of secure housing have collectively decreased the reliance on emergency services which are often sought in response to the dangers of drug use and drug overdose, and incidents of sexual violence.

“We supported 36-year-old T who used large amounts of heroin and crack every day. T lived in poor housing with a coercive partner and was forced into sex work to fund their drug addiction. T developed some suicidal ideations.

We helped T get placed in one of our Bridge Recovery Homes where T felt able to engage with treatment providers and remain on a script with an agreed safe reduction dose.

T reduced their methadone to 7mls and is no longer sex working. T volunteers, has reconnected with their children and has enrolled on a health and social care course.”

Lotus Project Navigator



Domestic Abuse Perpetrator Pilot

This year Bridge trialled a new approach to reduce domestic abuse, known as the 'Perpetrator Pilot' which started in October 2022 and currently runs to 31st March 2025.

The pilot involved partnership between Bridge and the Integrated Offender Management (IOM) Police team. Perpetrators of any gender involved in low to medium risk domestic abuse and domestic violence were offered early intervention and prevention support. Our skilled navigator builds relationships with perpetrators of domestic violence to co-design interventions that help reshape lives and sustain positive change. Perpetrators' needs related to unmet housing needs, unmet mental health need, and unmet substance treatment need. Supporting these unmet needs had a positive impact on perpetrators and a huge impact on victim safety.

Working with Partners

Bridge works closely with the Police's domestic abuse unit. The perpetrator pilot has helped police adopt a more balanced approach, emphasizing support alongside enforcement. In particular:

- The Domestic Abuse strategy teams now work with the Neurodiversity Board to better support neurodiverse perpetrators.
- Bridge attends the perpetrator strategy group so that we can update the group about key findings from the service, which can be fed back into the wider strategy for the District when working with perpetrators of domestic abuse and
- We have set up a new alert system to monitor future incidents.

Successes

We demonstrated how support services that focus on the needs of perpetrators significantly reduces reoffending and escalation to MARAC. Bridge is proud of the positive difference this pilot has made. Highlights this year include:

- An 85% reduction in domestic incidents across a caseload of 23.
- Discovery that most perpetrators supported have been neurodiverse.
- Identification of the scale of false allocations (30%) which we've brought to the attention of police offender managers and the domestic abuse strategy team.
- Evidencing a demand for the service beyond 1 full time navigator post.

Lyra

“Client was on police bail for a domestic incident with her mother when she was referred to the Domestic Abuse Perpetrator Service. We helped her find new housing, community mental health support, resolved her benefits situation to gain debt management and housing support. There were no further domestic incidents during or after the service and the client is now settled.”

Bob

“Client was referred to the service after domestic incidents linked to the client wanting money for alcohol from his mother. We spent time helping the client get help with his alcohol issues and rebuilding his life after the loss of his father. The client eventually became alcohol free and has rebuilt his life with his family.”

MARAC

One-to-one support for both victims
and/or perpetrators of domestic
abuse

Multi-Agency Risk Assessment Conference (MARAC) Navigator Service

MARAC Navigators provide intensive one-to-one support for victims and perpetrators of domestic abuse to mitigate risks and make positive changes. Bridge utilises 5 navigators for this service. Both the victim and the perpetrator in the relationship have their own Navigator to i) address issues that contribute to high-risk incidents of abuse and ii) develop wrap around support networks to facilitate and sustain recovery.

Working with Partners

Referrals are made directly from the Bradford District MARAC meetings (where cases feature repeated high-risk domestic abuse and previous engagement strategies have been unsuccessful). Our Navigators then provide intensive one-to-one support for both victims and/or perpetrators of domestic abuse working alongside the Domestic Abuse and Sexual Violence Team within Bradford Council.

Successes

The service supported 49 people this year, comprising people (75% female, 25% male) across most age groups and ethnicities (predominantly White British).

Individuals receiving navigator support:

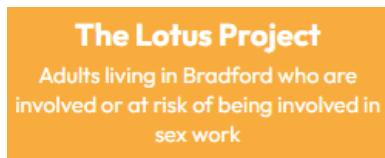
- Received support for an average of 8 months (range from 1 to 1 months) relative to their needs. Most experienced a planned exit.
- Engaged with physical and mental health services or continue with existing physical and mental health care plans.
- Were accommodated with safer housing, including Bridge Recovery Housing.
- Often identified their drug and alcohol use as a self-coping mechanism for their domestic abuse situation.
- Would typically start a drug and alcohol treatment plan once the causes of domestic abuse were addressed.
- Received support from our newly trained male IDVA
- Reduced their risk of harm to themselves and others (reducing referrals back to MARAC) achieved positive outcomes that reduced risk and improved their health and wellbeing.

Victims Quote

“Since working with you I now have a safe and secure home to call my own. To me it’s not only a home but a sense of belonging. My finances have all been sorted thanks to you and the cooker you got me is perfect. Me and my partner are stable. I know we have a long way to go but it just feels safer knowing that we have real support from you. I don’t feel frightened or lost. I feel I have a happy future.”

Perpetrators Quote

“When we first got moved to Bradford, we were completely lost and had no support structure. This was causing us to argue more, and our relationship was starting to become strained. When the navigators came to offer us support it couldn’t have come at a better time. My medical needs are met and most important of all, we each have our own navigator helping us rebuild our relationship together for which we will be eternally grateful.”



IDVA/ISVA

This year Bridge has embedded two specialist roles: the IDVA (funded through Ministry of Justice funding) and the ISVA (through Council funding) across Bridge's services to support justice and care. Both roles have become increasingly vital to our work across i) The Lotus project, ii) Domestic Abuse Perpetrator pilot and iii) the MARAC (for victims and perpetrator) Navigation Service.

1. Our **Independent Domestic Violence Advisor** has provided support to people who have experienced domestic abuse to ensure their safety and help them to rebuild their lives.
2. Our **Independent Sexual Violence Advisor** has provided support and professional help to people who have experienced sexual violence, irrespective of whether they have reported to the police.

Both IDVAs and ISVAs help victims navigate the criminal justice process, and work with different statutory agencies to provide trauma informed wrap around support to help them rebuild their lives and begin to heal.

Successes

There were 38 open and active individuals in this reporting period

- 110 Safety & support plans have been completed.
- 28 Coercion and control reports were made to the service of which 7 were reported to the Police.
- 26 Sexual assaults were reported to service of which 14 were reported to the Police.
- 10 Clare's Law disclosures were requested and disclosed.
- 19 Referrals were made to MARAC.
- All clients received preventative support during every contact.

MARRS

Multi-Agency Reducing Reoffending
Support

MARRS

The Multi-Agency Reducing Re-Offending Service (MARRS) was commissioned by The Probation Service. This year our navigator, with the support of a peer mentor (non-case holder) had capacity to support 15 people on a probation licence with a range of unmet needs, a history of reoffending, and short-term sentences. With a waiting list of a further 16 people. The demand for this service, addressing homelessness, finance management, access to health services, appointment attendance, substance use and past traumas, outstretches the current resource capacity. Bridge hope seek additional funding to develop and expand this service.

Working with Partners

The MARRS panel was established as the forum where referred cases (from Probation) are discussed, progress is monitored, and agreements reached for case-closure or referral-on routes and discuss case outcomes. The panel is attended by multiple stakeholders including the Integrated Offender Management (IOM) Police team leadership. We've grown the panel membership this year, to include Bradford Council's housing providers and the Community Mental Health Integrated Outreach Team. This has helped coordinate client intelligence.

Successes

The service received huge support from the MARRS panel for its positive impact on the lives of people it supports. Over the year, the service:

- Directly supported 25 people (and reviewed the cases of a further 54 people who were referred to more appropriate service or placed on the waiting list).
- Accepted by 94% of people eligible for the service and retained the majority (67%) until planned discharge.
- Supported people for around 5 months, reducing the number of nights spent in prison by 100% (0 nights).
- Created positive housing outcomes for most (83%) individuals that had unmet accommodation needs
- Met the physical needs of everyone entering the service who needed support including 100% retention in drug and alcohol treatment for substance users.
- Supported stable income for the 35% of individuals receiving incorrect benefit support.
- Was able to streamline individuals into other Bridge services such as MARAC and the Domestic Abuse Perpetrator pilot where domestic violence instances occurred.
- Developed all individuals' independence, including participation in the recovery café, volunteering and paid work.

- Processed referrals for, and directly supported, significantly more men (94%) than women (6%), from predominantly White British (72%) backgrounds ranging from 19 to 44 years of age.

Jim

“You’re expected to be able to rebuild your life out of thin air. I couldn’t have done this on my own. It [MARRS] provided a safety net that was needed until I got myself on my feet again. I’m in a good place now”.

Molly

“It feels like I’m going to get my life back together again, my mum says I don’t look down as much. You’re a Godsend.”

MARRS Panel Member

“The navigator model has built meaningful connections between service providers and service users. It’s invaluable. I am a great believer in this service. I would like to see it develop.”

Family Navigators

Community based whole family support and advice

Family Navigators

Our Family Navigator pilot started in July 2023. During the last 8 months the referral processes from Bradford Children and Families Trust (BCFT) have been established and data to date shows positive progress. Working from the Family Centres, our navigators offer support to individuals and couples who are pregnant or have children and typically use drugs and or alcohol, and simultaneously experience poor physical and or mental health, domestic abuse, chronic housing problems, exploitation, financial difficulties and criminal justice involvement.

Working with Partners

The Family Navigator Pilot has created referral pathways from lead social workers, the pre-birth tracking panel and supporting services such as Little Minds Matter. The interagency referral processes are now embedded and positive relationships and outcomes to date have increased the perceived value of the service. The pilot has been extended to the end of December 2024 and continues to support families on caseload, but demand currently outweighs capacity.

Successes

Since the start of the service in July 2023, Family Navigators have:

- Enabled inter-agency buy-in and use of the service including multi-source referrals
- Received referrals for 60 individuals representing 45 families. The large number of referred cases that were not taken onto the caseload received case input from the Navigator to support onward referral to the most appropriate level.
- Identified and actively supported 18 individuals across 13 families that were suitable for the service
- Secured a high retention rate (96%) which is consistent across all navigation models.
- Delivered planned discharges for almost 60% of family members whereby all (typically 4-5) unmet needs were met.
- Positively influenced individuals' self-reported psychological health, physical health and overall quality of life.
- Positively support access to housing support, sustained engagement with substance treatment and primary care.

In some cases, where it was considered safe to do so, children were returned home with joint packages of care and supervision in place.

Parent

“You have supported me in getting out of the maternal family home and supported me to get to appointments that I would have struggled to make. I will miss [the navigators] as they have supported our family to get where we are now so thank you.”

Partnership

“They have established and maintained close and consistent relationships with parents and are able to bring their stories and experience to LMM consultations bringing a depth and detail to our understanding of families.



Housing First

Housing First is an internationally evidenced intervention, which has proven success in supporting adults with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home. Bridge's five full-time navigators deliver intensive long-term support packages to individuals that help them maintain their tenancy. The service combines the Housing First model plus elements of the Bridge Navigation model to provide a vital service for Bradford.

Working with Partners

The Housing First service is a partnership between, The Bridge Project and Bradford Council in collaboration with multiple registered social and private landlords. People are referred to the programme through the Complex Housing Needs panel. Commissioned housing services, private landlords, and professionals representing individuals with a housing need meet monthly to broker housing solutions for the people referred. We also have one navigator embedded within the Homeless Outreach Partnership (comprising a specialist mental health nurse, a housing options officer and a substance misuse worker) to tackle the complex issues of rough sleeping.

Successes

This year the service has made huge impact to the 27 people on 'full navigation'. Including the following highlights:

- Intense support to 27 people, characterised as predominantly male (70%), white British (86%) across all adult age groups.
- Helped most individuals acquire or improve their accommodation following support.
- Helped all individuals achieve reliable and legal financial stability.
- Met individuals' physical and mental health needs through engagement with services and development of social networks.
- Enabled individuals to manage the risks associated with substance use (predominantly alcohol) and supported others to engage (37%) with treatment programs to support substance use.
- Reduced the offending behaviour (77%) and improved the chaos index scores (80%) for people receiving support.
- Helped individuals achieve tenancy longevities greater than those achieved prior to engaging with Housing First because of the intensive flexible outreach focused support.

Dan

“If you need that support, go for it as they are so much better than any other team. I usually struggle to get on with workers. They are everything all in one – support workers, drug workers, counsellors”

Navigator

“Dan grew up in different care homes which was difficult and lead to a life on the street for 30 years. For the last 2 years Dan has retained a housing tenancy through HF and receives support for alcohol dependency and mental health needs. It’s great to see Dan engaging in the day centre and now volunteering in the community”

Housing Provision

Bridge Recovery Homes

Bridge has now expanded its program of intensive housing support to more people across multiple services, proving our commitment to provide stable living environment for adults from inclusion groups in need of integrated non-housing and housing support.

The Bridge Recovery Homes project now provides access to suitable housing for:

- **People engaged in our navigator led service** - offering accommodation to people supported by Lotus and MARAC navigators who are engaged in substance use treatment or recovery.
- **People engaged with New Vision Bradford** - offering accommodation to people in treatment or on a recovery journey for substance misuse (refer to page 6). Floating support workers help people maintain their existing tenancies, but also support individuals in need of accommodation.

In both cohorts, Bridge provides a Housing Support Officer who builds a Tenancy Sustainment Plan covering budgeting, maintaining a home, repairs, social connectivity and accessing a range of resources. In this way people receive a coordinated package of care and support which maximises their chances of making and maintaining positive change in their lives.

Working with Partners

Bridge's Recovery Homes project is developing as a critical element of the overarching support package that we can offer people. Our portfolio of properties is growing in response to this need. Over the year Bridge developed relationships with select property management companies with multiple housing portfolio. Partnerships with private landlords and NVB have helped Bridge identify the housing needs of, and accommodate, more people.

Successes

Relationships with private landlords has helped Bridge adopt and manage 19 single occupancy properties through a rent and repair lease. Bridge also owns 3 properties. Collectively, Bridge Recovery Homes covers a portfolio of 22 single occupancies. The model involves an allocation of housing options via a people centred, choice-based, referral allocation system. Our properties have been allocated to:

- 9 people (out of max 11) receiving support from Lotus
- 3 people (out of max 10) receiving support from MARAC who have left their coercive partners, and are now safely housed
- 6 voids – where clients were being processed into allocated accommodation
- 1 person receiving general needs tenant (reallocated to Lotus)

Bridge has worked hard to define its model, develop its systems and processes in preparation for SHIP accredited exam to further improve our service offer. [Bridge passed this exam in August 2024.]

Barry

"I can't believe you have thought of everything I need. Even little things like tea towels and a tin opener. I was so worried about moving in with nothing but you have instantly taken that worry away and I can't thank you enough."

Shaz

"I were dreading moving out during the repair work, worrying my furniture would get damaged. But you protected my stuff while I wasn't here. It shows you are a good landlord how you have taken care of my things."

Communities, Early Intervention and Prevention

Affinity Care Community Partnership

Bridge employed and supervised a Community Health & Wellbeing Co-ordinator for the Affinity Care Community Partnership. The post-holder worked closely with partnership leaders on the identification of local health and wellbeing needs and promoting health/wellbeing interventions.

Working with Partners

Meetings with key stakeholders were set up to develop relationships, share intelligence, and identify collaborations. This comprised collaboration with local area ward officers, local VCSE organisations, ACCP partners, and support infrastructure organisations such as CABAD. This resulted in a network of stakeholders supporting others to design and deliver improved local health and wellbeing.

Successes

The startup phase achieved successes in four areas:

- Health & Wellbeing Event– supporting a GP led health check event including blood pressure checks and information stalls on how to keep happy & healthy at home.
- Community Centre Project – scoping review to identify all community centres in ACCP area and exploring capacity and interest for each centre to deliver health and wellbeing initiatives through the Affinity Care Community Partnership.
- Care Home Project – invited 19 care homes to participate in asset needs mapping exercise of which 13 engaged. Reports sent to the VCS alliance.
- Small grant funding - Facilitated grants to 12 local community groups, for £12,000 in total.

Bingley Bubble Community Partnership

Bridge employ and supervise the Community Health & Wellbeing Co-ordinator and Project Manager for Bingley Bubble Community Partnership. They work across the footprint of the Primary Care Network covering GP practice sites including Baildon Medical Centre, Bingley Medical Practice, Oakglen Surgery, Springfield Surgery, Wilsden Medical Practice.

The Co-ordinator, employed by Bridge and funded by the Community Partnership, worked closely with the senior leadership team to map local health resources and develop a range of interventions and activities that promote self-care, healthy lifestyles and improved mental and physical health for people across the partnership.

Successes

Bingley Bubble offered small grant funding, up to £2000 per organisations, funding 11 projects in total during 2023/2024 financial year.

Bingley Bubble applied for Core 20+ 5 Reducing Inequalities funding, to support the development of 3 projects for 2023/2024:

1. Bingley Bubble Wellbeing Hub – Following expressions of interest sent via the VCS to all providers within the Bradford Wellbeing Network, The Bridge Project was selected to be the Hub provider. The hub is based at Canalside Medical Centre – Wednesdays & Thursdays. Specialist onsite services include Carers Resource, The Bridge Project & Windhill Advice Centre. Specialist services were chosen due to the community partnerships demographic.
2. Social Prescribing Plus – Our Bingley Bubble Co-ordinator supported Engaging Communities to deliver the Social Prescribing Plus contract through the BBCP GP Surgeries. Patients who were identified as needing extra support by social prescribers were referred the Social Prescribing Plus Co-ordinator (The Bingley Bubble Coordinator was seconded part time to this role) who matched patients with a support volunteer.
3. Children & Young People service – Our Bingley Bubble Co-ordinator coordinated expression of interest for a local organisation to support emotional resilience amongst primary aged school children. Step2 were appointed.

Co-ordinator

“A client wanted to attend a local community group but was too nervous to go on their own. Our volunteer met the client at home. Together they walked to the group, stayed & participated in the activity, then walked them home.”

City Wellbeing Hub

The City Wellbeing Hub ran for its second year, providing a one-stop shop providing holistic assessment and direct support and signposting to people for a range of wellbeing needs, including benefits and welfare, carers' support, debt, domestic abuse, mental health, and substance misuse.

Working with Partners

The City Wellbeing Hub is one of six hubs providing provided specialist substance misuse in-reach support to deprived localities and forms part of the Bradford District & Craven Wellbeing Network (WBN); a partnership between the NHS and the voluntary sector. Following on from the success of the WBN, several community groups contacted the VCS alliance to discuss the possibility of a Hub for their community. From these conversations some smaller hubs, known as associate (mini) Hubs were developed. One of these is the Great Horton Mini Hub. The other is Bingley Bubble Mini Hub. Both are discussed below.

Successes

City Wellbeing Hub has:

- Developed referral pathways with partners across the district, promoting the service to our existing contact base and beyond, and the positive outcomes that we have helped our clients to achieve.
- Received the same number of referrals to more embedded community hubs.
- Facilitated on-site wellbeing activities including:
 - BMI awareness,
 - Wellbeing support groups,
 - Community Lead Support sessions with Bradford Adult Social Care,
 - Baby Massage (delivered by the NHS Neonatal Physiotherapy team at BRI),
 - Angina Support Groups (delivered by NHS cardiology nurses from BRI and the NHS Health Psychology Team).

During the year, the City Wellbeing Hub supported 538 individuals and made 1,296 interventions classed as i) onward referrals to commissioned and ii) non-commissioned partners, iii) signposting to other community resources, and iv) in-house wellbeing support. These interventions predominantly addressed loneliness and isolation (301), support with benefits (260) and mental wellbeing (221). Other support needs, in decreasing order of need, related to debt concerns, housing needs, substance use, welfare, bereavement, physical health support, employment support, carers' support, domestic abuse, family wellbeing support, cost of living, civil matters, food banks, gender identify support, asylum support, legal advice, concerned other, volunteering, and long-term illness, disability and pain.

Great Horton Mini Hub

Bridge was awarded the contract to develop and implement this new project in partnership with local providers. The new Hub is located at Great Horton Community Hub and Library started in February 2024 running every Tuesday from 9:00am -5:00pm.

Working with Partners

As with the larger hubs from the network, partners deliver specific support on benefits, finance, substance use, caring responsibilities and support for refugees.

Successes

From In February and March 2024:

- the Hub received 91% of referrals via the social prescribing pathway along with a smaller number of self-referrals (9%).
- Most referrals were white British women (62%).
- Over two thirds of beneficiaries came under the CORE20³ and 'PLUS'⁴ criteria – targeted communities to reduce health inequalities.
- The Hub provided support via third party organisations who delivered most interventions by telephone (92%). These focused on benefit entitlements (68%), accessing carers support (12%) and mental and physical needs including support for substance use (8%).

Bingley Bubble Mini Hub

As with Great Horton we developed and implemented a mini hub for the Bingley Bubble Community Partnership based at Canalside Health Centre in Bingley. The service opened in November 2023 and is open two days per week (Wednesdays & Thursdays, 9am -5pm).

Working with Partners

This Hub is delivered by three delivery providers (Windhill Advice Centre, Carers' Resource, and Bridge), all of whom have presence at the Hub for at least half a day per week and can help with a range of issues including benefits/welfare, carers' support, and substance misuse support. Working from the same location as our social prescribing colleague has been beneficial in enabling us to collaborate more effectively and subsequently improve the experience of our beneficiaries.

³ Most deprived 20% of the national population.

⁴ PLUS population groups include ethnic minority communities; inclusion health groups; people with a learning disability and autistic people; coastal communities with pockets of deprivation hidden amongst relative affluence; people with multi-morbidities; and protected characteristic groups; amongst others. Specific consideration should be taken for the inclusion of young carers, looked after children/care leavers and those in contact with the justice system.

Successes

Between November 2023 and March 2024:

- 52 individuals were referred into the service, 42 of whom were successfully triaged and referred for onward support.
- People referred to the Hub were largely from health inclusion groups.
- Of the 42 individuals triaged, most individuals sought carers support (47%), followed by support for welfare and benefit advice (31%) and substance use (26%).
- No individual refused support once triaged, and 70% of beneficiaries reported being satisfied with the service they received.
- Beneficiaries reported feeling more able to face new challenges (64%), had improved mental wellbeing (50%) and improved physical wellbeing (33%).
- Most referrals (63%) were made by the social prescribing team within Bingley Bubble surgeries.
- Referrals to the Hub redirected 93% of beneficiaries away from GP appointments.
- Efforts to promote the service through leaflet distributions and posters across the area resulted in an increase of self-referrals.

Befriending

The Befriending service, known also as Together Talks, was refunded through an underspend and monies from the Wellbeing Network enabling the program to restart in early February 2024. Policies and procedures were set up to cover a code of conduct, confidentiality, safeguarding, declarations, and best practice. An online video was created to recruit volunteers who understood and could relate to Bradford, its people and culture. Volunteers for the role of befriender were recruited across five online domains; social media, Indeed, Be Collective, Do It, and University Departments. The program received 44 applications in the first month. All applicants received an interview. To date 14 have completed training and successful DBS checks enabling befriending support.

Befriender

“My training fitted around my family commitments. Doing this has given me confidence. It felt very professional. I use my language skills for the greater good, and feel it boosts me because I hope to return to the workforce next year”

Befriende

“After a few weeks I have started to open about my past. My befriender doesn't rush me. I'm so glad to have support during those dark days!”

SkillsHouse

The SkillsHouse partnership is a collaboration of organisations across the Bradford District that work with young people and adults, supporting them into work and training, and helping them to overcome a wide range of barriers they might have to reaching their potential. The service helps connect out-of-work residents to jobs and training. Bridge employs two full-time experienced employment advisers who provide free, impartial information, advice and guidance helping Bradford residents into employment and training. The support provided by SkillsHouse include:

- assessing individuals needs
- co-developing CV's
- assisting with job searches and the application process
- registration with agencies and job search websites
- developing interview skills
- finding volunteering opportunities and apprenticeships
- finding appropriate education and training provisions (ESOL, CSC, SIA badges)

Partnership working

SkillsHouse staff promoted the service at community events and jobs fairs to increase the service's presence amongst communities and service providers. This helped establish links with social prescribers, community services, charitable organisations and the Jobcentre Plus. Staff increased their reach across BD1, BD3, BD7 BD8, BD9 within 6 charitable organisations and community settings, bringing the service geographically closer to people. Connections with Bradford Council and Incommunities coordinators, Bradford University, Shipley College, Bradford College, Brathey, and Karmand Community Centre

continue, bridging the service with people who need support. People accessing SkillsHouse were seeking employment whilst navigating language barriers, medical conditions, and other barriers, and they require prolonged support to help them achieve.

Successes

- 110 referrals received
- 85 advice sessions provided
- 61 CVs prepared/updated
- 4 CSC cards secured
- 6 SIA security badge training
- 9 clients referred to ESOL training
- 5 apprenticeships secured
- 5 clients secured employment

Susie

“My job was affecting my mental health. SkillsHouse really helped me – they connected me with professionals to help my mental health, and through job fairs and lots of supportive feedback to my CV and applications I got a new role. What a difference this has made to me. I am extremely grateful.”

Liaison and Diversion

Liaison & Diversion (L&D) is a multi-agency service, led by Wakefield Council, running across West Yorkshire, working with all ages who have become involved in the criminal justice system with the aim of diverting individuals away from crime and into health, social care, or other support organisations. L&D continues to thrive, over the last part of the year they launched the RECONNECT programme under L&D. RECONNECT is a national ‘care after custody’ service, which starts working with people before they leave prison and helps them to make the transition to community-based services that will provide the health and care support that they need.

The partnership includes the NHS, West Yorkshire Police, Touchstone, Together Women, and Bridge. Bridge employs and manages eight workers within this service:

- 5 Support Time Recovery Workers across the county - The L&D teams across West Yorkshire each have specialist Substance Misuse Support Time Recovery Workers, employed by Bridge, providing alcohol and substance misuse expertise service wide. They support individuals who identify with having alcohol or substance concerns as they address unmet needs and address barriers to achieving positive change. Each Support Time Recovery Worker holds a caseload of approximately 25 providing time-limited outreach support that connects individuals to the right services, organisations, and available support in the community.
- 1 Project Lead and 2 Liaison Workers based in Wakefield - Additional funding from the Supplementary Substance Misuse Treatment Recovery Grant has enabled the Wakefield Liaison and Diversion Team to establish a “Test on Arrest” programme within Police Custody which helps to streamline custody services. The aim of this initiative is to identify individuals who may need extra support, with a view to reducing re-offending.

Successes

The service supported 4,940 referrals across West Yorkshire this year.

Plans for the Future

Consultation with our stakeholders and involvement of people we support has directly informed the development of our new three-year strategic plan. The plan allows for the diversification of funding and activities and continues into 2026/27.

The strategic objectives in our previous plan served us well and stood the test of a global pandemic. This strategy builds on these successes and focuses on the challenges and opportunities ahead.

Our seven priorities are:

Priority One – We will deliver and develop quality services that everyone can be proud of

How we will achieve this:

- Have a clear set of quality assurance, audit, compliance, and continuous improvement policies and processes that include staff and service users in their development and implementation.
- Review the current environment in terms of research, treatment and innovative practise, and take action to drive improvement.
- Formalise our position as a trauma-informed organisation and ensure all our services operate trauma-sensitive practices, creating a psychologically informed environment where the people we support may thrive.

Priority Two – We will develop our Recovery Housing, providing safe homes to more people

How we will achieve this:

- Continue to retrofit, repurpose and refurbish our property portfolio to ensure we provide homes where people can thrive
- Become a Registered Housing Provider.

Priority Three – We will ensure that we have people at all levels who have the right skills and attributes to deliver quality services

How we will achieve this:

- Create a diverse community of trustees, staff and volunteers who are confident, highly skilled individuals, including those with lived experience.
- Inspire our people to achieve their full potential, progress and contribute to continuous improvement by offering exciting, quality-assured learning and development opportunities.
- Develop and maintain a pay and reward strategy which is affordable, flexible, transparent and supports recruitment and retention.

Priority Four – We will sustain manageable and financially expedient growth

How we will achieve this:

- Build on our brand as a place-based provider and a partner of choice, offering multi-faceted response to people across the spectrum from early intervention to complex and co-existing conditions (including substance misuse, offending, homelessness, mental ill-health and domestic abuse).
- Maximise networking opportunities by developing services in new areas and creating new networking relationships, secure effective partnerships and increase access to funding streams and programmes.
- Collaborate with our partners to achieve seamless, value for money services that make a difference to the people we support and have committed relationships with our commissioners and partners.

Priority Five – We will strengthen our infrastructure and governance, embracing new technology

How we will achieve this:

- Ensure our Board and internal governance structures provide an effective framework of leadership and accountability for decision making, managing risk and optimising performance.
- Investing in improved automation of our HR, Health and Safety and finance processes.
- Encourage and support our staff and volunteers to become proficient, confident, skilled and regular users of new technologies as a tool for delivering services.

Priority Six – We will develop and grow our influence and be recognised as system leaders

How we will achieve this:

- Develop our role and place as partners in the Health/Social Care/Safer Communities transformation agenda, including developing how we work together, and providing leadership in any collaboration.
- Operate from a clear and agreed policy position, informed by data, evidence, the voices, ideas, and experience of the people we support and front-line staff.
- Use stakeholder engagement to inform, influence and shape decision-making and routinely use information from stakeholders to shape our approach to business development proposals.

Priority Seven – We will ensure our services provide personal and social impact

How we will achieve this:

- We will clearly articulate our commitment to valuing lived experience and create pathways for people we support to secure volunteering and employment opportunities with Bridge.
- Evaluate our operating models to refine, market and replicate.
- Further develop our management information systems to make best use of our data and business intelligence capability.

Jon Royle

Chief Executive

Peter Sleigh

Chair of Trustees

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2024. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Financial Review 2023-24

As projected last year, and detailed earlier in this report, 2023-24 was a year of significant organisational growth for Bridge, total income increased by 34% to £4.5M, and employee numbers increased by 27% to 108. Much of this growth, £0.7M, was attributed to the launch of the New Vision Bradford service, the Adult Substance Misuse Treatment contract in Bradford, with Bridge's share of this contract expanding as part of the new delivery partnership led by Waythrough.

There were other areas of growth as well, with the new Substance Misuse Family Navigator and the Housing Support services both launching during the year, bringing in £101k and £302k respectively. Bridge's Recovery Homes service also saw growth with the number of homes provided increasing to 16. Bridge was also able to buy its first Recovery Homes properties, three flats funded by a grant and loan from the Thrive Together Fund. Service delivery, staffing and income also increased but to a lesser extent, in several services, including One80 and the Wellbeing Mini-Hubs. One small contract ended in the year (Achieve), and one six-month contract started and finished during the year (JobCentre Plus). We received £4k in donations from the public and we thank all donors for their generous support.

Expenditure also increased, by 46% to £4.6M. However, there was £413k of exceptional expenditure during the year, funded from monies held in a designated fund, for the building repairs and refurbishment at the Salem St and Manningham Lane properties. After excluding the £413k, there was a 33% increase in expenditure, which closely matches the growth in income. Alongside the expansion in service provision, Bridge recruited four new infrastructure / management posts to ensure that the organisation was able to sufficiently support and manage the growth and additional service provision. 85% of Bridge's non-exceptional expenditure was on staffing related costs, reflecting the staffing intensive nature of the work undertaken. There were no other significant changes to Bridge's expenditure during the year, however most fixed costs and overheads did increase due to the impact of inflation.

The accounts do show a total net decrease in funds of £149k, however this would have been a surplus had it not been for the £413k of exceptional premises expenditure. After transfers between funds, Unrestricted funds increased by £135k to £1.01M. This is slightly above the £1M upper-level set in the current reserves policy. However, it is Bridge's intention to spend some of the unrestricted reserves in 2024-25 on the purchase of further properties for the Recovery Homes project, reducing the level of reserves held to within the policy's target levels. Designated funds decreased by £423k to £933k, of which £819k was the net book value less any loans of Bridge's fixed assets (four office premises and three residential flats). Bridge held twenty-two separate restricted funds, the combined total held in these funds increased by £139k to £392k, this money is linked to specific contracts, grants or donations, with the expectation that these funds will be spent in future years in line with the restrictions in place. Notes 23 and 24 in the accounts explain the purpose of each fund and details the movement in their balances over the year.

As has been the case now for many years, Bridge remains in sound financial health, with sufficient reserves to allow for future investment in the organisation's infrastructure and specifically the Recovery Homes project, whilst also being able to shield the organisation against any unforeseen future financial issues. Whilst it currently looks likely that Local and National Government spending will decrease in coming years, due to the nation's current economic position, Bridge's financial stability, as well as its recent diversification into the housing and domestic abuse support sectors, and an ability to adapt quickly to any changes in the funding environment, will enable it to see through any short or medium term funding changes without any long-term risks to the organisation.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

Registered Office: 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

Governance:

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2024 was 8 (2023:8).

Organisation:

The board of trustees administers the charity. The board is scheduled to meet four times per year in March, June, September and December. In addition, there are three trustee sub-committees with delegated authorities; Business and Finance; Compliance, Quality and Performance; and People; these each meet four times per year, with membership being a minimum of three trustees, each sub-committee then reports on decisions made and recommendations for board approval to the following board meeting. Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

Board of Trustees: trustees serving at the date the Trustees' Annual Report was approved were:

Peter J Sleigh (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Jonathan Sutcliffe
Marisa Lloyd	Christopher Gibbs
Aneta Gyorgyova (appointed 18 th Sept 2024)	Adeel Jafri (appointed 18 th Sept 2024)
Elizabeth Trueblood (appointed 18 th Sept 2024)	

No trustees left the board during the financial year 2023-24 (2022: 1). Two trustees left the board after the financial year end, Andrew Clayton-Stead on 16th Aug 2024, and David Memery on 1st December 2024.

All trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2023-24

Company Secretary: Martin W Brook (Director of Finance & Support Services)

Senior Staff:

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services
Sally Black	Director of People

Pay Policy

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

Trustee Recruitment:

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and through external advertising, appropriate people are sought as required to fill any current skills/experience gaps on the board.

Trustee Training and Induction:

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and a scheduled programme of visits to all services is in place, with reports back to all trustees.

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Bradford Children and Families Trust; Bradford VCS Alliance; Office for Health Improvement and Disparities; NHS West Yorkshire Integrated Care Board; Affinity Community Partnership; Bingley Bubble Community Partnership; Wakefield Council – Liaison and Diversion service; Waythrough; West Yorkshire Combined Authority.

Auditors: BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

Organisational Policies:

Investments:

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in instant access deposit accounts to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

Reserves:

Bridge's reserves policy is reviewed annually and was last reviewed and amended in November 2024, taking into consideration recent organisational growth and future expenditure plans.

The updated policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly and quarterly cashflow requirements; working capital requirements; and contingency planning to mitigate and manage a major loss of income scenario.

The upper limit of free unrestricted reserves to hold has been set at £1 million, this figure has been approved to allow Bridge the ability to accumulate sufficient reserves in the short to medium term to be then invested in further residential properties for the Recovery Homes project as this scheme expands.

As of 31st March 2024, Bridge's free unrestricted reserves totalled £1,015,229 (2023: £880,225), this is just above the upper threshold set in the policy. A portion of these reserves will be spent on residential property purchases in 2024-25 reducing the level of free reserves to below the policy's upper limit. Bridge held £114,068 (2023: £508,929) of freely accessible funds in designated funds for the Recovery Homes project, housing purchases, and future repairs on housing and office premises. £391,694 (2023: £252,807) was also held in twenty-two restricted funds for future expenditure against specific service provision activities.

Fundraising activities:

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

Risk Management:

A full risk management review of the organisation was undertaken in 2023, which fed into the development of the 2024-27 strategic plan.

Bridge maintains a corporate risk register, which is reviewed and updated on an ongoing basis by the Senior Leadership Team (SLT). Risks are categorised into four headings; Operations; Human Resources; Finance; and Governance. Ownership of individual identified risks is allocated to member of the Senior Leadership Team, who hold responsibility for managing, mitigating and reporting against these risks. Ownership of the identified risks is also allocated to either the board of trustees, or one of the three trustee sub-committees, the risk registers are then reviewed quarterly by trustees at the applicable meeting, with any required actions being delegated to the SLT for implementation.

The Director of Operations in partnership with the Deputy Director of Operations, Head of Quality and Safeguarding, Service Managers, and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

Public Benefit:

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

Tangible fixed assets for use by the charity:

Details of movements in fixed assets are set out in note 12 to the accounts.

Recognition of Liabilities:

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

Going Concern:

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Statement of Trustees' Responsibilities

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

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

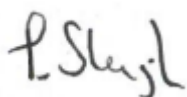
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

So far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the board:



Peter Sleight FCCA

Chair of Trustees

4th December 2024

Independent Auditor's Report to the Trustees of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charity, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charity minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

6th December 2024

The Bridge Project

Registered Charity No 517356

Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2023-24

Statement of Financial Activities for the year ended 31st March 2024

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
		£	£	£	£	£
Income						
Donations and legacies	3	106,464	37,500	23,680	167,644	127,393
Charitable activities	4	2,543,297	207,160	1,496,731	4,247,188	3,187,013
Investments	5	43,562	1	140	43,703	17,579
Total income		2,693,323	244,661	1,520,551	4,458,535	3,331,985
Expenditure						
Raising funds	6	63,844	-	-	63,844	62,219
Charitable activities	7 & 8	2,485,583	661,136	1,397,414	4,544,133	3,087,696
Total expenditure		2,549,427	661,136	1,397,414	4,607,977	3,149,915
Net income / (expenditure) before transfers	10	143,896	(416,475)	123,137	(149,442)	182,070
Gross transfers between funds		(8,822)	(6,928)	15,750	-	-
Net movement in funds for the year		135,074	(423,403)	138,887	(149,442)	182,070
Total funds brought forward at 1 st April		880,225	1,355,988	252,807	2,489,020	2,306,950
Total funds carried forward at 31st March		1,015,299	932,585	391,694	2,339,578	2,489,020

Balance Sheet as at 31st March 2024

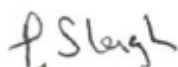
		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		930,668		837,017
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	344,561		501,229	
Investments	15	1,083,548		714,096	
Cash at bank and in hand	16	353,416		724,915	
		<u>1,782,025</u>		<u>1,940,740</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(276,902)		(288,737)	
Net current assets			<u>1,505,123</u>		<u>1,652,003</u>
Total assets less current liabilities			2,435,791		2,489,020
Creditors: amounts falling due After more than one year	18		(96,213)		-
Net assets			<u><u>2,339,578</u></u>		<u><u>2,489,020</u></u>
Funds 23, 24 & 25					
Unrestricted funds					
General funds			1,015,299		880,225
Designated funds			932,585		1,355,988
Restricted funds			391,694		252,807
Total funds carried forward at 31st March			<u><u>2,339,578</u></u>		<u><u>2,489,020</u></u>

For the year ending 31st March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 4th December 2024 and signed on their behalf by:



Peter Sleight FCCA
Chair of Trustees



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 54 to 67 form part of these financial statements.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2023-24

Statement of Cash Flows for the year ended 31st March 2024

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
		£	£	£	£	£
Cash flows from operating activities	26					
Net cash provided by / (used in) operating activities		97,560	(286,543)	181,082	(7,901)	179,702
Cash flows from investing activities						
Interest income		43,562	1	140	43,703	17,579
Purchase of investments		(61,347)	-	-	(61,347)	(252,483)
Purchase of tangible fixed assets		-	(150,000)	-	(150,000)	(11,220)
Net cash provided by / (used in) investing activities		(17,785)	(149,999)	140	(167,644)	(246,124)
Cash flows from financing activities						
Repayment of borrowing		-	(349)	-	(349)	-
Cash inflows from new borrowing		-	112,500	-	112,500	-
Net cash provided by / (used in) financing activities		-	112,151	-	112,151	-
Increase / (decrease) in cash and cash equivalents in the year		79,775	(324,391)	181,222	(63,394)	(66,422)
Cash and cash equivalents at 1 st April		212,700	448,555	247,114	908,369	974,791
Cash and cash equivalents at 31st March	27	292,475	124,164	428,336	844,975	908,369

Notes to the Financial Statements for the year ended 31st March 2024

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a, Basis of preparation

The financial statements have been prepared 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) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

b, Preparation of the accounts on a going concern basis.

The trustees continue to adopt the going concern basis of accounting because of the continued financial stability of the charity.

c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 23).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

d, Income

Income is recognised when Bridge has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

f, Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g, Donated services

Donated professional services and donated facilities are recognised as income 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 by 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 time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

h, Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

Notes to the Financial Statements for the year ended 31st March 2024

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

j, Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

k, Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight-line basis as follows:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers and other equipment	33.3%

One full year's depreciation is charged in the year of purchase.

l, Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m, Investments

Current asset investments include any deposit funds which are not readily accessible within one week.

n, Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

o, Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p, Pension contributions

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1st April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

q, Taxation

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

r, Capital commitments

Bridge had nil capital commitments at 31st March 2024 (2023 £400,308).

s, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 42. 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.

Notes to the Financial Statements for the year ended 31st March 2024

2 Statement of Financial Activities for previous year

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2023
		£	£	£	£
Income					
Donations and legacies	3	65,117	-	62,276	127,393
Charitable activities	4	2,061,038	248,344	877,631	3,187,013
Investments	5	17,397	-	182	17,579
Total income		2,143,552	248,344	940,089	3,331,985
Expenditure					
Raising funds	6	21,547	40,672	-	62,219
Charitable activities	7 & 8	1,970,563	204,904	912,229	3,087,696
Total expenditure		1,992,110	245,576	912,229	3,149,915
Net income / (expenditure) before transfers	10	151,442	2,768	27,860	182,070
Gross transfers between funds		(89,584)	90,813	(1,229)	-
Net movement in funds for the year		61,858	93,581	26,631	182,070
Total funds brought forward at 1 st April		818,367	1,262,407	226,176	2,306,950
Total funds carried forward at 31st March		880,225	1,355,988	252,807	2,489,020

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Donations	2,600	-	1,202	3,802	16,875
Donated services and goods					
CGL	-	-	-	-	31,689
Waythrough	77,654	-	15,300	92,954	-
Shipley College	26,210	-	-	26,210	26,588
	103,864	-	15,300	119,164	58,277
Grants					
City of Bradford MDC	-	-	-	-	15,000
Good Things Foundation	-	-	5,000	5,000	-
Inn-Churches	-	-	2,178	2,178	2,241
Leeds Community Foundation	-	-	-	-	20,000
NatWest Circle Fund	-	-	-	-	5,000
National Lottery Community Fund	-	-	-	-	10,000
Thrive Together Fund	-	37,500	-	37,500	-
	-	37,500	7,178	44,678	52,241
Total	106,464	37,500	23,680	167,644	127,393

Notes to the Financial Statements for the year ended 31st March 2024

4 Income from charitable activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Service Delivery Contracts					
Affinity Community Partnership	-	-	40,000	40,000	36,001
Bingley Community Partnership	-	-	44,412	44,412	24,234
Bradford Children and Families Trust	-	-	101,250	101,250	-
Bradford VCS Alliance	29,521	4,152	223,710	257,383	218,870
Change Grow Live	-	-	-	-	818,842
<u>City of Bradford MDC</u>					
Befriending Service	-	-	-	-	61,000
Capital Works Funding	-	-	-	-	63,610
DA/SV Comms Lead	-	-	35,055	35,055	-
Drug & Alcohol Housing Grant	-	-	-	-	11,258
Exiting Prostitution	338,649	-	-	338,649	322,201
Housing First	264,845	-	-	264,845	252,795
MARAC Navigators	-	-	189,402	189,402	167,863
Multiple Needs Navigators	213,000	-	-	213,000	192,062
Recovery Housing	-	162,924	-	162,924	137,419
Rough Sleepers Funding	-	-	-	-	33,480
Skills House	-	-	69,793	69,793	63,448
SSMTR	-	-	-	-	4,122
Substance Misuse Navigators	-	-	-	-	167,864
Young Peoples' Substance Misuse	173,226	-	-	173,226	159,933
	989,720	162,924	294,250	1,446,894	1,637,055
Engaging Communities CIC	-	-	12,558	12,558	-
ESF / Big Lottery – Stronger Families	-	-	-	-	76,620
Humankind (now Waythrough)	1,287,261	39,955	682,936	2,010,152	-
Job Centre Plus – DWP	16,275	-	-	16,275	-
MIND – Bradford	-	-	-	-	13,103
Ministry of Justice – Foundation	-	-	-	-	11,596
Red Letter Project	2,073	-	-	2,073	-
Wakefield Council – Liaison & Diversion	209,112	-	-	209,112	229,466
West Yorkshire Combined Authority	-	-	97,595	97,595	93,435
Ancillary Trading Income					
Reclaimed expenditure	2,084	129	20	2,233	11,190
Rental income	5,185	-	-	5,185	14,662
Vault Café	2,066	-	-	2,066	1,939
	9,335	129	20	9,484	27,791
Total	2,543,297	207,160	1,496,731	4,247,188	3,187,013

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2023-24

Notes to the Financial Statements for the year ended 31st March 2024

5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Bank interest	43,562	1	140	43,703	17,579

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Staff costs	60,689	-	-	60,689	60,002
Admin and office costs	2,335	-	-	2,335	1,653
Premises	820	-	-	820	564
Total 2024	63,844	-	-	63,844	62,219
Total 2023	21,547	40,672	-	62,219	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Service staff costs	2,012,717	40,052	1,166,993	3,219,762	2,315,989
Service provision costs	66,189	80,783	31,981	178,953	173,615
Admin and office costs	84,792	3,824	58,097	146,713	125,746
Premises	126,177	458,209	30,640	615,026	192,999
Depreciation	-	56,349	-	56,349	56,349
Governance costs	55,148	12,354	30,446	97,948	76,940
Support costs	140,560	9,565	79,257	229,382	146,058
Total 2024	2,485,583	661,136	1,397,414	4,544,133	3,087,696
Total 2023	1,970,563	204,904	912,229	3,087,696	

8 Expenditure on charitable activities by service type

	Drug & Alcohol Treatment & Recovery	Navigation Services	Housing Support & Provision	Communities, Early Intervention & Prevention	Criminal Justice	Education, Training & Employment	Total 2024	2023
	£	£	£	£	£	£	£	£
Service staff costs	1,483,647	1,011,047	230,809	232,635	175,294	86,330	3,219,762	2,315,989
Service provision costs	38,021	45,263	82,528	10,748	1,367	1,026	178,953	173,615
Admin and office costs	73,164	36,959	15,030	12,122	5,592	3,846	146,713	125,746
Premises	156,573	437,968	16,399	911	-	3,175	615,026	192,999
Depreciation	47,018	9,331	-	-	-	-	56,349	56,349
Governance costs	38,371	26,172	17,077	8,309	4,582	3,437	97,948	76,940
Support costs	96,886	68,132	21,860	21,631	11,927	8,946	229,382	146,058
Total 2024	1,933,680	1,634,872	383,703	286,356	198,762	106,760	4,544,133	3,087,696
Total 2023	1,090,331	1,276,114	104,512	242,342	229,019	145,378	3,087,696	

Notes to the Financial Statements for the year ended 31st March 2024

9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2024	2023
	£	£
Gross wages and salaries	2,980,404	2,135,311
Social security costs	276,978	199,035
Pension contribution	103,175	79,726
	3,360,557	2,414,072

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £103,175 (2023: £79,726). Employer contributions totalling £9,087 (2023: £6,516) were payable to the scheme at the end of the period and are included in other creditors.

No statutory redundancy payments were paid during the year (2023: £2,025).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits (gross pay, employer's pension, and employer's NI contributions) of the key management personnel totalled £270,204 (2023: £265,220).

The number of employees whose total pay amounted to £60,000 or above for the year is as follows:

£70,000 to £79,999: 1 (2023:1)

£60,000 to £69,999: 2 (2023:2)

The average monthly head count was 108 staff (2023: 85 staff).

£20,635 was spent on agency workers during the year to cover short-term vacancies, (2023: £13,378)

No remuneration or other benefits were paid to the Trustees during the year (2023: nil), no expenses were paid for reimbursing travel costs for attending meetings (2023: nil).

10 Net income / (expenditure)

These are stated after charging:

	2024	2023
	£	£
Depreciation – owned assets	56,349	56,349
Operating lease rentals	-	4,650
Auditor's remuneration ¹	10,740	7,920
Interest on loans & overdrafts	3,353	-
Exceptional building refurbishment costs	412,808	

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts, including irrecoverable VAT.

Notes to the Financial Statements for the year ended 31st March 2024

11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2024	2023
	£	£
IT equipment, support & licences	39,600	9,120
Volunteer Training & Qualifications	26,210	26,588
Clinical Staff	44,840	21,099
Drug testing	8,514	1,470
Total	<u>119,164</u>	<u>58,277</u>

The value of any volunteers' time is not included, however we have benefited from 9,529 hours (2023: 8,027) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2023	984,344	1,164,888	27,668	30,880	14,743	2,222,523
Additions	150,000	-	-	-	-	150,000
Disposals	-	-	-	-	-	-
At 31st March 2024	<u>1,134,344</u>	<u>1,164,888</u>	<u>27,668</u>	<u>30,880</u>	<u>14,743</u>	<u>2,372,523</u>
Depreciation						
At 1st April 2023	288,343	1,032,848	18,692	30,880	14,743	1,385,506
Charge for year	19,687	34,418	2,244	-	-	56,349
Disposals	-	-	-	-	-	-
At 31st March 2024	<u>308,030</u>	<u>1,067,266</u>	<u>20,936</u>	<u>30,880</u>	<u>14,743</u>	<u>1,441,855</u>
Net Book Value						
At 31st March 2024	<u>826,314</u>	<u>97,622</u>	<u>6,732</u>	-	-	<u>930,668</u>
At 31st March 2023	<u>696,001</u>	<u>132,040</u>	<u>8,976</u>	-	-	<u>837,017</u>

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

Notes to the Financial Statements for the year ended 31st March 2024

13 Stock

	2024	2023
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2024	2023
	£	£
Trade debtors	304,661	440,903
Other debtors	5,400	5,254
Prepayments and accrued income	34,500	55,072
	344,561	501,229

15 Investments

	2024	2023
	£	£
Cambridge & Counties Bank (1 yr)	50,000	-
Cambridge & Counties Bank (2 yr)	-	89,751
Cambridge & Counties Bank (5 yr)	85,000	-
Charities Bank (40 days)	156,070	-
Hampshire Trust Bank (1 yr)	182,194	175,000
Monmouthshire B.S. (30 days)	152,398	5,696
Nationwide (35 days)	183,091	177,758
Redwood Bank (95 days)	187,245	180,891
United Trust Bank (1yr)	87,550	85,000
	1,083,548	714,096

16 Cash at bank and in hand

	2024	2023
	£	£
Petty cash	1,153	2,271
CAF Bank current account	25,098	26,231
CAF Bank instant deposit account	247,160	208,430
Co-operative Bank current account	7,368	82,868
CCLA Deposit Fund	52,595	51,050
Charity Bank	-	150,536
Monmouthshire BS deposit account	10,587	152,109
Scottish Widows instant deposit account	4,840	4,779
Unity Trust Bank	4,615	46,641
Total	353,416	724,915

Notes to the Financial Statements for the year ended 31st March 2024

17 Creditors: amounts falling due within one year

	2024	2023
	£	£
Loans	15,938	-
Trade creditors	24,283	49,426
Taxation and social security	66,624	45,991
Other creditors	20,521	14,217
Accruals and deferred income	149,536	179,103
	276,902	288,737

Other creditors are employer pension contributions and childcare voucher payments, all of which are paid within 30 days.

18 Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Due between 1 to 2 years	17,175	-
Due between 2 to 5 years	59,947	-
Due after 5 years	19,091	-
	96,213	-

19 Contingent liabilities

	2024	2023
	£	£
Grant for property purchase	175,000	175,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

20 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2024	2023
	£	£
Balance at 1 st April	144,392	111,153
Amount released to income	(144,392)	(111,153)
Amount deferred in the year	81,323	144,392
Balance at 31 st March	81,323	144,392

21 Capital Commitments

There were no capital commitments as at 31st March 2024 (2023: £400,308).

Notes to the Financial Statements for the year ended 31st March 2024

22 Analysis of net assets between funds – current year

	Unrestricted			Total 2024
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	930,668	-	930,668
Current assets	1,138,571	142,104	501,350	1,782,025
Current liabilities	(123,272)	(43,974)	(109,656)	(276,902)
Long term liabilities	-	(96,213)	-	(96,213)
Fund balances	<u>1,015,299</u>	<u>932,585</u>	<u>391,694</u>	<u>2,339,578</u>

Analysis of net assets between funds- previous year

	Unrestricted			Total 2023
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	837,017	-	837,017
Current assets	987,858	595,184	357,698	1,940,740
Current liabilities	(107,633)	(76,213)	(104,891)	(288,737)
Long term liabilities	-	-	-	-
Fund balances	<u>880,225</u>	<u>1,355,988</u>	<u>252,807</u>	<u>2,489,020</u>

23 Purposes of funds

General Funds: These are the free reserves available to the charity for use without any restriction.

Designated Funds: These are unrestricted funds specifically designated for a purpose by the Trustees.

Achieve – DWP: Held funds for the Achieve service which ceased in 2023/24

Housing Purchases: Funding specifically received for Recovery Housing property purchases, the balance will be utilised in 24-25

Recovery Homes: Holds funds allocated and received for Bridge's housing scheme, previously known as Lotus Housing.

Repair & Maintenance Fund – Housing : Holds funds allocated for future structural repairs and external decoration of our housing scheme properties.

Repair & Maintenance Fund – Offices : Holds funds allocated for future structural repairs and external decoration of our office premises.

Manningham Lane Fixed Asset Fund: Holds the net book value of the freehold property and property improvements for 30 Manningham Lane.

North Parade Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

Pelican House Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

Recovery Homes Fixed Asset Fund: Holds the net book value of the freehold property in the Recovery Homes scheme.

Salem Street Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

Notes to the Financial Statements for the year ended 31st March 2024

Restricted Funds: These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

Affinity Community Partnership: Holds funds allocated for future service provision costs on this project.

Befriending Service: Grant and contractual income and related expenditure for this project.

Bingley Bubble Community Partnership: Holds funds allocated for future service provision costs on this project.

Bridge Client Fund: Holds grants and donations from a number of sources specifically given for client related expenditure.

Circle Fund: Funding from the Natwest Circle Fund to support victims of economic and domestic abuse.

City Wellbeing Hub: Holds funding from the VCS Alliance to run the City Wellbeing Hub and associated service delivery.

Covid Health Inclusion: Holds funds allocated for future service provision costs on this project.

DA/SV Comms Grant: Shows income and expenditure for a worker seconded to City of Bradford MDC.

Digital Inclusion Grant: Holds the balance of a grant to be spent in 24-25

Drug and Alcohol Housing Support Grant: Holds unspent funds from this funding to be allocated against expenditure in 24-25

Family Navigators: Holds funds allocated for future service provision on this project.

Helping Hand: A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

LCF Grant: Holds grant funding from Leeds Community Foundation for development of a new client drop-in facility.

Lotus Project - Service Users: Holds money raised by the Lotus Project specifically for their service users.

Lotus Project - Target Hardening: Holds restricted funding to specifically improve the personal safety of Lotus Project service users.

MARAC Navigators: Holds funds allocated for future service provision costs on this project.

MARRS Grant: Holds unspent funds allocated for a part-time post which started in 23-24 and will continue into 24-25.

MoJ – MARAC Funding: Shows income and expenditure from the MoJ for a number of MARAC posts, all funds spent within the year.

New Vision Bradford – Rough Sleepers: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received through the New Vision Bradford service.

Rough Sleepers Grant: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received directly by Bridge.

Skillshouse: Holds funds allocated for future service provision costs on this project.

SMU Navigators: Holds unspent funds from the PHE's universal grant funding scheme.

Spacious Places: Holds residual funds from this service which closed in December 2022.

VCS Alliance Grants: Holds grant funding from the VCS Alliance for future distribution.

Transfers between funds:

The £8,822 of net transfers from General Funds is split as follows:-

- £6,928 surplus funds from the Achieve – DWP Fund, following the contract ending during the year.
- £15,750 of income from the Care Homes Project to Affinity CP (£11,250) and Bingley Bubble CP (£4,500)

The £38,000 transfer from the Recovery Homes Fund comprises the following:-

- £28,000 to the Repair & Maintenance Fund - Housing
- £10,000 to the Recovery Homes – Fixed Asset Fund (following the purchase of a property)

The £37,849 transfer into the Recovery Homes- Fixed Assets Fund comprises the following:-

- £10,000 from the Recovery Homes Fund
- £27,849 from the Housing Purchase Fund

The £18,833 transfer from City Wellbeing Hub to the Befriending Service is with the funder's approval.

Notes to the Financial Statements for the year ended 31st March 2024

24 Movement in funds – current year

	Opening balance 1 st April 23	Income	Expenditure	Transfers	Closing balance 31 st March 24
	£	£	£	£	£
Unrestricted funds					
General Funds	880,225	2,693,323	(2,549,427)	(8,822)	1,015,299
Designated funds					
Achieve – DWP	10,042	4,152	(7,266)	(6,928)	-
Housing Purchase Fund	-	37,500	-	(27,849)	9,651
Recovery Homes	78,937	163,054	(142,315)	(38,000)	61,676
Repair & Maintenance Fund – Housing	-	-	-	28,000	28,000
Repair & Maintenance Fund - Offices	429,992	39,955	(455,206)	-	14,741
Manningham Lane, Fixed Asset Fund	259,161	-	(6,820)	-	252,341
North Parade, Fixed Asset Fund	141,463	-	(14,958)	-	126,505
Pelican House, Fixed Asset Fund	239,716	-	(25,240)	-	214,476
Recovery Homes – Fixed Asset Fund	-	-	-	37,849	37,849
Salem Street, Fixed Asset Fund	196,677	-	(9,331)	-	187,346
	1,355,988	244,661	(661,136)	(6,928)	932,585
Restricted funds					
Affinity Community Partnership	-	42,640	(18,440)	11,250	35,450
Befriending Service	12,965	20,600	(13,185)	18,833	39,213
Bingley Bubble Community Partnership	-	59,610	(43,856)	4,500	20,254
Bridge Client Fund	10	2,198	(2,198)	-	10
Circle Fund	1,710	-	(1,710)	-	-
City Wellbeing Hub	76,725	197,830	(196,817)	(18,833)	58,905
Covid Health Inclusion	5,992	-	-	-	5,992
DA/SV Comms Grant	-	35,055	(35,055)	-	-
Digital Inclusion Grant	-	5,000	(3,893)	-	1,107
Family Navigators	-	101,250	(93,779)	-	7,471
Helping Hand	400	-	(93)	-	307
Housing Support Grant	550	302,386	(241,387)	-	61,549
LCF Grant	27,711	-	(26,725)	-	986
Lotus Project – Service Users	507	200	(651)	-	56
Lotus Project – Target Hardening	3,192	-	(2,586)	-	606
MARAC Navigators	52,264	189,402	(171,285)	-	70,381
MARRS Grant	15,000	-	(10,217)	-	4,783
MoJ – MARAC Funding	-	97,595	(97,595)	-	-
New Vision Bradford – Rough Sleepers	-	395,850	(356,724)	-	39,126
Rough Sleepers Grant	8,822	-	-	-	8,822
Skillshouse	28,130	69,793	(81,081)	-	16,842
SMU Navigators	14,713	-	(137)	-	14,576
Spacious Places	1,116	1,142	-	-	2,258
VCS Alliance Grants	3,000	-	-	-	3,000
	252,807	1,520,551	(1,397,414)	15,750	391,694
Total funds	2,489,020	4,458,535	(4,607,977)	-	2,339,578

Notes to the Financial Statements for the year ended 31st March 2024

25 Movement in funds – previous year

	Opening balance 1 st April 22	Income	Expenditure	Transfers	Closing balance 31 st March 23
	£	£	£	£	£
Unrestricted funds					
General Funds	818,367	2,143,552	(1,992,110)	(89,584)	880,225
Designated funds					
Achieve – DWP	-	18,719	(8,677)	-	10,042
Business Development	51,302	-	(40,672)	(10,630)	-
Lotus Housing	35,322	137,419	(93,804)	-	78,937
MoJ – Horizons Project	112,137	11,596	(8,972)	(114,761)	-
Premises Repair Fund	181,500	80,610	(37,102)	204,984	429,992
Manningham Lane, Fixed Asset Fund	265,981	-	(6,820)	-	259,161
North Parade, Fixed Asset Fund	156,421	-	(14,958)	-	141,463
Pelican House, Fixed Asset Fund	264,956	-	(25,240)	-	239,716
Salem Street, Fixed Asset Fund	194,788	-	(9,331)	11,220	196,677
	1,262,407	248,344	(245,576)	90,813	1,355,988
Restricted funds					
ARG Grant	11,500	-	(11,500)	-	-
Befriending Service	14,865	61,000	(62,900)	-	12,965
Bridge Client Fund	302	2,353	(2,645)	-	10
Circle Fund	38	5,000	(3,328)	-	1,710
City Wellbeing Hub	-	200,151	(123,426)	-	76,725
Covid Health Inclusion	5,992	-	-	-	5,992
Helping Hand	400	-	-	-	400
Housing Support Grant	-	11,258	(10,708)	-	550
LCF Grant	20,000	20,000	(12,289)	-	27,711
Lotus Project – Service Users	1,995	-	(1,488)	-	507
Lotus Project – Target Hardening	3,345	-	(153)	-	3,192
MARAC Navigators	29,850	170,263	(147,849)	-	52,264
MARRS Grant	-	15,000	-	-	15,000
MoJ – MARAC Funding	-	93,435	(93,435)	-	-
National Lottery Community Fund	-	10,000	(10,000)	-	-
Rough Sleepers Grant	46,532	33,480	(71,190)	-	8,822
Skillshouse	21,102	63,448	(56,420)	-	28,130
Spacious Places	46,650	10,217	(54,522)	(1,229)	1,116
Stronger Families - European Social Fund & Big Lottery	3,661	76,620	(80,281)	-	-
SMU Navigators	16,944	167,864	(170,095)	-	14,713
VCS Alliance Grants	3,000	-	-	-	3,000
	226,176	940,089	(912,229)	(1,229)	252,807
Total funds	2,306,950	3,331,985	(3,149,915)	-	2,489,020

Notes to the Financial Statements for the year ended 31st March 2024

26 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	135,074	(423,403)	138,887	(149,442)	182,070
Adjustments for:					
Depreciation charge	-	56,349	-	56,349	56,349
Deduct Interest income shown in investing activities	(43,562)	(1)	(140)	(43,703)	(17,579)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(9,591)	128,689	37,570	156,668	(124,668)
Increase (decrease) in creditors	15,639	(48,177)	4,765	(27,773)	83,530
Net cash provided by (used in) operating activities	97,560	(286,543)	181,082	(7,901)	179,702

27 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£	£
Cash in hand	100,916	74,164	178,336	353,416	724,915
Notice deposits (less than 3 months)	191,559	50,000	250,000	491,559	183,454
Total cash and cash equivalents	292,475	124,164	428,336	844,975	908,369

28 Disclosure of Trustee / Related Party Transactions

David Memery, a trustee of Bridge, is employed by Create Strength Group (CSG), Charity No 1193551 as their senior manager. Bridge received £4,620 from CSG in 2024 for office accommodation and support services (2023: £3,731), Bridge paid £400 to CSG for staff training in 2024 (2023: £500), and a grant of £955 through the City Wellbeing Hub small grants scheme (2023: £3,820)

Payments of £375 were made to Peter Sleight (Trustee) in 2024 for services in a professional capacity, outside of their role as a trustee. (2023: £nil)

29 Ultimate Controlling Party

The charity is under the control of the board of trustees.

30 Post Balance Sheet Event

There are no post balance sheet events to report.

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Accounts



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2023

**35 Salem Street
Bradford
West Yorkshire
BD1 4QH**

**Registered Charity No. 517356
Company Limited by Guarantee No. 01946704**

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Our Objects:

To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services to persons or members of their families who:

- Have been, or are, or are in danger of becoming substance misusers.
- Have committed or are likely to commit crime.
- Have been, or are, or are in danger of experiencing mental health conditions.
- Have been, or are, or are in danger of becoming homeless.
- Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Our Mission:

To empower people experiencing multiple barriers to achieve positive change.

The priorities for Bridge are to work with individuals, families, partners and communities to:

- Improve people's lives in a sustainable way, recognising that solutions are often complex and need to address a range of issues such as substance misuse, risk taking behaviours, relationships, housing, physical/mental health and employment.
- Advocate for the needs of people who are most marginalised and experiencing stigma in society.
- Work in partnership to provide effective early intervention, prevention and reduce health inequalities.
- Practice in a collaborative way that promotes opportunity for co-production and determines an outcome that draws on the person's strengths and assets.

Our Vision:

We deliver services that are life changing for our beneficiaries. We have an organisational culture that enables us to be the best we can be and maximises the impact of our resources.

We are an organisation where excellence is seen as the norm and our services, solutions and programmes are fresh, innovative and tailored to meet the needs of the people we work with.

People come to us because we believe in their potential and they know they will be treated with respect, care and compassion. Our staff share our mind-set, are highly motivated and will always strive to do their best for their service users.

Partnerships are meaningful and productive and we work with other organisations, commissioners and stakeholders to build stronger, safer and sustainable communities supporting each other in the process.

We constantly strive to learn and challenge ourselves to improve and to achieve our purpose. We value and honour our history and the wealth of knowledge we have accumulated, looking ahead to give hope and a better future for our beneficiaries of tomorrow.

Our Values:

Bridge is a value driven organisation. These strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

Integrity – always doing the right thing.

Compassion – not judging the people who use our services, responding to them with kindness and understanding.

Empowerment – enabling people to achieve their full potential

Equitable – respecting each person's uniqueness and treating them fairly

Ambition – striving for excellence

Sustainable – ensuring we are in for the long haul

Boldness – willingness to take calculated risks and having courage to face challenges

Recovery Statement:

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person to live a meaningful life in a community of their choice while striving to achieve their full potential.

Bridge will use the following core principles to build resilience and facilitate recovery:

- Fostering hope, as a source of motivation and strength for people we support when trying to overcome challenges in their lives.
- Enabling people we support to take personal responsibility for their own self-care and recovery, for their families, children and the community.
- Tailoring services to the unique needs of people we support, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a person's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of people we support and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of people we support in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for people we support to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering individuals to have a right to participate in decisions that will affect their lives; the right to determine their own path of recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging people we support to influence the design of services and participate in their evaluation and delivery.
- Welcoming people we have supported and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2023. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Review of Activities and Performance

2022-23 was a year of opportunity and growth, Bridge welcomed the new 10-year government national drug strategy "From Harm to Hope". It coincided with the retender of the Bradford Adult Substance Misuse Service contract which Bridge were delighted to be awarded, alongside our partners Humankind and Project 6, providing some long-term security to the charity.

Bridge's service portfolio has continued to diversify and grow, with a new City Hub contract providing a one stop shop for advice and support to members of the local community. Organisational confidence and Bridge's experience as a social landlord with the Lotus Housing Project has matured and this will be a key area of growth in future strategy.

The growth in services has placed increased demands on the organisation's infrastructure and an in-depth review of future requirements was undertaken in the year. This identified a range of improvements to the IT, facilities, quality, performance, and people management functions, and investment in the premises to create a better environment for staff and the people Bridge support. Overall, it has been a busy year with increased demand for Bridge's services.

Bridge's individual services are detailed on the following pages, reporting on activities, outcomes, and performance, they have been split into five main headings which cover all aspects of service delivery. It should be noted that the methods of recording and reporting performance data vary between services, depending on contractual arrangements. Bridge uses the Eclipse case management system for most of the contracts held directly, whereas the data for the Liaison and Diversion service, MoJ Horizons project, and New Directions is held by the respective lead organisation, as such the outcome data available can vary between services.

Drug and Alcohol Treatment and Recovery

Bradford's adult substance misuse recovery and treatment contract was re-tendered in 2022 by Bradford Council and a new partnership between Bridge, Project 6 and Humankind was awarded a long-term contract to begin service delivery in April 2023. The partnership is called New Vision Bradford and will feature early intervention and prevention, recovery coordination and a new dedicated recovery centre called Flourish. Successful elements such as the volunteering scheme, concerned others and addictions to medicines (ATM) will be retained and fully integrated into the new model. The new contract for this service will also include the Substance Misuse Multi Needs Navigator and the Rough Sleeper services which will be delivered by this new partnership from April 2023.

New Directions – Bradford's Adult Drug and Alcohol Treatment and Recovery System

New Directions was a partnership between Change Grow Live (CGL), The Bridge Project, and Project 6, delivering an individualised, recovery focused service for adults (18+) wishing to make positive changes to their drug or alcohol use. New Directions had three main delivery hubs and worked across the Bradford district from a range of GP surgeries and community venues providing information, advice, and treatment including one-to-one groups and peer support. The service supported people experiencing difficulties with illegal drugs, alcohol, prescription medications, mental health, and steroid use.

As part of the New Directions partnership Bridge provided specific programmes and interventions including:

Change: Working primarily with people who were not using opiates and alcohol users who were drinking at harmful, but not dependent levels. This team provided an enhanced brief intervention programme, based on individual need, to reduce or stop their drug or alcohol use, typically six sessions, but potentially up to twelve for crack cocaine users. The Change team held a caseload of approximately 150 at any one time.

This team also facilitated treatment groups, running seven per week during the year both online and face to face. Support included:

- Drink Down – supporting those who do not wish to detox fully to reduce safely and sustain a safe level of drinking.
- Extended Brief Interventions – group delivery for those preparing for alcohol detox.
- Foundations of Change – a structured programme that worked with those who feel they may be ready to start making changes in their life.

The Change programme supported approximately 400 people in the year.

Low Need High Recovery Capital: This team's caseload consisted of people whose primary issue was either alcohol, opiates, or both; and had progressed through structured opiate and alcohol treatment, including inpatient alcohol detoxification programmes; and were making significant improvements to their recovery and social re-engagement status.

The team worked on a one-to-one basis, enabling people to continue their recovery journey, supporting them to identify and reach the next steps including health, training, education, activities, and volunteering. For those not abstinent the team worked alongside CGL's prescribing team to continue safe prescribing including detox. During the year this service supported approximately 550 service users.

Addiction to Medications (ATM): This service has been nationally acclaimed as a model of good practice and has brought involvement with various influential bodies such as the All-Party Parliamentary Group. By working in conjunction with GP practices, based within the practice, this service helps individuals who have become dependent on prescribed opiate-based painkillers.

Concerned Others: Provided a service to parents, grandparents, partners, or other family members of people with drug/alcohol issues, which was delivered during both day and evening sessions. Bridge provided both one off support sessions and structured interventions to those concerned or struggling with someone else's drug or alcohol use. The service had a 0.5 FTE worker who had seen continued high volumes of request for support.

The Vault Recovery Café: The café provided a safe, peer-led environment for people wanting to address and/or continue their recovery journey, as well as providing affordable meals and hot drinks for up to 40 people per day with face-to-face recovery focused groups meeting daily throughout the year. The Café provided COVID safe support through regular drop ins at Fountains Church during the pandemic lockdown and re-opened in July 2022 following the lifting of restrictions.

The Recovery Activity guide continued to be produced which:

- Identified community and recovery activities and resources.
- Provided advice on safe access to online groups.
- Distributed local mutual aid information.

Volunteering: Bridge's volunteer programme provides a pathway for people in recovery from substance misuse issues and others from across Bradford to use their skills, knowledge, and experience in support of the service's aims. Volunteers inspire and provide hope through visible recovery and enable Bridge to enhance capacity across many services. The programme offers:-

- Accredited course qualifications at Level 1 and 2 in Health and Social Care.
- Ongoing training and development including regular supervision.
- Flexible routes into volunteer/support roles.

Outcomes 2022-23:

- 41 volunteers provided support over the 12 months, with 45 volunteers 'on the books' overall.
- A total of 8,027 hours volunteering has been provided (this amounts to £76,256 'worth' of time if calculated using the national living wage).
- 37 people joined the programme and completed at least one qualification at Level 1. 32 people went on to do level 2. 83 qualifications were awarded altogether. Additional certificates in customer care and employability skills were also completed by all level 2 learners, and 14 individuals also completed the Care Certificate. Altogether 4,576 learning hours were completed.
- 14 people completed the Fast Track volunteer training offer.
- 7 volunteers attended internal training sessions offered and delivered by Yorkshire Ambulance Service, 7 completed the Achieve Programme, 6 completed the Emergency First Aid at Work Qualification and 4 completed their Train the Trainer course, subsequently providing sessions training people in CPR.
- 2 volunteers are currently studying alongside their volunteering, one working towards their Level 2 Health and Social Care diploma, and one reaching the end of their first year of Level 3 Psychology and Sociology course.
- 16 people achieved paid employment, 8 in full-time posts, 8 in part-time posts. 8 were employed by Bridge or CGL, and 5 in a health/social care related organisation.
- 1 volunteer completed their Criminology Degree.
- Additionally, 2 volunteers completed qualifications, 1 in Level 2 Mental Health and 1 in Level 2 Counselling Skills.

One80 – Bradford's Young Person's Drug and Alcohol Treatment and Recovery Services

Bridge provides a comprehensive drug and alcohol service for young people up to the age of 21 living across Bradford district who are concerned about their substance use. A team of specialist substance misuse support practitioners provide a confidential and personalised service for young people helping them to identify issues with drugs and alcohol and develop a tailored care plan focused on their strengths and needs, alongside clear risk and safety education around their use. The team works in close partnership with the young person, and anyone involved in their life. This may include family members, children's social care, schools, youth offending team, CAMHS (Child and Adolescent Mental Health Services) and wider networks of support that are important to the young person. The service also supports family members, friends, schools, social workers, and other professionals who are concerned about a young person's use of drugs and alcohol. Bridge were also able to secure funding for additional staff, equating to:

- 1 x Substance Misuse worker (case holder)
- 1 x part-time Recovery support Worker with lived experience. (15hrs)

Outcomes 2022-23:

The service worked with a total of 153 young people across the year of which 118 were new starters. 60 young people required structured support, 50 required only brief interventions, 25 were at the stage of exploring their options with the service and 18 young people who were referred were not taken onto caseload as it was not necessary in their individual cases. 55% of young people on the caseload successfully completed structured treatment and a further 60% completed brief interventions.

Spacious Places

During 2021-22 Bridge funded the Spacious Places service using residual funds transferred from the old Spacious Places charity along with ongoing donations from supporters of the service. Bridge's aim was to seek long-term funding for the service through grant applications, unfortunately during 2022 it became apparent that no additional external funding could be secured and therefore a decision was made to close the service in December 2022.

This service was based on the 12 Step teaching of organisations such as Alcoholics Anonymous and Narcotics Anonymous for both men and women (18+) in Leeds who want to achieve recovery from drug and alcohol misuse.

In preparation for the closure new referrals were closed during September to allow people to receive appropriate support and co-produce an exit and onward referral plan. 18 people were referred to St Georges Crypt and their Growing Rooms programme for ongoing support and all other service users were successfully closed. All data and files were transferred to our Bradford offices for secure storage and disposal and the service was successfully decommissioned in December 2022.

Bridge was left with some residual funds from the generous private donors who have helped support Spacious Places. All donors were contacted and offered three options.

- Return of outstanding donation
- Passing the donation to St Georges Crypt
- Giving the donation to Bridge

Most donors asked that Bridge passed the outstanding monies to St Georges Crypt with the others asking to donate their money to support the ongoing work of Bridge.

Complex Needs

Multiple Needs Navigator Service

The service was retendered in October 2022 and Bridge were successful in securing the contract, which has allowed us to continue to build on the success of this model which started as the West Yorkshire Finding Independence (WY-FI) programme in Bradford. Like a number of Bridge's recent new services, it uses a navigation model for the implementation and delivery of services. The staff comprises a senior navigator, two full-time navigators, and a part time administrator and resource worker.

As an essential element of the navigation model, the MARB (Multi Agency Review Board) partners remain fully committed and meet monthly throughout the year with managers attending from; National Probation Service, New Directions, Housing, Local Authority & other multiple needs providers, West Yorkshire Police – Integrated Offender Management, Bradford District Care NHS Foundation Trust – Integrated Outreach Team, Bevan Healthcare.

Outcomes 2022-23:

The service received 32 new referrals in the year, of which 11 new service users started full navigation the remainder are either in pre- navigation stages, did not meet the criteria or are being held by the team awaiting engagement. Across the year 26 service users received full navigation with 16 on the current caseload at the end of the reporting period.

Universal Grant – Substance Misuse Multi Needs Navigator Service (SMU)

Bridge worked together with CGL and Project 6, as part of the New Directions partnership to provide this integrated navigator team who worked with some of the most disadvantaged and complex people within the treatment system. This service was transferred into the New Vision Bradford partnership in April 2023.

Bridge delivered a navigation service to support individuals who have a primary substance misuse issue to support their preparation and engagement with treatment provision while also addressing their multiple unmet needs. The Bridge team consisted of 3 full-time and two part-time workers.

Outcomes 2022-23:

During the year the team worked with 50 individuals, 26 remained on caseload, with 24 successful treatment exits, including full engagement with substance misuse treatment. 3 individuals achieved abstinence, and there were 8 successful onward referrals to additional support.

The Lotus Project

The Lotus Project is a multi-disciplinary team designed to engage with commercial sex workers in the Bradford and Airedale areas with multiple unmet needs and vulnerabilities. The team consists of a senior case worker, five full-time and one part-time Liaison Case workers. Due to high levels of intimate partner violence, coercion, control, and sexual assaults, one specialist Independent Domestic Violence Advocate/Independent Sexual Violence Advocate (IDVA/ISVA) also works within the team. The team are community based and conduct evening street outreach sessions to improve engagement.

The service works holistically with people to develop a package of care to suit their individual needs such as accessing housing, drug treatment, physical, mental, and sexual health, benefits/finances as well as supporting those who are experiencing domestic and sexual violence or abuse.

Lotus service users are predominantly women, but a small number are men or transgender. The majority have complex disadvantages including drug and/or alcohol dependency, poor physical and mental health, domestic and sexual abuse trauma, children removed from their care, self-harm/suicide attempts, homelessness, or poor-quality housing in addition to sex working. They are often the most vulnerable, high risk and difficult to engage groups that Bridge works with.

The service works with the Safeguarding and Precision Police Teams to manage both victim risks for domestic and sexual violence and protection work for trafficked victims including foreign nationals. Bridge chairs a multi-agency safeguarding meeting which is held each month with partners from both voluntary and statutory agencies spanning Police, NPS, CRC, Bevan Healthcare, Bradford District Care Trust, housing, and substance misuse to discuss and plan for the management of the highest risk cases and coercive controlling violent linked individuals.

The project has seen an increase in referrals this year and there were challenges for the IDVA/ISVA support as Bridge had to recruit to a position which became open. The service manager worked closely with the senior leadership team to manage these challenges and ensure continuity of care and safety for all beneficiaries.

Outcomes 2022-23:

The project supported 132 people of which:

- 112 had an allocated case worker.
- 20 were pre case work and sightings only (evening street outreach).
- 18 individuals had successful exits.
- 12 people reconnected with estranged family members.
- 1 person went on to do voluntary work in a charity shop.
- 4 people engaged in Mutual Aid.
- 41 people received support by way of an individual safety and support plan and risk management plan and coordinated care with their allocated case worker.

- 45% of the service users reported at least 1 physical assault to the service,
- 18% of the physical assaults reported to the service were also reported to the police by the service user.
- 21% of the service users reported at least 1 sexual assault to the service.
- Only 7% of the sexual assaults reported to the service were reported to the police, it is the service users' decision whether to report or not.

As part of a joint initiative with Bevan Healthcare and Locala Sexual Health Services, Lotus facilitated outreach sessions with the Bevan Bus, providing a mobile health clinic to street-based sex workers. Through this flexible approach Bridge were able to meet the physical, mental, and sexual health needs of 76 people.

Achieving the following outcomes:

- 59 sexual health screenings.
- 34 pregnancy tests.
- 3 contraceptive implants fitted.
- 17 treatments for a positive sexual health test.
- 12 mental health interventions.
- 9 BBV vaccines given.
- 6 follow up appointments to see GP for further treatments.
- 3 follow up appointments to Sexual Health Services for on-going treatment.

Lotus Housing Project

The Lotus Project has long acknowledged that access to suitable housing for this service user group has been the single major barrier for them to achieve a settled lifestyle. Without stable housing in place staff have found it difficult to progress peoples' recovery and assist them to successfully develop routes out of and exit sex working. In response Bridge developed a new housing project specifically for this service user group last year. Bradford Council have provided enhanced levels of Housing Benefit for people referred into the project.

In 2022/23 the project has continued to develop and thrive. The Housing Support Officer (HSO) has continued to develop positive relationships with a growing number of private landlords across the district. The positive relationships that have been developed have built confidence with the landlords that renting to Bridge to support this service user cohort is good business for them and this year some landlords have offered additional properties due to their positive experience of working with Bridge. The additional support from the HSO continues to help maintain the tenancies and reduces the need for the landlords to intervene or be intensively engaged with the rentals.

The HSO supports all aspects of the person's housing needs (e.g. rents, property maintenance, repairs, appliances and other resources). The Lotus Project staff provide full case management for all health and social care needs. In this way the service users are receiving a co-ordinated package of care and support which maximises their chances of making and maintaining positive change in their lives.

Outcomes 2022-23:

- Bridge supported 18 people in its properties over the year in 13 properties.
- 3 people independently secured alternative accommodation out of the area to be closer to family members.
- The average length of the tenancy is 260 days, with the shortest being 116 days and longest 662 days.

Multi-Agency Risk Assessment Conference (MARAC) Navigator Service

MARAC Navigators provide intensive one-to-one support for both victims and/or perpetrators of domestic abuse to help them make positive changes in their lives that, reduce the risks associated with their personal situations, and improve their health and wellbeing.

Referrals to the service are made directly from the MARAC meetings and Navigators work with small caseloads of typically 10 cases each. The overarching aims are to:

- Provide intensive and aspirational person-centred support through building a trusting relationship with the victim, perpetrator, or both, to start to address issues that contribute to incidents of abuse.
- Proactive and intensive work with the victim and/or perpetrator to build all the networks of support that wrap around the individual to facilitate recovery, building and sustaining hope.
- Work as part of a wider team to build and evidence what future support should look like.

The service is unique in that nationally it is the only service that works with, and supports, both the victim and the perpetrator in their relationship with each having their own Navigator.

Bridge's delivery team increased from three to four MARAC Navigators including one senior worker in the previous year. Further funding was also awarded for IDVA training for a male member in the team to meet the needs of male victims/perpetrators.

Outcomes 2022-23:

- Supported 41 people.
- 14 people were discharged successfully having met all their unmet needs at point of referral and no further domestic violence incidents were recorded.
- Supported 5 people to receive funding for an alcohol detox.

Perpetrator Pilot Project (DRAM)

A specialist pilot project to work with the perpetrators of domestic violence which was originally funded as a one year pilot from 1st April 2022. The pilot was implemented in response to an identified gap in support and provision for perpetrators of domestic violence which was contributing to an escalation of risk in many cases.

Working directly with the new Integrated Offender Management (IOM) Perpetrator Police Team, referrals are made to the service direct from the IOM where they have identified perpetrators who would benefit from an early intervention and prevention service to reduce the risks of any further DV/DA incidents.

Unavoidable delays in recruitment resulted in an agreement with funders to delay the project start until 1st October and carry the project through to 30th September 2023.

Outcomes 2022-23:

- The service has worked with 14 male service users, of which there have been 3 successful exit completions so far.
- The number of arrests, of the individuals in the service, significantly reduced (from data supplied by the police).
- 8 had mental health issues at the point of referral and their mental health needs were not being met. The service was able to successfully engage 4 with mental health services to address their need.
- 7 had a substance misuse issue and were not receiving support for this. 3 are now successfully engaging with services to address this.
- 2 have re-established positive links with family, friends, and social networks for 2.

NatWest Circle Fund

Bridge received a grant of £2,500 in 2021/22 and a further grant of £5,000 in 2022/23 from the Circle Fund to provide support for victims of domestic abuse through the Lotus Project and MARAC services. The majority of the money was spent in 2022/23 mainly on basic furniture, equipment and white goods for people moving into new accommodation to ensure they were properly equipped, safe and welcoming homes. The remaining funds were carried forward to be spent in the next financial year.

Housing First

Housing First is an internationally evidenced intervention, which has proven success in supporting people with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain their tenancy. Referrals to the programme are made through the Complex Housing Needs Panel which meets monthly to broker housing solutions for the people referred. Bridge staffing during this period includes 5 full-time navigators.

Outcomes 2022-23:

- 8 new starts in the program from the complex housing needs panel.
- Commissioned to work with 30 people at any given time. Worked with 37 people in this period.
- 2 exits from the service. 1 into independence and one to a more appropriate environment to meet her needs.
- 87% of people supported have secured tenancy.
- 20 people have sustained accommodation for over 3 months, of these 14 people have been in accommodation over 1 year.
- 57% have engaged with services to address their substance needs.
- 95% have engaged with services to meet their physical health needs.
- 70% have engaged with services to meet their mental health needs.
- 78% have reduced their offending behaviour.
- 2 service users have started volunteering.

Homeless Outreach Partnership (HOP)

This is a multi-agency partnership providing services to the street homeless, aimed at identifying and reducing rough sleeping within the city. The partnership has brought together a team of key workers from different disciplines and organisations who work with other agencies to tackle the complex issues of rough sleeping. Bridge provides a Navigator for this team, which also includes a specialist mental health nurse, a housing options officer and a substance misuse worker. In 2022/23 the team worked with 40 people, 50% of whom were provided with new accommodation to suit their needs.

Rough Sleeper Drug and Alcohol Treatment Grant

The project commenced in August 2022 with 2 full time Navigators, rising to 4 full time Navigators during the year. This was a new service which provided targeted and proactive outreach to people rough sleeping across the Bradford district with unmet drug and alcohol needs. 12 people were started with support on the programme of full navigation. However, as part of the review and retender of the adult substance misuse service it was determined that this element of provision would be integrated into the main substance misuse contract. Bridge senior leaders worked with commissioners to manage the service running up to this transition, and prior to the April 2023 start date the team were transferred to the new provider. The Rough Sleeper project is now an integral element in the new service contract and will be included in the monitoring for this element in next year's report.

Criminal Justice

Multi Agency Reducing Reoffending Support (MARRS)

MARRS is a new project developed in partnership with Bradford Probation and funded via the Community Safety Partnership. The service is aimed at People on Probation (POP) who fall below the criteria for Integrated Offender Management (IOM) support but have been identified as at risk of reoffending and who would benefit from additional, focused support to make positive changes to their lives. In July 2022 Bridge seconded an experienced Navigator, from the Multiple Needs Navigator Service into this service. Bridge also bid for funds for a Peer Mentor to join the team and recruited an experienced Peer Mentor, who joined in April 2023.

Outcomes 2022-23:

- 33 referrals.
- 16 POPs have engaged with the service.
- 5 POPs have successfully exited from MARRS.
- 17 referrals were not taken on to caseload for reasons including, non-engagement, referral to more appropriate support and returned to custody.

Recent support and interventions provide by MARRS Navigator and Peer Mentor for POPs include:

- Securing housing and accommodation.
- Registering with GPs/Healthcare providers.
- Referrals to My Wellbeing College.
- Referrals to SkillsHouse ETE support.
- Enrolment on college courses via Shipley College.
- Support with ID, PIP and bank accounts.
- Referrals to volunteering programmes.
- Accompanying to social activities (e.g., groups and classes)
- Support to re-engage with families and loved ones.

Liaison and Diversion (L&D)

Liaison & Diversion is a multi-agency service, led by Wakefield Council, running across West Yorkshire, working with all ages who have become involved in the criminal justice system with the aim of diverting individuals away from crime and into health, social care, or other support organisations. The partnership includes the NHS, West Yorkshire Police, Touchstone, Together Women, and Bridge.

L&D services identify people who have mental health, learning disability, substance use or other vulnerabilities when they first encounter the criminal justice system as suspects, defendants, or offenders. They focus on the causes of individual behaviours and deliver person centered support to reduce risk factors associated with offending and signpost people to longer term support as required.

Bridge is the substance misuse specialist within the partnership, providing staff members in each of the five council areas and also the expertise training and support around substance misuse. Bridge's support-time recovery workers, in addition to holding a caseload, offer screening in the custody suite. All those who agree to come onto the caseload are offered time-limited outreach support to connect to the right services, organisations, and available support in the community. This may include health/social care, community activities, education, and mental/physical health. Referrals for L&D can only be made from a criminal justice service, with these primarily coming from the custody suite. The caseloads for the support-time recovery workers is between 25-30 service users at any one time.

In Wakefield, the arrest referral senior worker has been highly successful integrating test on arrest within the Liaison and Diversion model as an alternative to embedding with the substance misuse service. The court and community link worker role was developed for an enhanced partnership between court, probation, L&D, and drug services, and has increased the uptake of drug rehabilitation requirements and alcohol treatment orders in court. The service will be expanding in 23/24 with a projected increase in staffing from 5 to 8 posts.

Ministry of Justice (MoJ) Horizons Project

This MoJ funded a three-year pilot project, which provided housing choices for people leaving HM Prison (HMP) Leeds, ended in July 2022. The aim was to reduce homelessness and re-offending amongst men leaving HMP Leeds who wanted to settle in West Yorkshire. The service ensured that support was given prior to release from custody to identify suitable housing. Intensive support was provided by a skilled navigator team under the leadership of a lead navigator, and then guidance was provided for a further two years post release whilst living in the community.

The service was led by Inspire North, operating across the whole of West Yorkshire with Bridge as the delivery partner for the Bradford district and also contributing across West Yorkshire with people housed in Huddersfield and Calderdale. Entry to the scheme closed in August 2020 to allow the maximum of 2 years support in the community.

In the final 6 months, the project worked with 58 people. 80% of the cohort were rehoused in suitable accommodation, of which 85% were in a direct let, 5% a managed let, and 10% accessed a rehabilitation placement for recovery.

Education, Employment, and Training

Stronger Families

Funding from the EU and DWP for this service, via Leeds City Council, ended in early 2023 as planned, with the service winding down in its last six months. The project applied a multi-agency approach supporting parents and families to overcome barriers to training, education and employment across the Bradford District. The service was delivered via outreach, meeting parents/families in their own homes, community centres, or other locations that meet the needs of the individual. Referrals came from various sources, professional and self-direct to the Stronger Families hub and were allocated to partner organisations. The keyworkers worked intensively with the families for up to 6 months to overcome barriers to training, education, and employment. The work took place in the community providing face-to-face and remote support in an agreed venue, which may have included their home, local park, children's centre, school or cafe.

To allow for a minimum of six months on the programme no new referrals were taken after June 2022. Most cases were successfully closed by December 2022, and the service formally ending in January 2023. The programme focused on overcoming barriers for families accessing employment, education and training and over the project's lifetime 60% of the people Bridge staff worked with successfully accessed employment, education or employment.

Outcomes 2022-23

- New referrals during the year 38
- People worked with during the year 38
- Moved into education and/or training 14
- Moved into employment. 9

SkillsHouse

SkillsHouse is a partnership led by Bradford Council that includes educational organisations, voluntary services providers, and employers. The service helps connect out-of-work residents to jobs and training. Bridge employs two full-time workers who provide free, impartial information, advice and guidance helping Bradford residents into employment and training.

Support provided includes: job search support and access to employment and apprenticeship opportunities; access to free training to improve skills and employability; CVs and application support; interview preparation; and access to pre and in work support services.

Outcomes 2022-23:

- 130 people provided with career consultation and advice.
- 90 people started a training course.
- 8 people moved into full-time work.

Communities, Early Intervention, and Prevention

Affinity Care Community Partnership

Bridge employed and supervised the Community Health & Wellbeing Co-ordinator for the Affinity Care Community partnership. Funding for this post ended in October 2022. The Co-ordinator worked to identify local health and wellbeing interventions, activities and opportunities which promoted and enhanced both physical and mental health wellbeing for people across the partnership. They also worked closely with the partnership leaders on identifying local health and wellbeing needs and promoting health/wellbeing interventions, including.

- Social Media campaign for 18- to 30-year-olds receiving text messages from their GP encouraging recipients to click on the 'My Living Well' website's BMI calculator.
- Promotion of a link to the Healthy Minds page of Bradford Mind, which signposts users to local support according to their need.
- Childhood vaccination campaign. Leaflets developed and endorsed by local GPs from all practices. Conversations about vaccinations conducted with vaccine-hesitant parents at 'Play in the Park' events hosted by Bradford Council.
- COPD/ atherosclerosis awareness-raising at Kirkgate Centre, Shipley – Over 50s Health and Activity Events. Many people visited the stall. The discussions around atherosclerosis were particularly effective, and people were encouraged to 'know their numbers' for blood pressure and cholesterol.

Bingley Bubble Community Partnership

Bridge employs and supervises the Community Health & Wellbeing Coordinator and Project Manager for the Bingley Bubble Community Partnership. This Community Partnership covers the areas surrounding these GP practice sites; Baildon Medical Centre, Bingley Medical Practice, Oakglen Surgery, Springfield Surgery, Wilsden Medical Practice (including Cullingworth Medical Practice).

The Coordinator, who started in the role in September 2022, works closely with the senior leadership team at the community partnership to map local health resources and develop a range of interventions and activities that promote self-care, healthy lifestyles and improved mental/physical health for people across the partnership, for example; Diabetes Awareness during Self Care Week; Boys Youth Group; Walking groups

The coordinator oversees the award of grant funding from Bingley Bubble, of up to £2,000, to organisations in the area. Between November 2022 and March 2023 five projects were awarded grants:

- Harden Pre-School – speech and language materials.
- Cullingworth Bowls – junior bowls equipment.
- Wilsden Craft Group – group start-up, money towards room rent, insurance, materials.
- Happy Planet Play Centre – subsidized classes.
- Wellbeing at Wesley's – funded second weekly session – money towards running costs.

City Wellbeing Hub

This is part of a new partnership between the NHS and the local voluntary sector to deliver several community-based Wellbeing Hubs. Bridge was appointed as the coordinator of the City Hub based near to the Bradford Royal Infirmary (BRI), and to provide specialist substance misuse in-reach support across the network. The hubs - delivered by a partnership of voluntary sector providers - are based in 6 locations across the Bradford district. They are designed to be a one stop shop where individual wellbeing needs can be holistically assessed and people can be supported to access a range of services to make positive life changes. The hubs provide a range of services for people including mental health, alcohol, domestic violence, carers support, physical health and welfare benefits.

The City Hub opened in June 2022 and up to March 2023 it has supported 346 people and made 956 onward referrals to partners and other community resources. The key areas of support and advice delivered in the first year have been for; finance & debt; loneliness; benefits; mental health support; general welfare; substance use; physical health support; housing; and employment.

MIND – Joint project working with people with Severe Mental Health Issues (SMI)

Bridge partnered with MIND in Bradford to scope a project aimed at engaging people with SMI in alcohol support and interventions. Across a six-month period up to October 2022 we worked with MIND, GPs and representatives of four identified Primary Care Networks to establish levels of need, access criteria, referral pathways and issues and challenges. A report was submitted with Bridge's findings and we will look to work with MIND in the future to take these ideas forward.

Together Talks Telephone Befriending Service

This service was developed by Bradford Council, the local NHS, and the Voluntary and Community Sector, in the early stages of the pandemic, as a response to the lockdowns and the social isolation experienced by some people. This multi-agency initiative was hosted by Bridge, and aimed to:

- Support adults to live happy and fulfilling lives.
- Support adults who would benefit from a regular, non-judgemental listening ear to support with their day to day lives.

Unfortunately, despite its success, Bradford Council faced funding constraints, leading to the closure of the project in May 2023. In preparation for this Bridge's leadership team worked closely with partners and beneficiaries to demobilise the project, whilst ensuring there was ongoing support for people through referral to additional community support services. As part of the legacy, Bradford Council donated the custom software and database used for volunteer recruitment, training, and matching to Bridge, and we are currently working on alternative proposals to utilise these resources in the future.

The project had 179 volunteer befrienders who delivered 2,432 support calls and provided 810 hours of support over the project's lifetime.

Plans for the Future

Staff and Volunteers

Bridge will implement a new digital Learning and Development platform, linked to the performance and development of staff and volunteers. Reviewing the recruitment and people policies and procedures with a focus on well-being and becoming a more diverse organisation. The organisation will continue to monitor the impact of the cost-of-living crisis, ensuring staff receive appropriate support. Investment in the staff team will continue, ensuring they have competitive terms and conditions, and ensuring Bridge can attract and retain the very best people.

People we Support

Bridge will ensure Working Together practises are implemented throughout the organisation, listen to the voice of the people supported and ensure that they are the centre of Bridge's work. Supporting people who experience health inequality, dying prematurely through alcohol or drug use, compounded for some by homelessness, mental ill health, poverty, trauma and domestic violence will continue to be at the heart of all we do. This following year will be one where we use our skills, learning, passion, and partnerships to reach more people and achieve even better outcomes.

Policy

Bridge will continue to remain vigilant to policy, strategy and legislative changes that will impact the people we support, their families and their communities. We will contribute to local policy development and planning through membership of strategic groups, and always challenge policy changes which will increase harm and stigma. We will ensure that our organisation is flexible, responsive, and knowledgeable, equipped to provide the solutions that commissioners and local communities are seeking for complex social issues.

Growth

Bridge's reputation, strong partnerships, and ability to respond to the changing external context and embrace opportunities, positions the charity well for continued growth.

Recovery Housing

Bridge Recovery Homes is the new brand for our supported housing model. There is an acute shortage of quality housing in Bradford, and we believe that every person deserves a decent place to live. For these reasons, developing a property portfolio and presence as a social landlord will be a key focus. Bridge will embrace the new SHIP quality standards in housing and pursue an ambition to become a registered provider.

Strategic Plan

Bridge will consult widely with stakeholders and develop a new three-year strategic plan.

Jon Royle

Chief Executive

Peter Sleigh

Chair of Trustees

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

Financial Review 2022-23:

2022-23 was a year of steady financial and organisational growth, with income increasing by 10% to £3.3m, following on from the 20% growth in the previous year.

As ever there are numerous factors which influence Bridge's income. General donation income remained stable at £17k, (after excluding the exceptional donation from Spacious Places in 2021-2022) and we thank all donors for their generous support. Income from charitable activities, which includes all contractual income, increased by £365,267 on the previous year. Income from our largest contract, New Directions, was at the same level as the previous year, whilst One80, Lotus Project, Liaison & Diversion, Multi-Needs Navigator services all saw small funding and staffing increases. There were several new contracts and service developments during the year, the largest being the City Wellbeing Hub. As referred to earlier a few services ended due to their funding ceasing, primarily the Stronger Families programme, MoJ's Horizon's Project, and Spacious Places.

Total expenditure increased by 17% on the previous year, to £3.2m. As most of Bridge's income is linked directly to service provision, either through contracts or grant agreements, expenditure generally varies in line with any changes in income. 80% of total costs are staffing related and these increased by 11% on the previous year, close aligned to the 10% increase in income. The larger % increase in total expenditure, compared to income, is explained by significant planned investment in IT and premises costs as upgrades to the IT infrastructure at Salem St were undertaken, and the major project to refurbish the basement at Salem St started in March 2023. The basement refurbishment will be completed in July 23, with most expenditure in the next financial year. This work will see much improved facilities and access for the multi-needs client groups who access services from Salem St.

The accounts show a total net increase in funds of £182,070. There were various transfers between funds at the year-end, which are detailed in the notes to the accounts, the main transfer being £90,223 from unrestricted funds into the designated fund for premises repairs, this was a contribution from reserves for the Salem St basement refurbishment. After transfers the unrestricted free reserves increased by £61,858 to £880,225, this total falls within our reserves policy. Designated funds held £1,355,988, of which £429,992 is in the Premises Repair Fund and will be fully spent during 23/24, and £837,017 was the net book value of Bridge's four freehold premises, the remaining £88,979 was held in two funds as detailed in note 23 to the accounts. £252,807 was held in seventeen restricted funds, linked to specific contracts, grants or donations, with the expectation that these funds will be spent in future years in line with the restrictions in place.

Bridge remains in sound financial health, with funds set aside for the premises refurbishment project, the bulk of which will now be in the 23/24 financial year, and sufficient reserves available to protect against any financial risks and invest in the organisation's premises, staff and services as necessary.

Looking ahead 2023-24 will see significant financial growth in Bridge. Following the tendering of the Bradford Adult Substance Misuse contract, Bridge became a service delivery provider within the New Vision Bradford partnership, led by Humankind. This will see income from that contract more than double to around £1.7m, this is after five years of steadily decreasing funding for that contract. There are also other planned areas for growth, with several new services launching in 2023-24, including an expanded housing and housing support offer for a range of service users. Overall, the budget for 2023-24 sees a projected 47% increase in income, along with a similar % increase in staffing numbers, compared to 2022-23's budget. Alongside, and to support this organisational growth, Bridge is recruiting a few new posts to increase its management capacity and infrastructure, ensuring it is able to support the planned growth.

Bridge plans to be a growing and financially sustainable organisation broadening the services provided within Bradford and across West Yorkshire to provide support to more people, and I hope to be able to report further positive developments next year.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

Registered Office: 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

Governance:

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2023 was 8 (2022:8).

Board of Trustees: trustees serving at the date the Trustees' Annual Report was approved were:

Peter J Sleigh (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Andrew Clayton-Stead
Marisa Lloyd	Christopher Gibbs
David Memery	Jonathan Sutcliffe (appointed 18 th May 2022)

One trustee left the board during the financial year 2022-23 (2022: 2), Samantha Lunnon on 25th July 2022.

All trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

Organisation:

The board of trustees administers the charity. The board normally meets five times per year (January, March, May, July, October). Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

Company Secretary: Martin W Brook (Director of Finance & Support Services)

Senior Staff:

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services
Sally Black	Director of Human Resources

Pay Policy

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

Trustee Recruitment:

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and appropriate people are sought as required to fill any current skills/experience gaps on the board.

Trustee Training and Induction:

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and a scheduled programme of visits to all services is in place, with reports back to all trustees.

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Big Lottery Fund; NHS Bradford District and Craven CCG; Bradford VCS Alliance; Department for Work and Pensions; European Social Fund; Jobcentre Plus; Ministry of Justice; Public Health England; South 10 Community Partnership; Affinity Community Partnership; Wakefield Council – Liaison and Diversion service; West Yorkshire Police and Crime Commissioner.

Auditors: BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

The Co-operative Bank, 14 King Street, Leeds, LS1 2HL

Organisational Policies:

Investments:

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in instant access deposit accounts to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

Reserves:

Bridge's reserves policy is reviewed annually, most recently in March 2023, and was last amended in March 2020. The current policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly cash flow requirements; working capital requirements; loss of income contingency planning. A target had been set in 2020 of reaching at least £800,000 reserves by March 2022, with an upper limit of £1 million held. This policy was approved as the trustees envisage a potential need for significant organisational development and infrastructure investment within the next three to five years. A major review of Bridge's reserves policy will take place in 2024, to ensure the policy is fit for purpose following the anticipated growth in 2023-24.

As of 31st March 2023, Bridge's free unrestricted reserves totalled £880,225 (2022: £818,367). These reserves are of an acceptable level as set out in the policy. Bridge also held £429,992 of freely accessible funds in a designated fund for premises repairs, specifically the refurbishment of Salem St's basement taking place in 2023 (2022: £181,500); £78,937 (2022: £35,322) for future expenditure on Bridge's Lotus Housing project; and £10,042 (2022: nil) from the Achieve project pending the possible return of underspend to funders.

Fundraising activities:

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

Risk Management:

A full risk management review of the organisation was undertaken in May 2022 as part of the strategic plan's review, this will feed into the development of Bridge's next three-year strategic plan for 2023-25. This plan is reviewed on a six-monthly basis.

The Director of Operations in partnership with the Deputy Director of Operations and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

Public Benefit:

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

Tangible fixed assets for use by the charity:

Details of movements in fixed assets are set out in note 12 to the accounts.

Recognition of Liabilities:

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

Going Concern:

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Statement of Trustees' Responsibilities

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

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

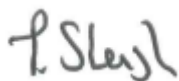
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

So far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the board:



Peter Sleigh FCCA

Chair of Trustees

25th October 2023

Independent Auditor's Report to the Trustees of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charity, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charity minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

27th October 2023

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

Statement of Financial Activities for the year ended 31st March 2023

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
		£	£	£	£	£
Income						
Donations and legacies	3	65,117	-	62,276	127,393	210,818
Charitable activities	4	2,061,038	248,344	877,631	3,187,013	2,821,746
Investments	5	17,397	-	182	17,579	4,842
Total income		2,143,552	248,344	940,089	3,331,985	3,037,406
Expenditure						
Raising funds	6	21,547	40,672	-	62,219	66,531
Charitable activities	7 & 8	1,970,563	204,904	912,229	3,087,696	2,636,301
Total expenditure		1,992,110	245,576	912,229	3,149,915	2,702,832
Net income / (expenditure) before transfers	10	151,442	2,768	27,860	182,070	334,574
Gross transfers between funds		(89,584)	90,813	(1,229)	-	-
Net movement in funds for the year		61,858	93,581	26,631	182,070	334,574
Total funds brought forward at 1 st April		818,367	1,262,407	226,176	2,306,950	1,972,376
Total funds carried forward at 31st March		880,225	1,355,988	252,807	2,489,020	2,306,950

Balance Sheet as at 31st March 2023

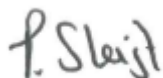
		2023		2022	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		837,017		882,146
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	501,229		376,562	
Investments	15	714,096		383,828	
Cash at bank and in hand	16	724,915		869,121	
		<u>1,940,740</u>		<u>1,630,011</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(288,737)		(205,207)	
Net current assets			<u>1,652,003</u>		<u>1,424,804</u>
Total assets less current liabilities			2,489,020		2,306,950
Net assets			<u>2,489,020</u>		<u>2,306,950</u>
Funds					
	22, 23 & 24				
Unrestricted funds					
General funds			880,225		818,367
Designated funds			1,355,988		1,262,407
Restricted funds					
			252,807		226,176
Total funds carried forward at 31st March			<u>2,489,020</u>		<u>2,306,950</u>

For the year ending 31st March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 25th October 2023 and signed on their behalf by:



Peter Sleight FCCA
Chair of Trustees



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 36 to 49 form part of these financial statements.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

Statement of Cash Flows for the year ended 31st March 2023

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
		£	£	£	£	£
Cash flows from operating activities	25					
Net cash provided by / (used in) operating activities		57,893	95,605	26,204	179,702	372,603
Cash flows from investing activities						
Interest income		17,397	-	182	17,579	4,842
Purchase of investments		(252,483)	-	-	(252,483)	(19,996)
Purchase of tangible fixed assets		-	(11,220)	-	(11,220)	-
Net cash provided by / (used in) investing activities		(235,086)	(11,220)	182	(246,124)	(15,154)
Cash flows from financing activities						
Repayment of borrowing		-	-	-	-	(60,231)
Net cash provided by / (used in) financing activities		-	-	-	-	(60,231)
Increase / (decrease) in cash and cash equivalents in the year		(177,193)	84,385	26,386	(66,422)	297,218
Cash and cash equivalents at 1 st April		389,893	364,170	220,730	974,791	677,573
Cash and cash equivalents at 31st March	26	212,700	448,555	247,114	908,369	974,791

Notes to the Financial Statements for the year ended 31st March 2023

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a, Basis of preparation

The financial statements have been prepared 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) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

b, Preparation of the accounts on a going concern basis.

The trustees continue to adopt the going concern basis of accounting because of the continued financial stability of the charity.

c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 25).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

d, Income

Income is recognised when Bridge has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

f, Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g, Donated services

Donated professional services and donated facilities are recognised as income 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 by 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 time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

h, Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

Notes to the Financial Statements for the year ended 31st March 2023

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

j, Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

k, Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight line basis as follows:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers and other equipment	33.3%

One full year's depreciation is charged in the year of purchase.

l, Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m, Investments

Current asset investments include any deposit funds which are not readily accessible within one week.

n, Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

o, Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p, Pension contributions

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1st April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

q, Taxation

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

r, Capital commitments

Bridge had £400,308 of capital commitments at 31st March 2023 (2022 £nil).

s, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 23. 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.

Notes to the Financial Statements for the year ended 31st March 2023

2 Statement of Financial Activities for previous year

Income	Notes	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2022 £
Donations and legacies	3	73,900	10,000	126,918	210,818
Charitable activities	4	2,059,957	143,313	618,476	2,821,746
Investments	5	4,823	-	19	4,842
Total income		2,138,680	153,313	745,413	3,037,406
Expenditure					
Raising funds	6	20,396	46,135	-	66,531
Charitable activities	7 & 8	1,869,913	167,096	599,292	2,636,301
Total expenditure		1,890,309	213,231	599,292	2,702,832
Net income / (expenditure) before transfers	10	248,371	(59,918)	146,121	334,574
Gross transfers between funds		(206,535)	210,231	(3,696)	-
Net movement in funds for the year		41,836	150,313	142,425	334,574
Total funds brought forward at 1 st April		776,531	1,112,094	83,751	1,972,376
Total funds carried forward at 31st March		818,367	1,262,407	226,176	2,306,950

3 Income from donations and legacies

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Donations	6,840	-	10,035	16,875	104,252
Donated services and goods					
CGL	31,689	-	-	31,689	31,874
ShIPLEY College	26,588	-	-	26,588	21,025
	58,277	-	-	58,277	52,899
Grants					
City of Bradford MDC	-	-	15,000	15,000	25,352
Glasspool Trust	-	-	-	-	950
Inn-Churches	-	-	2,241	2,241	2,415
Leeds Community Foundation	-	-	20,000	20,000	20,000
NatWest Circle Fund	-	-	5,000	5,000	-
National Lottery Community Fund	-	-	10,000	10,000	-
West Yorkshire Police Commissioner	-	-	-	-	4,950
	-	-	52,241	52,241	53,667
Total	65,117	-	62,276	127,393	210,818

Notes to the Financial Statements for the year ended 31st March 2023

4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Service Delivery Contracts					
Affinity Community Partnership	36,001	-	-	36,001	72,200
Bingley Community Partnership	24,234	-	-	24,234	-
Bradford VCS Alliance	-	18,719	200,151	218,870	-
Change Grow Live	811,842	7,000	-	818,842	819,842
<u>City of Bradford MDC</u>					
Alcohol Safe Space	-	-	-	-	42,928
Befriending Service	-	-	61,000	61,000	97,740
Capital Works Funding	-	63,610	-	63,610	-
Drug & Alcohol Housing Grant	-	-	11,258	11,258	-
Exiting Prostitution	322,201	-	-	322,201	289,191
Housing First	252,795	-	-	252,795	263,360
Lotus Housing	-	137,419	-	137,419	63,545
MARAC Navigators	-	-	167,863	167,863	131,870
Multiple Needs Navigators	192,062	-	-	192,062	159,250
Rough Sleepers Funding	-	-	33,480	33,480	46,532
Safer Communities	-	-	-	-	15,000
Skills House	-	-	63,448	63,448	63,448
SSMTR	1,722	-	2,400	4,122	-
Substance Misuse Navigators	-	-	167,864	167,864	125,898
Top of Town – Community Safety	-	-	-	-	8,725
Young Peoples' Substance Misuse	159,933	-	-	159,933	142,010
	928,713	201,029	507,313	1,637,055	1,449,497
Community Partnership – South 10	-	-	-	-	22,500
ESF / Big Lottery – Stronger Families	-	-	76,620	76,620	89,303
Humankind	-	-	-	-	350
Job Centre Plus – DWP	-	-	-	-	50,535
MIND – Bradford	13,103	-	-	13,103	-
Ministry of Justice – Foundation	-	11,596	-	11,596	57,768
Wakefield Council – Liaison & Diversion	229,466	-	-	229,466	207,866
West Yorkshire Combined Authority	-	-	93,435	93,435	38,210
Ancillary Trading Income					
Reclaimed expenditure	1,078	10,000	112	11,190	1,415
Rental income	14,662	-	-	14,662	10,960
Vault Café	1,939	-	-	1,939	-
	17,679	10,000	112	27,791	12,375
External Training & Consultancy					
Leeds Utd Foundation	-	-	-	-	1,300
Total	2,061,038	248,344	877,631	3,187,013	2,821,746

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

Notes to the Financial Statements for the year ended 31st March 2023

5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Bank interest	17,397	-	182	17,579	4,842

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Staff costs	19,330	40,672	-	60,002	65,011
Admin and office costs	1,653	-	-	1,653	1,035
Premises	564	-	-	564	485
Total 2023	21,547	40,672	-	62,219	66,531
Total 2022	20,396	46,135	-	66,531	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Service staff costs	1,623,163	38,040	654,786	2,315,989	2,065,661
Service provision costs	52,544	55,210	65,861	173,615	144,796
Admin and office costs	90,150	3,712	31,884	125,746	66,511
Premises	77,052	38,776	77,171	192,999	91,156
Depreciation	-	56,349	-	56,349	55,527
Governance costs	43,449	4,477	29,014	76,940	80,741
Support costs	84,205	8,340	53,513	146,058	131,909
Total 2023	1,970,563	204,904	912,229	3,087,696	2,636,301
Total 2022	1,869,912	167,097	599,292	2,636,301	

8 Expenditure on charitable activities by service type

	Communities, Early Intervention & Prevention	Complex Needs	Criminal Justice	Drug Treatment & Recovery	Education, Training & Employment	Housing Provision	Total 2023	Total 2022
	£	£	£	£	£	£	£	£
Service staff costs	178,624	968,837	201,376	810,264	120,303	36,585	2,315,989	2,065,661
Service provision costs	30,041	56,864	2,214	27,868	1,804	54,824	173,615	144,796
Admin and office costs	9,549	38,862	6,254	64,548	3,854	2,679	125,746	66,511
Premises	3,926	85,648	539	93,312	8,438	1,136	192,999	91,156
Depreciation	-	9,331	-	47,018	-	-	56,349	55,527
Governance costs	6,823	39,736	6,294	17,094	3,708	3,285	76,940	80,741
Support costs	13,379	76,836	12,342	30,227	7,271	6,003	146,058	131,909
Total 2023	242,342	1,276,114	229,019	1,090,331	145,378	104,512	3,087,696	2,636,301
Total 2022	165,507	977,227	266,435	971,336	217,573	38,223	2,636,301	

Notes to the Financial Statements for the year ended 31st March 2023

9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2023	2022
	£	£
Gross wages and salaries	2,135,311	1,946,885
Social security costs	199,035	169,539
Pension contribution	79,726	71,367
	2,414,072	2,187,791

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £79,726 (2022: £71,367). Contributions totalling £6,516 (2022: £6,051) were payable to the scheme at the end of the period and are included in other creditors.

Statutory redundancy payments of £2,025, were paid during the year (2022: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits (gross pay, employer's pension, and employer's NI contributions) of the key management personnel totalled £265,220 (2022: £236,759).

The number of employees whose total pay amounted to £60,000 or above for the year is as follows:

£70,000 to £79,999: 1 (2022:0)

£60,000 to £69,999: 2 (2022:1)

The average monthly head count was 85 staff (2022: 83 staff).

£13,378 was spent on agency workers during the year to cover short-term vacancies, (2022: £10,690)

No remuneration or other benefits were paid to the Trustees during the year (2022: nil), no expenses were paid for reimbursing travel costs for attending meetings (2022: nil).

10 Net income / (expenditure)

These are stated after charging:

	2023	2022
	£	£
Depreciation – owned assets	56,349	55,527
Operating lease rentals	4,650	3,617
Auditor's remuneration ¹	6,600	6,400
Interest on bank loans & overdrafts	-	372

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts.

Notes to the Financial Statements for the year ended 31st March 2023

11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2023	2022
	£	£
Food for distribution to service users	-	-
Other goods distributed to service users	-	-
IT equipment, support & licences	9,120	10,080
Volunteer Training & Qualifications	26,588	21,025
Clinical Staff	21,099	20,324
Drug testing	1,470	1,470
Total	58,277	52,899

The value of any volunteers' time is not included, however we have benefited from 8,027 hours (2022: 7,921) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2022	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Additions	-	-	11,220	-	-	11,220
Disposals	-	-	-	-	-	-
At 31st March 2023	984,344	1,164,888	27,668	30,880	14,743	2,222,523
Depreciation						
At 1st April 2022	268,656	998,430	16,448	30,880	14,743	1,329,157
Charge for year	19,687	34,418	2,244	-	-	56,349
Disposals	-	-	-	-	-	-
At 31st March 2023	288,343	1,032,848	18,692	30,880	14,743	1,385,506
Net Book Value						
At 31st March 2023	696,001	132,040	8,976	-	-	837,017
At 31st March 2022	715,688	166,458	-	-	-	882,146

The freehold property consists of the following:

33, 35 & 37 Salem Street: Purchased in 1997 with the aid of a £175,000 grant from the Joint Finance Committee of Bradford Metropolitan District Council and Bradford Health Authority. This grant is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over these properties to this effect.

31 Salem Street: Purchased in 1998. There are no legal charges or conditions on this property.

29 Salem Street: Purchased in 2001. There are no legal charges or conditions on this property.

4 Hallfield Street: Purchased in 2004. There are no legal charges or conditions on this property.

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

30 Manningham Lane: Purchased in August 2011.

14 North Parade: Purchased in March 2014. There is no legal charge or conditions on this property.

Pelican House, 10 Currer Street: Purchased on 30th March 2016. There is no legal charge or conditions on this property.

The freehold property is shown above at original cost less any depreciation. As the value of the properties in use is considered to be greater than the net book value they remain valued at net book value.

Notes to the Financial Statements for the year ended 31st March 2023

13 Stock

	2023	2022
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2023	2022
	£	£
Trade debtors	440,903	326,453
Other debtors	5,254	3,654
Prepayments and accrued income	55,072	46,455
	501,229	376,562

15 Investments

	2023	2022
	£	£
Cambridge & Counties Bank (2 yr)	89,751	88,425
Hampshire Trust Bank (1 yr)	175,000	87,319
Monmouthshire B.S. (30 days)	5,696	5,639
Nationwide (35 days)	177,758	100,031
Redwood Bank (95 days)	180,891	102,414
United Trust Bank (1yr)	85,000	-
	714,096	383,828

16 Cash at bank and in hand

	2023	2022
	£	£
Petty cash	2,271	2,631
CAF Bank current account	26,231	27,246
CAF Bank instant deposit account	208,430	190,595
Co-operative Bank current account	82,868	83,868
CCLA Deposit Fund	51,050	51,050
Charity Bank	150,536	85,000
Monmouthshire BS deposit account	152,109	100,751
Scottish Widows instant deposit account	4,779	104,545
Shawbrook Bank deposit account	-	85,381
Unity Trust Bank	46,641	35,682
Virgin Money postal deposit account	-	102,372
Total	724,915	869,121

Notes to the Financial Statements for the year ended 31st March 2023

17 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	49,426	13,697
Taxation and social security	45,991	42,754
Other creditors	14,217	13,819
Accruals and deferred income	179,103	134,937
	288,737	205,207

Other creditors are employer pension contributions and childcare voucher payments, all of which are paid within 30 days.

18 Contingent liabilities

	2023	2022
	£	£
Grant for property purchase	175,000	175,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

19 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2023	2022
	£	£
Balance at 1 st April	111,153	24,300
Amount released to income	(111,153)	(24,300)
Amount deferred in the year	144,392	111,153
Balance at 31 st March	144,392	111,153

20 Capital Commitments

There were capital commitments of £400,308 at 31st March 2023, for planned building repairs in 2023/24 (2022: £nil).

21 Analysis of net assets between funds – current year

	Unrestricted			Total 2023
	General funds	Designated Funds	Restricted funds	
	£	£	£	£
Fixed assets	-	837,017	-	837,017
Current assets	987,858	595,184	357,698	1,940,740
Current liabilities	(107,633)	(76,213)	(104,891)	(288,737)
Long term liabilities	-	-	-	-
Fund balances	880,225	1,355,988	252,807	2,489,020

Notes to the Financial Statements for the year ended 31st March 2023

Analysis of net assets between funds- previous year

	Unrestricted			Total 2022
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	882,146	-	882,146
Current assets	893,692	383,721	352,598	1,630,011
Current liabilities	(75,325)	(3,460)	(126,422)	(205,207)
Long term liabilities	-	-	-	-
Fund balances	<u>818,367</u>	<u>1,262,407</u>	<u>226,176</u>	<u>2,306,950</u>

22 Purposes of funds

General Funds: These are the free reserves available to the charity for use without any restriction.

Designated Funds: These are unrestricted funds specifically designated for a purpose by the Trustees.

Achieve – DWP: Holds funds for the Achieve service, which may be reclaimed by DWP in specific circumstances if unspent.

Business Development: Holds funds allocated for future expenditure on a business development worker's staff costs. This fund was closed at the year end.

Lotus Housing: Holds funds allocated and received for Bridge's new accommodation scheme.

MoJ – Horizons Project: Held funds for this service which closed in 2022.

Premises Repair Fund: Holds funds allocated for future structural repairs and external decoration of our premises.

Manningham Lane Fixed Asset Fund: Holds the net book value of the freehold property and property improvements for 30 Manningham Lane.

North Parade Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

Pelican House Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

Salem Street Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

Restricted Funds: These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

ARG Grant: Held a grant from CBMDC's Additional Restrictions Grant scheme, which was spent in 2022-23.

Befriending Service: Grant and contractual income and related expenditure for this project.

Bridge Client Fund: Holds grants and donations from a number of sources specifically given for client related expenditure.

Circle Fund: Funding from the Natwest Circle Fund to support victims of economic and domestic abuse.

City Wellbeing Hub: Holds funding from the VCS Alliance to run the City Wellbeing Hub and associated service delivery.

Covid Health Inclusion: Holds funds allocated for future service provision costs on this project.

The Bridge Project
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Annual Report and Financial Statements 2022-23

Notes to the Financial Statements for the year ended 31st March 2023

Helping Hand: A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

Housing Support Grant: Funding received for a new Housing service launching in 2023.

LCF Grant: Holds grant funding from Leeds Community Foundation for development of a new client drop-in facility.

Lotus Project - Service Users: Holds money raised by the Lotus Project specifically for their service users.

Lotus Project - Target Hardening: Holds restricted funding to specifically improve the personal safety of Lotus Project service users.

MARAC Navigators: Holds funds allocated for future service provision costs on this project.

MARRS Grant: Holds funds allocated for a new post starting in 2023.

MoJ – MARAC Funding: Shows income and expenditure from the MoJ for a number of MARAC posts, all funds spent within the year.

National Lottery Community Fund: Shows grant funding spent during the year on building works at Salem St.

Rough Sleepers Grant: Holds funds from the Rough Sleepers Drug and Alcohol Treatment Grant for future service provision

Skillshouse: Holds funds allocated for future service provision costs on this project.

Spacious Places: Holds residual funds from this service which closed in December 2022.

Stronger Families - European Social Fund & Big Lottery: This joint funding for the Stronger Families project in Bradford is administered and monitored by Leeds City Council on behalf of ESF & Big Lottery.

SMU Navigators: Holds funds from the PHE's universal grant funding scheme, funding a substance misuse navigator service.

VCS Alliance Grants: Holds grant funding from the VCS Alliance for future distribution.

Notes to the Financial Statements for the year ended 31st March 2023

23 Movement in funds – current year

	Opening balance 1 st April 22	Income	Expenditure	Transfers	Closing balance 31 st March 23
	£	£	£	£	£
Unrestricted funds					
General Funds	818,367	2,143,552	(1,992,110)	(89,584)	880,225
Designated funds					
Achieve – DWP	-	18,719	(8,677)	-	10,042
Business Development	51,302	-	(40,672)	(10,630)	-
Lotus Housing	35,322	137,419	(93,804)	-	78,937
MoJ – Horizons Project	112,137	11,596	(8,972)	(114,761)	-
Premises Repair Fund	181,500	80,610	(37,102)	204,984	429,992
Manningham Lane, Fixed Asset Fund	265,981	-	(6,820)	-	259,161
North Parade, Fixed Asset Fund	156,421	-	(14,958)	-	141,463
Pelican House, Fixed Asset Fund	264,956	-	(25,240)	-	239,716
Salem Street, Fixed Asset Fund	194,788	-	(9,331)	11,220	196,677
	1,262,407	248,344	(245,576)	90,813	1,355,988
Restricted funds					
ARG Grant	11,500	-	(11,500)	-	-
Befriending Service	14,865	61,000	(62,900)	-	12,965
Bridge Client Fund	302	2,353	(2,645)	-	10
Circle Fund	38	5,000	(3,328)	-	1,710
City Wellbeing Hub	-	200,151	(123,426)	-	76,725
Covid Health Inclusion	5,992	-	-	-	5,992
Helping Hand	400	-	-	-	400
Housing Support Grant	-	11,258	(10,708)	-	550
LCF Grant	20,000	20,000	(12,289)	-	27,711
Lotus Project – Service Users	1,995	-	(1,488)	-	507
Lotus Project – Target Hardening	3,345	-	(153)	-	3,192
MARAC Navigators	29,850	170,263	(147,849)	-	52,264
MARRS Grant	-	15,000	-	-	15,000
MoJ – MARAC Funding	-	93,435	(93,435)	-	-
National Lottery Community Fund	-	10,000	(10,000)	-	-
Rough Sleepers Grant	46,532	33,480	(71,190)	-	8,822
Skillshouse	21,102	63,448	(56,420)	-	28,130
Spacious Places	46,650	10,217	(54,522)	(1,229)	1,116
Stronger Families - European Social Fund & Big Lottery	3,661	76,620	(80,281)	-	-
SMU Navigators	16,944	167,864	(170,095)	-	14,713
VCS Alliance Grants	3,000	-	-	-	3,000
	226,176	940,089	(912,229)	(1,229)	252,807
Total funds	2,306,950	3,331,985	(3,149,915)	-	2,489,020

Notes to the Financial Statements for the year ended 31st March 2023

Transfers between funds:

The £89,584 of net transfers from General Funds is split as follows:-

- £11,220 to the Salem St fixed asset fund, to cover the purchase of a new server.
- £90,223 to the Premises Repair Fund, in relation to the major repair works at Salem St.
- £10,630 from the Business Development Fund, as this post has now been incorporated into operational budgets.
- £1,229 from the Spacious Places fund, approved transfer of donations following the closure of that service.

The £204,984 net transfer into the Premises Repair Fund is split as follows:-

- £90,223 from General Funds
- £114,761 from the MoJ Horizon's fund.

24 Movement in funds – previous year

	Opening balance 1 st April 21	Income	Expenditure	Transfers	Closing balance 31 st March 22
	£	£	£	£	£
Unrestricted funds					
General Funds	776,531	2,138,680	(1,890,309)	(206,535)	818,367
Designated funds					
Business Development	82,437	15,000	(46,135)	-	51,302
Lotus Housing	-	73,545	(38,223)	-	35,322
MoJ – Horizons Project	127,715	57,768	(73,346)	-	112,137
Premises Repair Fund	24,500	7,000	-	150,000	181,500
Manningham Lane, Fixed Asset Fund	212,570	-	(6,820)	60,231	265,981
North Parade, Fixed Asset Fund	171,379	-	(14,958)	-	156,421
Pelican House, Fixed Asset Fund	290,196	-	(25,240)	-	264,956
Salem Street, Fixed Asset Fund	203,297	-	(8,509)	-	194,788
	1,112,094	153,313	(213,231)	210,231	1,262,407
Restricted funds					
ARG Grant	-	11,500	-	-	11,500
Befriending Service	-	97,740	(82,875)	-	14,865
Bridge Client Fund	515	3,365	(3,578)	-	302
Circle Fund	2,500	-	(2,462)	-	38
Covid Health Inclusion	5,998	-	(6)	-	5,992
Helping Hand	400	-	-	-	400
Housing First – Personalisation	2,222	16,825	(15,351)	(3,696)	-
LCF Grant	-	20,000	-	-	20,000
Lotus Project – Service Users	1,939	205	(149)	-	1,995
Lotus Project – Target Hardening	3,808	-	(463)	-	3,345
MARAC Navigators	22,943	170,080	(163,173)	-	29,850
Rough Sleepers Grant	-	46,532	-	-	46,532
Skillshouse	26,494	63,448	(68,840)	-	21,102
Spacious Places	-	86,842	(40,192)	-	46,650
Stronger Families - European Social Fund & Big Lottery	1,667	89,303	(87,309)	-	3,661
SMU Navigators	-	125,898	(108,954)	-	16,944
Test and Trace CP8 Grants	3,750	-	(3,750)	-	-
Top of Town – Community Safety Funding	8,515	13,675	(22,190)	-	-
VCS Alliance Grants	3,000	-	-	-	3,000
	83,751	745,413	(599,292)	(3,696)	226,176
Total funds	1,972,376	3,037,406	(2,702,832)	-	2,306,950

Notes to the Financial Statements for the year ended 31st March 2023

25 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	61,858	93,581	26,631	182,070	334,574
Adjustments for:					
Depreciation charge	-	56,349	-	56,349	55,527
Deduct Interest income shown in investing activities	(17,397)	-	(182)	(17,579)	(4,842)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(18,876)	(127,078)	21,286	(124,668)	(122,489)
Increase (decrease) in creditors	32,308	72,753	(21,531)	83,530	109,833
Net cash provided by (used in) operating activities	57,893	95,605	26,204	179,702	372,603

26 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Cash in hand	29,246	448,555	247,114	724,915	869,121
Notice deposits (less than 3 months)	183,454	-	-	183,454	105,670
Total cash and cash equivalents	212,700	448,555	247,114	908,369	974,791

27 Disclosure of Trustee / Related Party Transactions

Jon Royle, Chief Executive, is a Trustee and the Chair of Faces and Voices of Recovery UK (FAVOR UK), Charity No.SC043961, which organises the national Recovery Walks that Bridge service users attend. There were no financial transactions between Bridge and FAVOR UK in either year.

David Memery, a trustee of Bridge, is employed by Create Strength Group (CSG), Charity No 1193551 as their senior manager. Bridge received £3,731 from CSG in 2023 for office accommodation and support services (2022: £2,353), Bridge paid £500 to CSG for staff training in 2023 (2022: £530), and a grant of £3,820 through the City Wellbeing Hub small grants scheme (2022: £nil)

No payments were made to Trustees in 2022-23 for any services in a professional capacity, outside of their role as a trustee. (2022: £nil)

28 Ultimate Controlling Party

The charity is under the control of the board of trustees.

29 Post Balance Sheet Event

There are no post balance sheet events to report.

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Accounts



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2022

**35 Salem Street
Bradford
West Yorkshire
BD1 4QH**

**Registered Charity No. 517356
Company Limited by Guarantee No. 01946704**

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Our Objects:

To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services to persons or members of their families who:

- Have been, or are, or are in danger of becoming substance misusers.
- Have committed, or are likely to commit crime.
- Have been, or are, or are in danger of experiencing mental health conditions.
- Have been, or are, or are in danger of becoming homeless.
- Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Our Mission:

To empower people experiencing multiple barriers to achieve positive change.

The priorities for Bridge are to work with individuals, families, partners and communities to:

- Improve people's lives in a sustainable way, recognising that solutions are often complex and need to address a range of issues such as substance misuse, risk taking behaviours, relationships, housing, physical/mental health and employment.
- Advocate for the needs of people who are most marginalised and experiencing stigma in society.
- Work in partnership to provide effective early intervention, prevention and reduce health inequalities.
- Practice in a collaborative way that promotes opportunity for co-production and determines an outcome that draws on the person's strengths and assets.

Our Vision:

We deliver services that are life changing for our beneficiaries. We have an organisational culture that enables us to be the best we can be and maximises the impact of our resources.

We are an organisation where excellence is seen as the norm and our services, solutions and programmes are fresh, innovative and tailored to meet the needs of the people we work with.

People come to us because we believe in their potential and they know they will be treated with respect, care and compassion. Our staff share our mind-set, are highly motivated and will always strive to do their best for their service users.

Partnerships are meaningful and productive and we work with other organisations, commissioners and stakeholders to build stronger, safer and sustainable communities supporting each other in the process.

We constantly strive to learn and challenge ourselves to improve and to achieve our purpose. We value and honour our history and the wealth of knowledge we have accumulated, looking ahead to give hope and a better future for our beneficiaries of tomorrow.

Our Values:

Bridge is a value driven organisation. These strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

Integrity – always doing the right thing.

Compassion – not judging the people who use our services, responding to them with kindness and understanding.

Empowerment – enabling people to achieve their full potential

Equitable – respecting each person's uniqueness and treating them fairly

Ambition – striving for excellence

Sustainable – ensuring we are in for the long haul

Boldness – willingness to take calculated risks and having courage to face challenges

Recovery Statement:

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person with a substance misuse problem to live a meaningful life in a community of his or her choice while striving to achieve his or her full potential.

Bridge will use the following core principles to build resilience and facilitate recovery:

- Fostering hope, as a source of motivation and strength for Service Users when trying to overcome challenges in their lives.
- Enabling Service Users to take personal responsibility for their own self-care and Recovery, for their families, children and the community.
- Tailoring services to the unique needs of Service Users, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a Service User's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of Service Users and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of Service Users in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for Service Users to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering Service users to have a right to participate in decisions that will affect their lives; the right to determine their own path of Recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging Service Users to influence the design of services and participate in their evaluation and delivery.
- Welcoming former Service Users and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2022. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Impact of the Covid Pandemic:

This report reviews service delivery and performance for the year up to 31st March 2022, the second year of the Covid pandemic in the UK. Following the third national lockdown in January and February 2021 there was then a general easing of restrictions from March through to July. However, social distancing measures and restrictions were re-introduced in December 2021 due to the Omicron variant, these were then relaxed in early 2022.

As in the first year of the pandemic Bridge remained fully operational and client focused throughout 2021-22. The charity continued to follow all guidance and appropriate advice to minimize the spread of Covid within our staff and client groups. Face to face work was undertaken in a Covid safe manner, most business meetings continued to be held virtually, and where there was no impact on service delivery staff were able to work from home if appropriate. No funding was lost due to the pandemic.

Review of Activities and Performance

Bridge's individual services are detailed below, reporting on activity and performance, they have been split into five main headings which cover all aspects of our service delivery. It should be noted that the methods of recording and reporting performance data varies between services, depending on contractual arrangements. Bridge use the Eclipse case management system for most of the contracts held directly, whereas the data for the Liaison and Diversion service, MoJ Horizons project, and New Directions is held by the respective lead organisation, as such the outcome data available does vary between services.

Drug and Alcohol Treatment and Recovery

New Directions – Bradford's Adult Drug and Alcohol Treatment and Recovery System

New Directions is a partnership between Change Grow Live (CGL), The Bridge Project, and Project 6, delivering an individualised, recovery focused service for adults (18+) wishing to make positive changes to their drug or alcohol use.

New Directions has three main delivery hubs and also works across the Bradford district from a range of GP surgeries and community venues providing information, advice, and treatment including 1-1, group and peer support. The service supports people experiencing difficulties with illegal drugs, alcohol, prescription medications, mental health, and steroid use.

As part of the New Directions partnership Bridge provides specific programmes and interventions including:

Change: Working primarily with people who are not using opiates and alcohol users who are drinking at harmful, but not dependent levels. This team provides an enhanced brief intervention programme, based on individual need, to reduce or stop their drug or alcohol use, typically 6 sessions, but potentially up to 12 for crack cocaine users. The Change team holds a caseload of approximately 165 clients at any one time.

During the year, in response to Covid, the team has provided support predominantly online and via telephone with face to face gradually restarting in GP practices as the restrictions eased. Evening sessions have been provided for those who are employed or unable to attend during the day.

This team also facilitates treatment groups, up to 10 per week during the year both online and face to face. Support includes:

- Drink Down – supporting those who do not wish to detox fully to reduce safely and sustain a safe level of drinking
- Extended Brief Interventions – Group delivery for those preparing for alcohol detox
- Foundations of Change – a structured programme that works with those who feel they may be ready to start making changes in their life.

In 2021-22 the programme supported approximately 500 people.

Low Need High Recovery Capital: This team holds a caseload consisting of service users whose primary addiction is either alcohol, opiates, or both; and have progressed through structured opiate and alcohol treatment, including inpatient alcohol detoxification programmes; and are making significant improvements to their recovery and social re-engagement status.

The team work on a 1-1 basis, enabling service users to continue on their recovery journey, supporting them to identify and reach the next steps including health, training, education, activities, and volunteering. For those not abstinent the team work alongside CGL's prescribing team to continue safe prescribing including detox.

During the year the service supported approximately 500 service users. Progress for many service users has been challenging to maintain, due to the impact of Covid, but with the new, flexible approaches there have continued to be notable successes for our clients.

Addiction to Medications (ATM): This service has been nationally acclaimed as a model of good practice and has brought involvement with various influential bodies such as the All-Party Parliamentary Group. By working in conjunction with GP practices and based within the practice, this service helps individuals who have become dependent on prescribed opiate-based painkillers.

In the previous year the service had moved primarily to online delivery with one-to-one support and group sessions held virtually by the ATM worker and the peer/volunteer supporters. In 2021-22 101 people were supported.

Concerned Others: Provides a service to parents, grandparents, partners, or other family members of drug/alcohol users, which is delivered during both day and evening sessions. Bridge provides both one off support sessions and structured interventions to those concerned or struggling with someone else's drug or alcohol use. The service has a 0.5 FTE worker who has seen continued high volumes of request for support. Caseload is up to 35 individuals at one time and over the year 65 individuals have received support.

The Vault Recovery Café: Prior to the pandemic the café provided a safe, peer-led environment for people wanting to address and or continue their recovery journey, as well as providing affordable meals and hot drinks for up to 40 people per day. Due to the ongoing Covid restrictions, the Vault remained closed throughout 2021-22. However, a larger Covid safe space in the city centre was rented from March 2021 and face to face recovery focused groups met daily throughout the year.

The Recovery Activity guide continued to be produced which:

- Identified community and recovery activities and resources.
- Provided advice on safe access to online groups.
- Distributed local mutual aid information.

Volunteering:

Bridge's volunteer programme provides a pathway for people in recovery from substance misuse issues and others from across Bradford to use their skills, knowledge and experience in support of our service aims. Volunteers inspire and provide hope through visible recovery and enable Bridge to enhance capacity across many services. The programme offers:-

- Accredited course qualifications at Level 1 and 2 in Health and Social Care.
- Ongoing training and development including regular supervision.
- Flexible routes into volunteer/support roles.

Volunteers have continued to be involved in roles since the start of the pandemic, however this has been at a lower level than previous years due to restrictions on face-to-face work. Volunteers continued to complete hours on site in-line with infection control procedures whilst others moved to online and telephone roles. A number of new roles were developed to meet the needs of clients and to support service delivery. Volunteer roles include:-

- Food/meal preparation and distribution.
- Social media – self-care info and support.
- Drug testing.
- Telephone ‘befriending’.
- Volunteer programme/training delivery support.
- Online group delivery/women’s group delivery.
- Service user involvement.
- ICT support for clients.
- Homeless outreach support.
- Needle Exchange.
- Walk and Talk.

Outcomes 2021-22:

- 36 volunteers provided support.
- 7,921 hours of volunteering time given.
- 28 people joined the programme and completed at least one qualification at Level 1, 21 people went on to do the Level 2. 49 qualifications were awarded altogether. Additional certificates in customer care and employability skills were also completed by all Level 2 learners.
- 4 volunteers completed qualifications at Diploma or Level 3.
- 12 people completed a fast-track volunteer training offer.
- 18 people achieved paid employment; 9 in full time posts; 9 in part time posts; 11 were employed by Bridge or CGL; and 5 in a health/social care related organisation.
- 4 people were successful in getting onto degree courses and will shortly complete their first year. 2 are studying social work, 1 nursing, and 1 counselling skills.

One80 – Bradford’s Young Person’s Drug and Alcohol Treatment and Recovery Services

Bridge provides a comprehensive drug and alcohol service for young people up to age 21 living across Bradford district who are concerned about their substance misuse issues. A team of 3 FTE specialist substance misuse support practitioners provide a confidential and personalised service for young people helping them to identify issues with drugs and alcohol and develop a tailored care plan focused on their strengths and needs, alongside clear risk and safety education around their use. The staff team works in close partnership with the young person, and anyone involved in their life. This may include family members, children’s social care, schools, youth offending team, CAMHS and wider networks of support that are important to the young person.

The service also supports family members, friends, schools, social workers, and other professionals who are concerned about a young person’s use of drugs and alcohol.

With ongoing school closures and other restrictions during the year the service worked flexibly to increase access, providing remote and on-site access in order to build resilience and capacity for young people.

Outcomes 2021-22:

- 145 young people were referred to the service.
- 110 young people engaged with the service.
- 61 young people were supported with brief intervention packages.
- 49 young people required intensive treatment support or extended intervention.
- 30 young people were discharged from the service, of which 15 successfully completed their treatment.

During the year a six-month pilot project was undertaken in partnership with Breaking the Cycle and Bradford Royal Infirmary, which aimed to reduce the numbers of young people involved in gang crime. A Bridge worker provided proactive outreach to young people involved with substance misuse and not engaged/connected with One80. The legacy of the project including shared learning across the partnership and new referral and support pathways with Breaking the Cycle.

Spacious Places

Following an approach from the Trustees of the Spacious Places charity in 2020, Bridge merged with their charity in September 2021 and took on responsibility for their services. Spacious Places is an abstinence-based, non-residential programme, which operates in Leeds city centre. It is based on the 12 Step teaching of organisations such as Alcoholics Anonymous and Narcotics Anonymous for both men and women (18+) in Leeds who want to achieve recovery from drug and alcohol addiction.

The service offers

- 15 hours per week of structured day treatment.
- Attendance is 12-3pm Monday-Friday (plus key working sessions as required).
- Group sessions take place 1-3pm.
- Access to suitable volunteer placements and resettlement services.

Outcomes 2021-22

- 37 successful treatment completions reaching full, sustained abstinence.
- 17 volunteer placements.

During 2021-22 Bridge funded this service using residual funds transferred from Spacious Places along with ongoing donations from supporters of the service. Bridge's aim was to seek long-term funding for the service through grant applications, unfortunately as of September 2022 no additional funding has been found and it is planned to close the service in December 2022.

Complex Needs

WY-FI legacy: Multiple Needs Navigator Service

This is a continuation of the West Yorkshire Finding Independence (WY-FI) programme in Bradford, funded since June 2020 by Bradford Council and retaining all elements of the original project. Like a number of Bridge's recent new services it uses a navigation model for the implementation and delivery of services.

The MARB (Multi Agency Review Board) partners remained fully committed and continued to meet monthly throughout the year. Meetings continued virtually with managers attending from; National Probation Service; New Directions; Housing – Local Authority & Multiple Needs providers; West Yorkshire Police – Integrated Offender Management; Bradford District Care Trust – Integrated Outreach Team ; Bevan Healthcare.

Outcomes 2021-22:

Although there are now several multiple needs services delivered across the district, targeting specific cohorts, the need for the most disadvantaged people with multiple vulnerabilities who struggle to maintain engagement continues, and service demand remains high.

- 30 individuals received some or all elements of the service over the 12-month period of which 21 were new referrals during the year.
- 21 new beneficiaries received navigation services during the year
- 9 clients had transferred from the original WY-FI service, of which 3 remain engaged with the service, 2 transferred to Housing First and 4 successfully exited the service.

Universal Grant - Substance Misuse Navigation Service

In 2021 Bradford Council received additional funding, through the Government's Universal Grant for Substance Misuse Treatment and Recovery, to build capacity within substance misuse provision. Bridge are working together with CGL and Project 6, as part of the New Directions partnership to ensure the aims of this grant are met.

Bridge is delivering a navigation service to individuals who have a primary substance misuse issue but who also have more significant multiple unmet needs, to support their preparation and engagement with treatment provision while also working to address their wider unmet needs. The Bridge team consists of 3 full-time and two part-time workers. The service launched in the summer of 2021, and funding has now been extended through to 2023.

Outcomes 2021-22:

The service received 72 referrals, which has resulted in

- 48 journey starts.
- 5 referrals transferred to CGL's PHE team.
- 7 transfers to other appropriate Bridge services.
- 12 inappropriate referrals closed.

- 13 case closures.
- 32 clients currently on caseload.
- 45% have reduced their offending behaviour.
- 73% have accessed relevant services to support their physical needs including substance misuse.
- 50% have reduced their use of emergency services.

The Lotus Project

This is a multi-disciplinary team designed to engage with commercial sex workers in the Bradford and Airedale areas with multiple unmet needs and vulnerabilities. The team consists of five Liaison Case workers and, due to high levels of intimate partner violence, coercion, control, and sexual assaults, one specialist Independent Domestic Violence Advocate/Independent Sexual Violence Advocate (IDVA/ISVA). The team are community based and conduct evening street outreach sessions to improve engagement.

The service works holistically with the service user to develop a package of care to suit their individual needs such as accessing housing, drug treatment, physical, mental, and sexual health, benefits/finances as well as supporting service users who are experiencing domestic and sexual violence/abuse

Lotus service users are predominantly women, but a small number are men or transgender. The majority have complex disadvantages including drug and/or alcohol dependency, poor physical and mental health, domestic and sexual abuse trauma, children removed from their care, self-harm/suicide attempts, homelessness, or poor-quality housing in addition to sex working. They are often the most vulnerable, high risk and most difficult to engage groups that Bridge works with.

The service works with the Safeguarding and Precision Police Teams to manage both victim risks for domestic and sexual violence and protection work for trafficked victims including foreign nationals. Bridge chairs a multi-agency safeguarding meeting which is held each month with partners from both voluntary and statutory agencies spanning Police, NPS, CRC, Bevan Healthcare, Bradford District Care Trust, housing, and substance misuse to discuss and plan for the management of highest risk cases and coercive controlling violent linked individuals.

Outcomes 2021-22:

- Supported a total of 132 clients, of which 112 were supported by an allocated case worker and 20 were supported by way of pre-case work and sightings only.
- 18 clients have successfully exited sex work.
- 2 have gone on to gain paid employment and 1 is volunteering in a charity shop.
- 12 clients have reconnected with estranged family members.

Lotus Housing Project

The Lotus Project has long acknowledged that access to suitable housing for this client group has been the single major barrier for them to achieve a settled lifestyle. Without stable housing in place staff have found it difficult to progress clients' recovery and assist them to successfully develop routes out of, and exit, sex working. In response Bridge have developed a new housing project specifically for this client group. Bradford Council have provided enhanced levels of Housing Benefit for clients referred into the project and this funding enabled Bridge to recruit a Housing Support Officer (HSO), who started in July 2021.

The HSO has developed pathways and relationships with several private landlords across the district. The positive relationships that have been developed have built confidence with the landlords that renting to Bridge to support this client cohort is good business for them. The additional support from the HSO helps maintain the tenancies and reduces the need for the landlords to intervene or be intensively engaged with the rentals.

The HSO supports all aspects of the clients housing needs (e.g. rents, property maintenance, repairs, appliances and other resources). The Lotus Project staff provide full case management for all health and social care needs. In this way the clients are receiving a co-ordinated package of care and support which maximises their chances of making and maintaining positive change in their lives.

Outcomes 2021-22:

- 10 properties were leased by Bridge and sub-let to clients.
- 14 women were supported to access and maintain their tenancies.
- 4 women made positive exits and moving to mainstream accommodation provision.

Multi-Agency Risk Assessment Conference (MARAC) Navigator Service

MARAC Navigators provide intensive one-to-one support for both victims and/or perpetrators of domestic abuse to help them make positive changes in their lives that, reduce the risks associated with their personal situations, and improve their health and wellbeing.

Referrals to the service are made directly from the MARAC meetings and navigators work with small caseloads of typically 10 cases each. The overarching aims are to:

- Provide intensive and aspirational person-centred support through building a trusting relationship with the victim, perpetrator, or both, to start to address issues that contribute to incidents of abuse.
- Proactive and intensive work with the victim and/or perpetrator to build all the networks of support that wrap around the individual to facilitate recovery, building and sustaining hope.
- Work as part of a wider team to build and evidence what future support should look like.

The service is unique in that nationally it is the only service that works with, and supports, both the victim and the perpetrator in the relationship with each having their own Navigator.

Funding for this service increased during the year and as result Bridge's delivery team increased from three to four MARAC Navigators including one senior worker. Further funding was also awarded in June 2022 to provide additional specialist staff.

Outcomes in 2021-22:

- Supported 43 service users.
- 15 clients secured accommodation.
- 18 non molestation/restraining court orders secured.
- 52% reduction in police call outs.
- 885 hours of partnership time saved.

NatWest Circle Fund

Bridge received a grant of £2,500 to provide support for victims of domestic abuse, through the Lotus Project and MARAC services. £2,462 was spent during 2021-22 on emergency secure accommodation for vulnerable clients, and providing basic furniture and white goods to clients moving into new homes to ensure they were properly equipped, safe and welcoming homes.

Housing First

Housing First is an internationally evidenced intervention, which has proven success in supporting people with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain it.

In 2018 Bridge launched a pilot project to deliver the housing support element of Housing First across Bradford district. The pilot was subsequently extended to 2021, then in October 2021, following a tender process, Bridge were awarded a three-year contract.

Referrals to the programme are through the Complex Housing Needs Panel which meets monthly to broker housing solutions for the service users referred.

Outcomes 2021-22:

- 19 people have sustained accommodation for over 3 months, of these 10 people have been in accommodation over 1 year.
- 65% have engaged with services to address their substance needs.
- 95% have engaged with services to meet their physical health needs.
- 69% have engaged with services to meet their mental health.
- 62% have reduced their offending behaviour.
- 2 beneficiaries have commenced volunteering.
- Presentation at Homeless Link Housing First Network- Liverpool's pilot.
- Presentation with commissioners on Bradford to Homeless Link.

Homeless Outreach Partnership (HOP)

This is a multi-agency partnership providing services to the street homeless, aimed at identifying and reducing rough sleeping within the city, one of Bridge's Housing First workers is embedded within this team.

Top Of Town Project

A group of key community safety partners from West Yorkshire Police, Bradford Council, voluntary and private sector started meeting in 2020 to co-ordinate responses to crime and anti-social behaviour in the area around the Oastler Centre in Bradford city centre an area commonly known as the "Top of town". As a result of these meetings a pilot project was funded through the Council's Safer Communities team. Bridge were funded to provide a part-time navigator and part-time peer mentor to provide proactive navigation to individuals selected from a list of people engaged in anti-social behaviour, street drinking, or begging in the target area. Twelve individuals were selected by the Police. The pilot ran from June 2021 through to March 2022.

Outcomes 2021-22:

- There was a demonstrable difference made to the lives of the 12 individuals during the ten-month pilot.
- 10 individuals had a positive exit from the service.
- There was a noticeable reduction in anti-social behaviour in the area during the project period.

Learning from this pilot will feed into new service development, and some elements of the service have continued through other Bridge services working in the city centre.

Alcohol Safe Space

A pilot project funded by Bradford Council's Public Health team to tackle issues associated with alcohol intoxication in Bradford City Centre's night-time economy. The pilot was due to start in December 2020, however due to Covid lockdowns the launch was delayed until June 2021 and ran through to March 2022.

The project provided a safe space for people visiting Bradford city centre pubs and clubs on Friday and Saturday evenings. This dedicated safe space, at our Salem Street premises, was designed to ensure people received support for alcohol intoxication and minor injuries, including those seeking refuge from vulnerable situations while out in the city centre.

Outcomes 2021-22:

There were 20 referrals to this pilot project of which:

- 75% came from licensed premises, of those referrals 80% were made by security staff of the venue.
- 15% were made by West Yorkshire Police
- 10% were from Street Angels.

The learning from this pilot will assist in the development of any similar services in the future.

Rough Sleeper Drug and Alcohol Treatment Grant

In late 2021 Bridge was awarded additional funding via Bradford Council from the Government's Rough Sleeping Drug and Alcohol Treatment Grant for a new project aimed at reducing homelessness and rough sleeping across the district. Recruitment of two full-time posts, a navigator and a recovery support worker was undertaken in the spring of 2022, with the service launching in April 2022. Activity and outcomes will be detailed in next year's report.

Criminal Justice

Liaison and Diversion (L&D)

Liaison & Diversion is a multi-agency service, led by Wakefield Council, running across West Yorkshire, working with all ages who have become involved in the criminal justice system with the aim of diverting individuals away from crime and into health, social care or other support organisations. The partnership includes the NHS, West Yorkshire Police, Touchstone, Together Women, and Bridge.

L&D services identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first encounter the criminal justice system as suspects, defendants, or offenders. They focus on the causes of individual behaviours and deliver person centered support to reduce risk factors associated with offending and signpost people to longer term support as required.

Bridge is the substance misuse specialist within the partnership, providing staff members in each of the five council areas and also the expertise training and support around substance misuse. Bridge's support-time recovery workers, in addition to holding a caseload, offer screening in the custody suite. All those who agree to come onto the caseload are offered time-limited outreach support to connect to the right services, organisations, and available support in the community. This may include health/social care, community activities, education, and mental/physical health. Referrals for L&D can only be made from a criminal justice service, with these primarily coming from the custody suite. Caseloads for the support-time recovery workers is between 25-30 clients at any one time.

During the year Bridge's staff team increased from five to eight, with the addition of an arrest referral senior worker, and two court and community link workers in Calderdale and Wakefield.

The arrest referral senior worker has been highly successful integrating test on arrest within the Liaison and Diversion model as an alternative to embedding with substance misuse service. The court and community link workers were both developed with enhanced partnership working between court, probation, L&D, and drug services, and have increased uptake of drug rehabilitation requirements and alcohol treatment orders in court.

Bridge's support-time recovery worker in Wakefield now also acts as the youth lead in that area.

Ministry of Justice (MoJ) Horizons Project

This MoJ funded a three-year pilot project, which provided housing choices for people leaving HMP Leeds, ended in July 2022. The aim was to reduce homelessness and re-offending amongst men leaving HMP Leeds who wanted to settle in West Yorkshire. The service ensured that support was given prior to release from custody to identify suitable housing. Intensive support was provided by a skilled navigator team under the leadership of a lead navigator, and then guidance was provided for a further two years post release whilst living in the community.

The service was led by Inspire North, operating across the whole of West Yorkshire with Bridge the delivery partner for the Bradford district and also contributing across West Yorkshire with clients housed in Huddersfield and Calderdale.

Entry to the scheme closed in August 2020 to allow the maximum of 2 years support in the community

Outcomes in 2021-22:

- The programme was able to house 80% of the cohort in suitable accommodation, of which 85% were in a direct let, 5% a managed let, and 10% accessed a rehabilitation placement for recovery.
- Positive results have included sustainability of tenancies, reduction of reoffending, reduction in anti-social behaviours and reconnection of clients to their families.

Education, Employment, and Training

Stronger Families

Stronger Families applies a multi-agency approach supporting parents and families to overcome barriers to training, education and employment across the Bradford district. The service is delivered via outreach, meeting parents/families in their own homes, community centres, or other locations that meet the needs of the individual. Referrals come from various sources, professional and self-direct to the Stronger Families hub and are allocated out to partner organisations.

Stronger Families support was adapted as families adjusted to school closures and isolation periods during the year.

As a partner provider in Bradford, Bridge started the year with two keyworkers, and during the year successfully tendered for an additional two additional posts, with 2.5 FTE keyworkers in post at the year end and a further post approved but in recruitment at the year end. The keyworkers work intensively with the families for up to 6 months to overcome barriers to training, education, and employment. The work takes place in the community providing face to face and remote support in an agreed venue, which may include their home, local park, children's centre, school or cafe.

Outcomes 2021-22:

- Bridge supported 39 families,
- 10 families left the programme having secured employment,
- 15 were engaged in education or training.

Stronger Families Peer Mentor Programme

This was a fixed-term pilot, volunteer programme that ran for 12 months up to September 2021. Bridge had successfully tendered for this pilot programme and employed a full-time worker who covered both Leeds and Bradford. The aim of the programme was to work with participants who had completed the Stronger Families programme and provide an opportunity for training and education within Stronger families itself. The programme was co-produced with participants of the Stronger Families' parent participation group, with regular meetings on progress, reviews, development, and ideas, in order to promote a peer-led approach and a sense of connection and identity to the programme.

Outcomes for Oct 20 to Sept 21:

- 51 individuals referred to the programme.
- 22 started the peer mentor training.
- 21 completed the training.
- 2,522 hours of participation by peer mentors.
- 11 peer mentors moved into employment or enrolled in college.

DWP Treatment Link Service

Up to January 2022 Bridge provided two specialist substance misuse treatment workers, one working across Bradford, the second across Leeds, Wakefield & Calderdale. The workers supported Jobcentre Plus work coaches to identify customers with unmet substance misuse treatment needs, and pro-actively supported customers to access specialist services. Having a specialist treatment worker based within a Jobcentre Plus provided DWP staff with access to support pathways to provide their customers with an opportunity to make significant positive changes to their lives. Customers were able to access support on a wide range of complex social issues that affect them and their families. Unfortunately, due to a change in DWP's contracting arrangements both these contracts ended in January 2022.

Outcomes 2021-22:

Bradford

- 224 individuals referred to the service accepted the support and accessed specialist support.

Leeds, Wakefield and Calderdale

- 159 individuals referred to the service accepted the support and accessed specialist support.

SkillsHouse

This a new service, launched in Spring 2021, and is a partnership led by Bradford Council that includes educational organisations, voluntary services providers, and employers. The service helps connect out-of-work residents to jobs and training. Bridge employs two full-time workers who provide free, impartial information, advice and guidance helping Bradford residents into employment and training. Support includes:

- Job search support and access to employment and apprenticeship opportunities.
- Access to free training to improve skills and employability.
- CVs and application support.
- Interview preparation.
- Access to pre and in work support services.

Outcomes 2021-22:

- 144 clients provided with career consultation and advice
- 126 clients started a training course
- 11 clients moved into full-time work

Communities, Early Intervention, and Prevention

Community Partnerships

During 2021-22 Bridge employed three staff working across two Bradford based Community Partnerships supporting GP practices to promote engagement and healthy living awareness raising campaigns.

Living Well Champion - South Community Partnership 10

This was a part-time post working across the South Community Partnership 10 area. The service had been significantly impacted by Covid in the previous year with the worker heavily involved in supporting the GP practices with Covid immunisation work. 2021-22 saw a gradual return to normal service delivery and the main activity highlights during the year were:

- GP text messages to 18- to 30-year-olds. For example, encouraging recipients to click on the 'My Living Well' website's BMI calculator. This significantly increasing viewings of this page, from between 1 and 4 per day, to a peak of 770 viewings soon after the message had been sent. A similar spike occurred on the weight management support pages, a link provided from the BMI calculation if appropriate. Traffic to the Healthy Minds page of Bradford Mind, increased by 80% in the week following messages which signposted users to local support according to their need.
- Childhood vaccinations campaign: Poor MMR vaccination uptake had been identified as a cause for concern in Bradford. The worker produced postcards, endorsed by a local GP and translated into Czech and Slovakian, which were distributed to all children attending two nurseries in the target area.

Unfortunately, due to changed priorities within the locality funding for this contract ended on 31st March 2022.

Affinity Care Community Partnership

Bridge has two full-time posts working within this Community Partnership: a Living Well Champion and a Volunteer Co-ordinator. In addition, Bridge's CEO is the Vice Chair of the leadership team representing the Voluntary and Community Sector. Much of the year's work involved supporting the successful roll out of the Covid vaccination programme and coordinating the many volunteers who stepped forward during this critical period. Bridge continued to develop and grow the network of volunteer Practice Health Champions who provide a range of community activities and support groups across the Community Partnership footprint. The Living Well Champion produced a regular newsletter highlighting healthy living activities, maintained the social media platforms and continued to deliver targeted initiatives addressing health inequalities, health awareness campaigns and events.

Together Talks Telephone Befriending Service

This service was developed by Bradford Council, the local NHS and the Voluntary and Community Sector, in the early stages of the pandemic as a response to the lockdowns and the social isolation experienced by some. This multi-agency initiative is hosted by Bridge, and aims to:

- Support adults to live happy and fulfilling lives.
- Support adults who would benefit from a regular, non-judgemental listening ear to support with their day to day lives.

Telephone Befriending is an opportunity to engage with a Befriender. Volunteer befrienders offer their time to support and discuss hobbies, interests and enable individuals to discuss their feelings. The service provides a human connection, incorporating active listening, emotional support and signposting to other services and provision of reliable information. The service has positive impact on social isolation and the fear, anxiety or loneliness that can often be experienced by suffer such isolation. Volunteer befrienders make regular contact with people by telephone to give opportunities for positive connections and peer support for any issues they wish to discuss.

In response to growing demand Together Talks are now working in partnership with a range of specialist services across the Bradford District to offer bespoke services to targeted groups – these include Domestic Abuse survivors, Early Help families, and adults in receipt of social care.

Together Talks, enables individuals to develop a trusting, non-judgemental and supportive relationship with a volunteer, encouraging them to become more socially included.

Volunteer Telephone Befrienders complete online training which includes safeguarding, equality & diversity, telephone security, best practice and our code of conduct. All Volunteer Telephone Befrienders have a valid and current DBS certificate, have completed a telephone interview and a reference check. The Volunteer Telephone Befrienders are managed by a friendly, dedicated, and professional team called the Together Talks Support Team

Outcomes 2021-22:

- Total calls 2021-22
 - Wellbeing strand: 2,879
 - Adult Social Care strand: 483
 - Early Help strand: 443
- 40 active fully trained Volunteer Befrienders (1 Befriender can take up to 3 Befriendees)
- 58 Befriendees matched with a Volunteer Befriender.

Plans for the Future:

People We Support

We will listen to the voice of the people we support and ensure that they are at the heart of everything we do. The cost-of-living crisis has a disproportionate impact on the most vulnerable, and within our resources we will endeavour to ameliorate the impact, through additional measures such as free food and clothing donations.

Growth

Our services continue to be a high demand and our reputation for quality ensures we enjoy a high degree of success when tendering or bidding for new business. We will build on our successful "Navigation" model, retain and secure new business and expand our footprint. This year the contract for Bradford Adult Substance Misuse Services will be retendered backed by increased government investment. We are confident, that together with our partners we will retain this contract and increase our market share.

Recovery Housing

We will evaluate our Recovery Housing pilot and consider whether to expand this area of work, including a feasibility study into becoming a Registered Provider.

Organisational Review

We will conduct a comprehensive review of all our operations informed by feedback from staff, the people we support and key stakeholders. We will invest in our central support arm to ensure that we are fit for purpose and to enhance the quality and effectiveness of our services.

Digital

We will continue to roll out our case management system Eclipse and invest in our digital platform. Covid created new ways of working and we will ensure we have the digital capability to facilitate this, for example via remote working. We will launch a new website.

People

Recruitment and retention is a key challenge affecting the health and social care sector. We will re-engineer our recruitment processes and ensure that we have highly competitive terms and conditions to attract and nurture the best talent. Our training, support, supervision, and culture will create the conditions to ensure our people will be the best that they can be.

Premises

We will invest in our premises, including some long-standing remedial work to ensure that our environment is psychologically informed and of high quality. We will create additional space for our expanding staff group and build a new engagement and dignity suite for people with complex needs.

Jon Royle Chief Executive

Peter Sleight Chair of Trustees

Financial Review 2021-22:

Last financial year covered the second year of the Covid pandemic, with ongoing precautions during the year, but thankfully a steady return towards “normality”. Bridge continued to deliver services as close to normal as practically possible, whilst working within the necessary Covid protocols, and utilised the new forms of remote or virtual working developed in the previous year. As in 2020-21 there was no negative financial impact on the charity due to the pandemic.

After a few years of relative stability and modest growth 2021-22 saw Bridge’s income increase by just over a fifth, 20.1%, to £3,037,406. The additional income came from various sources, and covered a wide range of services. There were two new services commissioned by Bradford Council, SkillsHouse, and Substance Misuse Navigators. Funding for several existing services increased during the year; Liaison and Diversion, MARAC, and Stronger Families services all had increases in staffing and contractual funding. Bridge ran two Bradford Council funded pilot projects during the year, Alcohol Safe Space and Top of Town. These new services, pilots, and increases in service delivery income can be primarily attributed to Bridge’s excellent staff teams delivering successful services and outcomes for our local communities.

2021-22 was also a positive year for donations, with £17k received from a number of benefactors during the year, whom we thank greatly for their generosity. The planned merger with Spacious Places took place in September 2021 with a transfer of £81k of residual funds showing as income. The financial statements also include £78k of grant funding received in advance for two projects launching in 2022-23.

Bridge’s income is nearly all service delivery related, as such expenditure is closely linked to income, and the largest proportion of our expenditure is on service delivery staff. Staffing numbers increased from 60 to 73 FTE over the year, and total expenditure increased 17.6% to £2,702,832.

The accounts show a total net increase in funds of £334,574. Of this, £150,000 has been transferred to a designated fund for the planned refurbishment of the Salem St premises in 2022-23, and £60,231 was used to repay the outstanding mortgage on 30 Manningham Lane. After the transfers between funds unrestricted free reserves increased by £41,836 to £818,367, within our reserves policy. Designated funds held £1,262,407, of which £882,146 was the net book value of the freehold premises, the remaining £380,261 was held in four funds as detailed in the note 25 to the accounts. £226,176 was held in sixteen restricted funds, linked to specific contracts, grants, or donations, with the expectation that funds will be spent in 2022-23 or future years as appropriate.

Once again, I'm able to report that Bridge is in a secure financial position, with funds set aside for a significant refurbishment project planned for 2022-23 and free reserves that can be drawn on to invest in the organisation as needed.

Bridge's budget for 2022-23, based on ongoing contracts and services, projects a positive financial outcome for the year. As in recent years the expectation is that there will be growth during the year through new or expanding services. The current utility and other inflationary increases are being managed within existing budgets and aren't projected to have a significant impact on Bridge's finances. We're fully aware of the impact of the cost-of-living crisis on our staff and service users and are supporting them as best as possible.

Autumn 2022 will see the re-tendering of the Bradford Adult and Drug Treatment and Recovery Service (New Directions), just over a quarter of Bridge's income, with a new contract starting in April 2023. Whilst Bridge is a part of a partnership-based bid aiming to be successful, the diversification of funding streams over the last ten years means that the organisation is far less reliant on this individual contract than in the past. Although the loss of this contract is a risk, Bridge purposefully diversified and developed its strong financial position to mitigate against this and other potential financial risks, and as such will be able to continue delivering vital services to our communities whatever the tender decision.

In 2023 I hope to be able to report on a successful tender outcome, as well as another positive year of organisation growth and financial stability.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

Registered Office: 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

Governance:

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2022 was 8 (2021:8).

Board of Trustees: trustees serving at the date the Trustees' Annual Report was approved were:

Peter J Sleigh (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Andrew Clayton-Stead
Marisa Lloyd	Christopher Gibbs
David Memery	Jonathan Sutcliffe (appointed 18 th May 2022)

Two trustees left the board during the financial year 2021-22 (2021: 0)

Melva Burton, 25 th November 2021	Ralph Berry, 20 th January 2022
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One trustee, Samantha Lunnon, left the board, on 25th July 2022, after the end of the financial year but before the Trustees Annual Report was approved.

All trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

Organisation:

The board of trustees administers the charity. The board normally meets five times per year (January, March, May, July, October). Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2021-22

Company Secretary: Martin W Brook (Director of Finance & Support Services)

Senior Staff:

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services
Sally Black	Director of Human Resources

Pay Policy

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

Trustee Recruitment:

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and appropriate people are sought as required to fill any current skills/experience gaps on the board.

Trustee Training and Induction:

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and a scheduled programme of visits to all services is in place, with reports back to all trustees.

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Big Lottery Fund; NHS Bradford District and Craven CCG; Bradford VCS Alliance; Department for Work and Pensions; European Social Fund; Jobcentre Plus; Ministry of Justice; Public Health England; South 10 Community Partnership; Affinity Community Partnership; Wakefield Council – Liaison and Diversion service; West Yorkshire Police and Crime Commissioner.

Auditors: BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ
The Co-operative Bank, 14 King Street, Leeds, LS1 2HL

Organisational Policies:

Investments:

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in an instant access deposit account to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

Reserves:

Bridge's reserves policy is reviewed annually, most recently in March 2022, and was last amended in March 2020. The current policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly cash flow requirements; working capital requirements; loss of income contingency planning. A target had been set in 2020 of reaching at least £800,000 reserves by March 2022, with an upper limit of £1 million held. This policy was approved as the trustees envisage a potential need for significant organisational development and infrastructure investment within the next three to five years.

As of 31st March 2022, Bridge's free unrestricted reserves totalled £818,367 (2021: £776,531). These reserves are of an acceptable level as set out in the policy. Bridge also held £181,500 of freely accessible funds in a designated fund for future expenditure on premises repairs (2021: £24,500), and £51,302 (2021: £82,437) designated for business development work over the next two years.

Fundraising activities:

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

Risk Management:

A full risk management review of the organisation was undertaken in May 2022 as part of the strategic plan's review, this will feed into the development of Bridge's next three-year strategic plan for 2023-25. This plan is reviewed on a six-monthly basis.

The Director of Operations in partnership with the Deputy Director of Operations and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

Public Benefit:

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

Tangible fixed assets for use by the charity:

Details of movements in fixed assets are set out in note 12 to the accounts.

Recognition of Liabilities:

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

Going Concern:

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of the pandemic and economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Statement of Trustees' Responsibilities

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

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

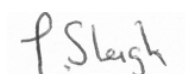
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

So far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the board:



Peter Sleight

Chair of Trustees

Date: 19th October 2022

Independent Auditor's Report to the Trustees of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charity, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charity minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

Date: 4th November 2022

Statement of Financial Activities for the year ended 31st March 2022

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
		£	£	£	£	£
Income						
Donations and legacies	3	73,900	10,000	220,128	304,028	104,686
Charitable activities	4	2,059,957	143,313	525,266	2,728,536	2,403,481
Investments	5	4,823	-	19	4,842	4,970
Total income		2,138,680	153,313	745,413	3,037,406	2,513,137
Expenditure						
Raising funds	6	20,396	46,135	-	66,531	30,731
Charitable activities	7 & 8	1,869,913	167,096	599,292	2,636,301	2,266,630
Total expenditure		1,890,309	213,231	599,292	2,702,832	2,297,361
Net income / (expenditure) before transfers	10	248,371	(59,918)	146,121	334,574	215,776
Gross transfers between funds		(206,535)	210,231	(3,696)	-	-
Net movement in funds for the year		41,836	150,313	142,425	334,574	215,776
Total funds brought forward at 1 st April		776,531	1,112,094	83,751	1,972,376	1,756,600
Total funds carried forward at 31st March		818,367	1,262,407	226,176	2,306,950	1,972,376

Balance Sheet as at 31st March 2022

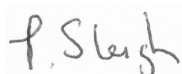
		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		882,146		937,673
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	376,562		254,074	
Investments	15	383,828		350,294	
Cash at bank and in hand	16	869,121		585,439	
		<u>1,630,011</u>		<u>1,190,307</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(205,207)		(105,487)	
Net current assets			<u>1,424,804</u>		<u>1,084,820</u>
Total assets less current liabilities			2,306,950		2,022,493
Creditors: amounts falling due after more than one year	18		-		(50,117)
Net assets			<u><u>2,306,950</u></u>		<u><u>1,972,376</u></u>
Funds 23, 24 & 25					
Unrestricted funds					
General funds			818,367		776,531
Designated funds			1,262,407		1,112,094
Restricted funds			226,176		83,751
Total funds carried forward at 31st March			<u><u>2,306,950</u></u>		<u><u>1,972,376</u></u>

For the year ending 31st March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 19th October 2022 and signed on their behalf by:



Peter Sleigh
Chair of Trustees



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 35 to 48 form part of these financial statements.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2021-22

Statement of Cash Flows for the year ended 31st March 2022

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
		£	£	£	£	£
Cash flows from operating activities						
Net cash provided by / (used in) operating activities	26	(2,683)	234,563	140,723	372,603	451,401
Cash flows from investing activities						
Interest income		4,823	-	19	4,842	4,970
Purchase of investments		(19,996)	-	-	(19,996)	(88,160)
Net cash provided by / (used in) investing activities		(15,173)	-	19	(15,154)	(83,190)
Cash flows from financing activities						
Repayment of borrowing		-	(60,231)	-	(60,231)	(119,502)
Net cash provided by / (used in) financing activities		-	(60,231)	-	(60,231)	(119,502)
Increase / (decrease) in cash and cash equivalents in the year						
		(17,856)	174,332	140,742	297,218	248,709
Cash and cash equivalents at 1 st April		407,749	189,838	79,986	677,573	428,864
Cash and cash equivalents at 31st March	27	389,893	364,170	220,730	974,791	677,573

Notes to the Financial Statements for the year ended 31st March 2022

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a, Basis of preparation

The financial statements have been prepared 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) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

b, Preparation of the accounts on a going concern basis.

The Trustees have considered the impact of Covid on the charity's funding, operations, workforce and supply chain, as well as the wider economy. There has been no detrimental financial impact on the charity to date, with funding and service delivery continuing without interruption throughout the pandemic. The Trustees do not currently foresee any change in these circumstances which would lead to a significant reduction in service delivery or loss of funding. Based upon current performance and forecasted budgets, the Trustees have concluded that the going concern basis remains appropriate.

c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 25).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

d, Income

Income is recognised when Bridge has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

f, Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g, Donated services

Donated professional services and donated facilities are recognised as income 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 by 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 time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

h, Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

Notes to the Financial Statements for the year ended 31st March 2022

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

j, Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

k, Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight line basis as follows:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers and other equipment	33.3%

One full year's depreciation is charged in the year of purchase.

l, Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m, Investments

Current asset investments include any deposit funds which are not readily accessible within one week.

n, Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

o, Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p, Pension contributions

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1st April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

q, Taxation

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

r, Capital commitments

Bridge had no capital commitments on the date the accounts were approved.

s, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 23. 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.

Notes to the Financial Statements for the year ended 31st March 2022

2 Statement of Financial Activities for previous year (restated)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2021
		£	£	£	£
Income					
Donations and legacies		53,756	-	50,930	104,686
Charitable activities		1,965,815	151,753	285,913	2,403,481
Investments		4,970	-	-	4,970
Total income		2,024,541	151,753	336,843	2,513,137
Expenditure					
Raising funds		23,168	7,563	-	30,731
Charitable activities		1,760,288	211,306	295,036	2,266,630
Total expenditure		1,783,456	218,869	295,036	2,297,361
Net income / (expenditure) before transfers		241,085	(67,116)	41,807	215,776
Gross transfers between funds		(119,503)	119,503	-	-
Net movement in funds for the year		121,582	52,387	41,807	215,776
Total funds brought forward at 1 st April		654,949	1,059,707	41,944	1,756,600
Total funds carried forward at 31st March		776,531	1,112,094	83,751	1,972,376

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Donations	7,149	10,000	87,103	104,252	7,714
Donated services and goods					
CGL	31,874	-	-	31,874	31,295
Shipley College	21,025	-	-	21,025	16,290
	52,899	-	-	52,899	47,585
Grants					
City of Bradford MDC	13,852	-	66,500	80,352	10,000
Community Action Bradford	-	-	-	-	7,500
Eaton Fund	-	-	-	-	285
Family Action	-	-	-	-	750
Glasspool Trust	-	-	950	950	80
Inn-Churches	-	-	2,415	2,415	1,185
Leeds Community Foundation	-	-	20,000	20,000	24,087
NatWest Circle Fund	-	-	-	-	2,500
The VCS Alliance	-	-	-	-	3,000
West Yorkshire Combined Authority	-	-	38,210	38,210	-
West Yorkshire Police Commissioner	-	-	4,950	4,950	-
	13,852	-	133,025	146,877	49,387
Total	73,900	10,000	220,128	304,028	104,686

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2021-22

Notes to the Financial Statements for the year ended 31st March 2022

4 Income from charitable activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Service Delivery Contracts					
Big Lottery / Humankind	-	-	-	-	22,116
Big Lottery Reaching Communities	-	-	-	-	9,206
CGL	812,842	7,000	-	819,842	901,195
<u>City of Bradford MDC</u>					
Alcohol Safe Space	42,928	-	-	42,928	9,500
Befriending Service	-	-	42,740	42,740	9,260
Exiting Prostitution	289,191	-	-	289,191	279,476
Housing First	246,610	-	16,750	263,360	215,745
Lotus Housing	-	63,545	-	63,545	-
MARAC Navigators	-	-	131,870	131,870	110,247
Multiple Needs Navigators	159,250	-	-	159,250	131,800
Rough Sleepers Funding	-	-	46,532	46,532	-
Safer Communities	-	15,000	-	15,000	-
Skills House	-	-	63,448	63,448	26,494
Substance Misuse Navigators	-	-	125,898	125,898	-
Top of Town – Community Safety	-	-	8,725	8,725	8,515
Young Peoples' Substance Misuse	142,010	-	-	142,010	128,859
	879,989	78,545	435,963	1,394,497	919,896
Affinity / Community Partnership 8	72,200	-	-	72,200	74,106
Community Partnership – South 10	22,500	-	-	22,500	22,989
ESF / Big Lottery – Stronger Families	-	-	89,303	89,303	92,075
Humankind	350	-	-	350	-
Job Centre Plus – DWP	50,535	-	-	50,535	62,856
Ministry of Justice – Foundation	-	57,768	-	57,768	144,753
Wakefield Council – Liaison & Diversion	207,866	-	-	207,866	133,468
Ancillary Trading Income					
Reclaimed expenditure	1,415	-	-	1,415	71
Rental income	10,960	-	-	10,960	20,050
	12,375	-	-	12,375	20,121
External Training & Consultancy					
Leeds Utd Foundation	1,300	-	-	1,300	700
Total	2,059,957	143,313	525,266	2,728,536	2,403,481

5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Bank interest	4,823	-	19	4,842	4,970

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2021-22

Notes to the Financial Statements for the year ended 31st March 2022

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Staff costs	18,876	46,135	-	65,011	28,732
Admin and office costs	1,035	-	-	1,035	1,562
Premises	485	-	-	485	437
Total 2022	20,396	46,135	-	66,531	30,731
Total 2021	23,168	7,563	-	30,731	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Service staff costs	1,551,053	77,362	437,246	2,065,661	1,698,854
Service provision costs	73,199	17,954	53,643	144,796	100,874
Admin and office costs	44,210	2,057	20,244	66,511	65,264
Premises	63,811	2,935	24,410	91,156	88,870
Depreciation	-	55,527	-	55,527	113,927
Governance costs	48,297	6,790	25,654	80,741	67,730
Support costs	89,342	4,472	38,095	131,909	131,111
Total 2022	1,869,912	167,097	599,292	2,636,301	2,266,630
Total 2020	1,760,288	211,306	295,036	2,266,630	

8 Expenditure on charitable activities by service type

	Communities, Early Intervention & Prevention	Complex Needs	Criminal Justice	Drug Treatment & Recovery	Education, Training & Employment	Total 2022	Total 2021
	£	£	£	£	£	£	£
Service staff costs	129,900	772,257	236,928	748,923	177,653	2,065,661	1,698,854
Service provision costs	6,892	87,082	2,774	44,300	3,748	144,796	100,874
Admin and office costs	3,858	21,662	4,721	28,856	7,414	66,511	65,264
Premises	5,196	43,124	1,415	35,711	5,710	91,156	88,870
Depreciation	-	8,509	-	47,018	-	55,527	113,927
Governance costs	10,322	31,601	7,142	23,684	7,992	80,741	67,730
Support costs	9,339	51,215	13,455	42,844	15,056	131,909	131,111
Total 2022	165,507	1,015,450	266,435	971,336	217,573	2,636,301	2,266,630
Total 2020	113,347	751,211	216,603	1,027,428	158,041	2,266,630	

Notes to the Financial Statements for the year ended 31st March 2022

9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2022	2021
	£	£
Gross wages and salaries	1,946,885	1,607,084
Social security costs	169,539	141,878
Pension contribution	71,367	58,200
	2,187,791	1,807,162

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £71,367 (2021: £58,200). Contributions totalling £6,051 (2021: £5,317) were payable to the scheme at the end of the period and are included in other creditors.

No redundancy or termination payments were paid during the year (2021: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits of the key management personnel were £236,759 (2021: £237,343).

The number of higher paid employees who received employee benefits (gross salary plus social security costs) in the following bands were as follows:

£70,000 to £79,999: 1 (2021:1)

£60,000 to £69,999: 2 (2021:2)

The average monthly head count was 83 staff (2021: 70 staff).

In addition to the above employees; 1 worker was seconded to Bridge from CGL into the Jobcentre Plus project (2021: 1) at a cost of £27,874 (2021: £33,249).

£10,690 was spent on agency workers during the year to cover short-term vacancies, (2021: nil)

No remuneration or other benefits were paid to the Trustees during the year (2021: nil), no expenses were paid for reimbursing travel costs for attending meetings (2021: nil).

10 Net income / (expenditure)

These are stated after charging:

	2022	2021
	£	£
Depreciation – owned assets	55,527	113,927
Operating lease rentals	3,617	5,650
Auditor's remuneration ¹	6,400	5,994
Interest on bank loans & overdrafts	372	3,692

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts.

Notes to the Financial Statements for the year ended 31st March 2022

11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2022	2021
	£	£
Food for distribution to service users	-	-
Other goods distributed to service users	-	-
IT equipment, support & licences	10,080	10,080
Volunteer Training & Qualifications	21,025	16,290
Clinical Staff	20,324	19,745
Drug testing	1,470	1,470
Total	52,899	47,585

The value of any volunteers' time is not included, however we have benefited from 7,921 hours (2021: 6,329) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2021	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31st March 2022	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Depreciation						
At 1st April 2021	249,969	964,012	15,026	30,880	14,743	1,273,630
Charge for year	19,687	34,418	1,422	-	-	55,527
Disposals	-	-	-	-	-	-
At 31st March 2022	268,656	998,430	16,448	30,880	14,743	1,329,157
Net Book Value						
At 31st March 2022	715,688	166,458	-	-	-	882,146
At 31st March 2021	735,375	200,876	1,422	-	-	937,673

The freehold property consists of the following:

33, 35 & 37 Salem Street: Purchased in 1997 with the aid of a £175,000 grant from the Joint Finance Committee of Bradford Metropolitan District Council and Bradford Health Authority. This grant is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over these properties to this effect.

31 Salem Street: Purchased in 1998. There are no legal charges or conditions on this property.

29 Salem Street: Purchased in 2001. There are no legal charges or conditions on this property.

4 Hallfield Street: Purchased in 2004. There are no legal charges or conditions on this property.

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

30 Manningham Lane: Purchased in August 2011. See note 21.

14 North Parade: Purchased in March 2014. There is no legal charge or conditions on this property.

Pelican House, 10 Currer Street: Purchased on 30th March 2016. There is no legal charge or conditions on this property.

The freehold property is shown above at original cost less any depreciation. As the value of the properties in use is considered to be greater than the net book value they remain valued at net book value.

Notes to the Financial Statements for the year ended 31st March 2022

13 Stock

	2022	2021
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2022	2021
	£	£
Trade debtors	326,453	209,901
Other debtors	3,654	530
Prepayments and accrued income	46,455	43,643
	376,562	254,074

15 Investments

	2022	2021
	£	£
Cambridge & Counties Bank (2 yr)	88,425	86,691
Hampshire Trust Bank (1 yr)	87,319	86,449
Monmouthshire B.S. (30 days)	5,639	5,613
Nationwide (35 days)	100,031	-
Redwood Bank (95 days)	102,414	86,521
Scottish Widows / CAF Bank (1yr)	-	85,020
	383,828	350,294

16 Cash at bank and in hand

	2022	2021
	£	£
Petty cash	2,631	3,372
CAF Bank current account	27,246	21,210
CAF Bank instant deposit account	190,595	163,422
Co-operative Bank current account	83,868	70,351
CCLA Deposit Fund	51,050	-
Charity Bank	85,000	-
Monmouthshire BS deposit account	100,751	75,362
Scottish Widows instant deposit account	104,545	84,460
Shawbrook Bank deposit account	85,381	85,000
Unity Trust Bank	35,682	-
Virgin Money postal deposit account	102,372	82,262
Total	869,121	585,439

Notes to the Financial Statements for the year ended 31st March 2022

17 Creditors: amounts falling due within one year

	2022	2021
	£	£
Bank loan and overdrafts	-	10,113
Trade creditors	13,697	5,897
Taxation and social security	42,754	39,668
Other creditors	13,819	11,246
Accruals and deferred income	134,937	38,563
	205,207	105,487

Other creditors are employer pension contributions and childcare voucher payments, all of which are paid within 30 days.

18 Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Due between 1 to 2 years	-	9,554
Due between 2 to 5 years	-	30,165
Due after 5 years	-	10,398
	-	50,117

19 Contingent liabilities

	2022	2021
	£	£
Grant for property purchase	175,000	175,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

20 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2022	2021
	£	£
Balance at 1 st April	24,300	20,922
Amount released to income	(24,300)	(20,922)
Amount deferred in the year	111,153	24,300
Balance at 31 st March	111,153	24,300

21 Secured Debts

No secured debts were held on 31st March 2022 (2021: £60,230). The Co-operative Bank secured loan was repaid in full in June 2021, and the legal charge on 30 Manningham Lane was discharged in July 2021.

Notes to the Financial Statements for the year ended 31st March 2022

22 Capital Commitments

There were no capital commitments at 31st March 2022 (2021: £nil).

23 Analysis of net assets between funds – current year

	Unrestricted			Total 2022
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	882,146	-	882,146
Current assets	893,692	383,721	352,598	1,630,011
Current liabilities	(75,325)	(3,460)	(126,422)	(205,207)
Long term liabilities	-	-	-	-
Fund balances	<u>818,367</u>	<u>1,262,407</u>	<u>226,176</u>	<u>2,306,950</u>

Analysis of net assets between funds- previous year

	Unrestricted			Total 2021
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	937,673	-	937,673
Current assets	863,611	237,450	89,246	1,190,307
Current liabilities	(87,080)	(12,912)	(5,495)	(105,487)
Long term liabilities	-	(50,117)	-	(50,117)
Fund balances	<u>776,531</u>	<u>1,112,094</u>	<u>83,751</u>	<u>1,972,376</u>

24 Purposes of funds

General Funds: These are the free reserves available to the charity for use without any restriction.

Designated Funds: These are unrestricted funds specifically designated for a purpose by the Trustees.

Business Development: Holds funds allocated for future expenditure on a business development worker's staff costs.

Lotus Housing: Holds funds allocated and received for Bridge's new accommodation scheme.

MoJ – Horizons Project: Holds received income for this service which is intended to being spent in 2022-23.

Premises Repair Fund: Holds funds allocated for future structural repairs and external decoration of our premises.

Manningham Lane Fixed Asset Fund: Holds the net book value of the freehold property and property improvements for 30 Manningham Lane.

North Parade Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

Pelican House Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

Salem Street Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

Notes to the Financial Statements for the year ended 31st March 2022

Restricted Funds: These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

ARG Grant: Holds a grant from CBMDC's Additional Restrictions Grant scheme, to be spent on premises improvements in 2022-23

Befriending Service: Grant and contractual income and related expenditure for this project.

Bridge Client Fund: Holds grants and donations from a number of sources specifically given for client related expenditure.

Circle Fund: Funding from the Natwest Circle Fund to support victims of economic and domestic abuse.

Covid Health Inclusion: Holds funds allocated for future service provision costs on this project.

Helping Hand: A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

Housing First – Personalisation: This holds restricted funding, provided by City of Bradford MDC, for the purchase of furniture and other personal items for service users on the Housing First programme.

LCF Grant: Holds grant funding from Leeds Community Foundation for development of a new client drop-in facility.

Lotus Project - Service Users: Holds money raised by the Lotus Project specifically for their service users.

Lotus Project - Target Hardening: Holds restricted funding to specifically improve the personal safety of Lotus Project service users.

MARAC Navigators: Holds funds allocated for future service provision costs on this project.

Rough Sleepers Grant: Holds funds from the Rough Sleepers Drug and Alcohol Treatment Grant for future service provision

Skillshouse: Holds funds allocated for future service provision costs on this project.

Spacious Places: Holds funds for this project in Leeds following it's merger with Bridge in September 2021

Stronger Families - European Social Fund & Big Lottery: This joint funding for the Stronger Families project in Bradford is administered and monitored by Leeds City Council on behalf of ESF & Big Lottery.

SMU Navigators: Holds funds from the PHE's universal grant funding scheme, funding a substance misuse navigator service.

Test and Trace CP8 Grants: Held funds to cover Bridge's work on this project which was completed in 2021-22.

Top of Town – Community Safety Funding: Held funds allocated for a pilot project 2021-22

VCS Alliance Grants: Holds grant funding from the VCS Alliance for future distribution.

Notes to the Financial Statements for the year ended 31st March 2022

25 Movement in funds – current year

	Opening balance 1 st April 21	Income	Expenditure	Transfers	Closing balance 31 st March 22
	£	£	£	£	£
Unrestricted funds					
General Funds	776,531	2,138,680	(1,890,309)	(206,535)	818,367
Designated funds					
Business Development	82,437	15,000	(46,135)	-	51,302
Lotus Housing	-	73,545	(38,223)	-	35,322
MoJ – Horizons Project	127,715	57,768	(73,346)	-	112,137
Premises Repair Fund	24,500	7,000	-	150,000	181,500
Manningham Lane, Fixed Asset Fund	212,570	-	(6,820)	60,231	265,981
North Parade, Fixed Asset Fund	171,379	-	(14,958)	-	156,421
Pelican House, Fixed Asset Fund	290,196	-	(25,240)	-	264,956
Salem Street, Fixed Asset Fund	203,297	-	(8,509)	-	194,788
	1,112,094	153,313	(213,231)	210,231	1,262,407
Restricted funds					
ARG Grant		11,500	-	-	11,500
Befriending Service	-	97,740	(82,875)	-	14,865
Bridge Client Fund	515	3,365	(3,578)	-	302
Circle Fund	2,500	-	(2,462)	-	38
Covid Health Inclusion	5,998	-	(6)	-	5,992
Helping Hand	400	-	-	-	400
Housing First – Personalisation	2,222	16,825	(15,351)	(3,696)	-
LCF Grant		20,000	-	-	20,000
Lotus Project – Service Users	1,939	205	(149)	-	1,995
Lotus Project – Target Hardening	3,808	-	(463)	-	3,345
MARAC Navigators	22,943	170,080	(163,173)	-	29,850
Rough Sleepers Grant	-	46,532	-	-	46,532
Skillshouse	26,494	63,448	(68,840)	-	21,102
Spacious Places	-	86,842	(40,192)	-	46,650
Stronger Families - European Social Fund & Big Lottery	1,667	89,303	(87,309)	-	3,661
SMU Navigators	-	125,898	(108,954)	-	16,944
Test and Trace CP8 Grants	3,750	-	(3,750)	-	-
Top of Town – Community Safety Funding	8,515	13,675	(22,190)	-	-
VCS Alliance Grants	3,000	-	-	-	3,000
	83,751	745,413	(599,292)	(3,696)	226,176
Total funds	1,972,376	3,037,406	(2,702,832)	-	2,306,950

Transfers between funds:

£206,535 of net transfers from general funds is split as follows:-

£150,000 to the Premises Repair Fund, in relation to planned works at Salem St in 2022-23

£60,231 to the Manningham Lane fixed asset fund is the transfer of mortgage capital repayments from general funds.

£3,696 from the Housing First Personalisation fund to General funds was the transfer of a closing balance, approved by funders, to the new Housing First contract held within General Funds.

The Bridge Project
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Annual Report and Financial Statements 2021-22

Notes to the Financial Statements for the year ended 31st March 2022

Movement in funds – previous year (restated)

	Opening balance 1 st April 20	Income	Expenditure	Transfers	Closing balance 31 st March 21
	£	£	£	£	£
Unrestricted Funds					
General funds	654,949	2,024,541	(1,783,456)	(119,503)	776,531
Designated Funds					
Business Development	90,000	-	(7,563)	-	82,437
MoJ – Horizons Project	80,341	144,753	(97,379)	-	127,715
Premises Repair Fund	17,500	7,000	-	-	24,500
Manningham Lane, Fixed Asset Fund	193,040	-	(51,220)	70,750	212,570
North Parade, Fixed Asset Fund	186,337	-	(14,958)	-	171,379
Pelican House, Fixed Asset Fund	280,683	-	(39,240)	48,753	290,196
Salem Street, Fixed Asset Fund	211,806	-	(8,509)	-	203,297
	1,059,707	151,753	(218,869)	119,503	1,112,094
Restricted Funds					
Befriending Service	-	33,347	(33,347)	-	-
Bridge Client Fund	-	2,520	(2,005)	-	515
Circle Fund	-	2,500	-	-	2,500
Covid Health Inclusion	-	10,000	(4,002)	-	5,998
Helping Hand	432	-	(32)	-	400
Housing First – Personalisation	5,223	8,000	(11,001)	-	2,222
Lotus Project – Service Users	900	1,323	(284)	-	1,939
Lotus Project – Target Hardening	4,395	-	(587)	-	3,808
MARAC Navigators	-	110,247	(99,816)	12,512	22,943
Skillshouse	-	26,494	-	-	26,494
SMU Navigators	12,512	-	-	(12,512)	-
Stronger Families - European Social Fund & Big Lottery	1,101	92,075	(91,509)	-	1,667
The Space - Big Lottery – Reaching Communities	16,837	9,206	(26,043)	-	-
Test and Trace CP8 Grants	-	7,500	(3,750)	-	3,750
Top of Town – Community Safety Funding	-	8,515	-	-	8,515
VCS Alliance Grants	-	3,000	-	-	3,000
WY-FI - Big Lottery	544	22,116	(22,660)	-	-
	41,944	336,843	(295,036)	-	83,751
Total funds	1,756,600	2,513,137	(2,297,361)	-	1,972,376

Notes to the Financial Statements for the year ended 31st March 2022

26 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	41,836	150,313	142,425	334,574	215,776
Adjustments for:					
Depreciation charge	-	55,527	-	55,527	113,927
Deduct Interest income shown in investing activities	(4,823)	-	(19)	(4,842)	(4,970)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(27,940)	28,061	(122,610)	(122,489)	127,290
Increase (decrease) in creditors	(11,756)	662	120,927	109,883	(622)
Net cash provided by (used in) operating activities	(2,683)	234,563	140,723	372,603	451,401

27 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Cash in hand	284,223	364,170	220,728	869,121	585,439
Notice deposits (less than 3 months)	105,670	-	-	105,670	92,134
Total cash and cash equivalents	389,893	364,170	220,728	974,791	677,573

28 Disclosure of Trustee / Related Party Transactions

Jon Royle, Chief Executive, is a Trustee and the Chair of Faces and Voices of Recovery UK (FAVOR UK), Charity No.SC043961, which organises the national Recovery Walks that Bridge service users attend. There were no financial transactions between Bridge and FAVOR UK in either year.

Melva Burton, a trustee until 25th November 2021, is also a trustee of the Create Strength Group (CSG), Charity No 1193551, which provides mutual support groups and training services in relation to abstinence from Cannabis, Spice, and Novel Psychoactive Substances. David Memery, a trustee of Bridge, is employed by CSG as their senior manager. Bridge received £2,353 from CSG in 2022 for office accommodation and support services (2021: £nil), Bridge paid £530 to CSG for staff training in 2022 (2021: £nil).

Ralph Berry, a trustee until 20th January 2022, is a councillor for City of Bradford MDC which is a significant source of funding and service contracts for Bridge. Bridge received £1,474,849 from City of Bradford MDC in 2022 (2021: £929,896).

No payments were made to Trustees in 2021-22 for any services in a professional capacity, outside of their role as a trustee. (2021: £nil)

29 Ultimate Controlling Party

The charity is under the control of the board of trustees.

30 Post Balance Sheet Event

There are no post balance sheet events to report.

THE BRIDGE PROJECT

England & Wales - Charity number 517356

Accounts



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2021

**35 Salem Street
Bradford
West Yorkshire
BD1 4QH**

**Registered Charity No. 517356
Company Limited by Guarantee No. 01946704**

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Our Objects:

To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services to persons or members of their families who:

- Have been, or are, or are in danger of becoming substance misusers.
- Have committed, or are likely to commit crime.
- Have been, or are, or are in danger of experiencing mental health conditions.
- Have been, or are, or are in danger of becoming homeless.
- Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

Our Mission:

To empower people experiencing multiple barriers to achieve positive change.

The priorities for Bridge are to work with individuals, families, partners and communities to:

- Improve people's lives in a sustainable way, recognising that solutions are often complex and need to address a range of issues such as substance misuse, risk taking behaviours, relationships, housing, physical/mental health and employment.
- Advocate for the needs of people who are most marginalised and experiencing stigma in society.
- Work in partnership to provide effective early intervention, prevention and reduce health inequalities.
- Practice in a collaborative way that promotes opportunity for co-production and determines an outcome that draws on the person's strengths and assets.

Our Vision:

We deliver services that are life changing for our beneficiaries. We have an organisational culture that enables us to be the best we can be and maximises the impact of our resources.

We are an organisation where excellence is seen as the norm and our services, solutions and programmes are fresh, innovative and tailored to meet the needs of the people we work with.

People come to us because we believe in their potential and they know they will be treated with respect, care and compassion. Our staff share our mind-set, are highly motivated and will always strive to do their best for their service users.

Partnerships are meaningful and productive and we work with other organisations, commissioners and stakeholders to build stronger, safer and sustainable communities supporting each other in the process.

We constantly strive to learn and challenge ourselves to improve and to achieve our purpose. We value and honour our history and the wealth of knowledge we have accumulated, looking ahead to give hope and a better future for our beneficiaries of tomorrow.

Our Values:

Bridge is a value driven organisation. These strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

Integrity – always doing the right thing.

Compassion – not judging the people who use our services, responding to them with kindness and understanding.

Empowerment – enabling people to achieve their full potential

Equitable – respecting each person's uniqueness and treating them fairly

Ambition – striving for excellence

Sustainable – ensuring we are in for the long haul

Boldness – willingness to take calculated risks and having courage to face challenges

Recovery Statement:

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person with a substance misuse problem to live a meaningful life in a community of his or her choice while striving to achieve his or her full potential.

Bridge will use the following core principles to build resilience and facilitate recovery:

- Fostering hope, as a source of motivation and strength for Service Users when trying to overcome challenges in their lives.
- Enabling Service Users to take personal responsibility for their own self-care and Recovery, for their families, children and the community.
- Tailoring services to the unique needs of Service Users, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a Service User's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of Service Users and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of Service Users in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for Service Users to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering Service users to have a right to participate in decisions that will affect their lives; the right to determine their own path of Recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging Service Users to influence the design of services and participate in their evaluation and delivery.
- Welcoming former Service Users and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2021. 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 Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Impact of the Covid Pandemic:

This report reviews service delivery and performance for the year up to 31st March 2021. The first national Covid lockdown came into effect on 26th March 2020, just prior to this financial year, and various social distancing measures and restrictions were in place throughout the period covered in this report.

The pandemic caused significant dislocation to people's lives, and to agencies' support pathways and delivery models. Throughout this Bridge prioritised the safety of its staff, service users and other stakeholders, whilst being committed to providing effective services to individuals with multiple and complex needs irrespective of their diagnosed/suspected Covid status or as unknown / non-symptomatic individuals.

Significant restrictions on movement and personal interactions necessitated new approaches to service provision, continually revised to be compliant with the evolving regulations. Senior Bridge staff worked tirelessly to develop effective risk management and infection control procedures and policies. This enabled Bridge to continue to deliver nearly all elements of support to the service user groups. In these efforts Bridge was advised by experts in Local Authority Infection Control and the Test and Trace Health Inclusion Group, led by Bradford Public Health, ensuring the organisation was fully compliant with the most up to date advice.

Bridge remained almost fully operational and importantly client facing throughout the Covid crisis. No significant funding was lost due to the pandemic and no staff were required to furlough or were made redundant.

As part of our response to Covid the following additional services were provided:

- Isolation support, including daily drop off of hot food and welfare packs
- Booking tests and promoting vaccine take up for service users.
- Vaccination education, promotion, and access support.
- Remote support via phone, telephone and video conference calls between workers, clients and linked agencies, email, social media, online groups and peer support.
- Volunteering support for local vaccination clinics including 42,500 vaccines delivered across the Affinity Care partnership.
- Homeless services and effective support for the government's 'Everyone In' scheme.
- Showers and laundry facilities.

Every Bridge client was provided with a digital thermometer, cloth face coverings along with related supplies (e.g. sanitizers/soap). Every client was also provided with printed materials, or materials adapted to needs, to ensure they were fully informed about the measures in place locally and nationally.

Staff and volunteers have shown remarkable resilience, flexibility, and determination in providing high quality, effective support to our service users during this difficult and unprecedented time.

Bridge demonstrated great resilience in maintaining effective service delivery throughout the period and this was recognised and praised by commissioners and other partners within local health and community leadership. Our gratitude and admiration for our staff and volunteers reflects on the continuing strength and vital community of 'The Bridge Family'.

Review of Activities and Performance

As described above, Bridge effectively responded to the Covid pandemic and continued to deliver all its services and projects, from prevention and early intervention, through to supporting some of Bradford's most vulnerable people with high levels of need and complex disadvantages.

However, the pandemic significantly impacted on the momentum for service user movement through services. For many the focus was on remaining safe and maintaining their health and wellbeing whilst waiting for the pandemic to subside. Recognition of the complex delivery challenges faced by community services was reflected in commissioners' pragmatic attitudes to the achievement of contract outcomes and outputs during this period.

Despite these challenges Bridge was able to maintain high levels of performance across its varied services and projects, and successfully implemented new projects. The following sections report on the activities and performance of all Bridge's services.

New Directions - Adult Drug and Alcohol Treatment and Recovery System

New Directions is a partnership between Change Grow Live, the country's largest provider of substance misuse services, The Bridge Project, and Project 6, delivering an individualised, recovery focused service for adults (18+) wishing to make positive changes to their drug or alcohol use.

New Directions has three main delivery hubs and also works across the Bradford district from a range of GP surgeries and community venues providing information, advice, and treatment including 1-1, group and peer support. The service supports people experiencing difficulties with illegal drugs, alcohol, prescription medications, mental health, and steroid use.

As part of the New Directions partnership Bridge provides specific programmes and interventions including:

Change: Working primarily with people who are not using opiates and alcohol users who are drinking at harmful, but not dependent levels. The programme typically provides six structured enhanced intervention sessions supporting service users to reduce or stop their drug or alcohol use, and a 12-week programme for crack cocaine / cocaine users. The service is usually delivered in the community from GP practices as well as at Bridge's city centre premises. Evening sessions are available for those who are employed or unable to attend during the day. As a result of the pandemic there was no access to GP surgeries, during the year, and access to Bridge's city centre sites was severely reduced. In response support was delivered in Covid safe one-to-one sessions and remotely including online groups.

In 2020-21 the programme supported 489 people

Groups: Bridge provides an extensive three-stage group programme, which is an option for any service user as an important component of their structured treatment programme. The groups support people in their efforts to make positive changes, learn new skills and strategies and to support their efforts to get back into employment, education, or training. These groups ceased at the start of the pandemic but were restarted online in June 2020, with approximately 220 sessions delivered in the year.

There was important learning from the change to on-line with many service users feeding back on the positives of access (e.g. flexibility, no need to travel, control over interaction) but also some feedback that people missed the personal interaction of face-to-face delivery. Learning will be integrated into a mixed approach post-pandemic. Planning for face-to-face groups to restart, in a Covid safe format, started in March 2021, and was re-launched in early summer 2021.

Low Need High Recovery Capital: This team holds a caseload consisting of service users who have progressed through structured opiate and alcohol treatment including inpatient alcohol detoxification programmes and are making significant improvements to their recovery and social re-engagement status. Interventions include:

- 1-to-1 recovery care planning.
- Behaviour change groups.
- Safe and sober activities and social groups (sport/hobbies/etc).
- Health and wellbeing support.
- Access to Education, Training and Employment support programmes.
- Volunteering and peer mentoring programme.

Over the year the service moved to restricted, Covid safe, one-to-one support. As with other services, progress for many service users was challenging to maintain but the service supported approximately 500 service users whose primary addiction was either alcohol, opiates, or both.

Addiction to Medications (ATM): This service has been nationally acclaimed as a model of good practice and has brought involvement with various influential bodies such as the All-Party Parliamentary Group. By working in conjunction with GP practices and based within the practice, it helps individuals who have become dependent on prescribed opiate-based painkillers and benzodiazepines. During the year the service moved to primarily online delivery with one-to-one support and group sessions hosted online by the ATM worker and the peer/volunteer supporters. The full and part time ATM workers supported approximately 90 people over the year.

Concerned Others: Provides a service to parents, grandparents, partners or other family members of drug/alcohol users, and is delivered during both day and evening sessions. These sessions moved to being mostly on-line during the year, with a small number of Covid secure face-to-face sessions. Bridge provides both one off support sessions and structured interventions to those concerned or struggling with someone else's drug or alcohol use. The service has one part time worker and saw an increase for referrals during the pandemic. During the year 142 individuals received support.

The Vault Recovery Café: In normal times the café provided a safe, peer-led environment for people wanting to address and or continue their recovery journey. The cafe provided affordable meals and hot drinks for those who wish to access the service and in 2019-20 had a regular daily attendance of between 30 and 40 people. Unfortunately, in March 2020 the café had to temporarily close due to the Covid restrictions.

To replace this service online groups commenced and when restrictions permitted, in March 2021 face to face groups started to meet in a large, Covid secure, space in the city centre. Prior to this small, pre-booked groups had met in the Vault for a time.

The Recovery Activity guide continued to be produced which:

- Identified community and recovery activities and resources.
- Provided advice on safe access to online groups.
- Distributed local mutual aid information.

Bridge also supported those in recovery to adapt to new technology by distributing free mobile phones and staff spent time with service users showing them how to access, emails, video meetings and calls.

The Vault team also cooked fresh meals, which were then frozen and distributed across the city to service users in need. Meals were sent to those who were impacted by the shortage on shelves early in the pandemic and was also an important feature for individuals in Covid isolation. Approximately 600 meals were distributed.

Young Person's Drug and Alcohol Treatment and Recovery Services - One80

Bridge are commissioned by Bradford Council to provide a comprehensive drug and alcohol service for young people up to age 21 living across Bradford district who are concerned about their substance misuse issues. The service also supports family members, friends, schools, social workers, and other professionals who are concerned about a young person's use of drugs and alcohol.

Specialist substance misuse support practitioners provide a confidential and personalised service for young people helping them to identify issues with drugs and alcohol and develop a tailored care plan focused on their strengths and needs, alongside clear risk and safety education around their use. The staff team works in close partnership with the young person, and anyone involved in their life. This may include family members, children's social care, schools, youth offending team, CAMHS and wider networks of support that are important to the young person.

During the last year we have responded to the challenges of the pandemic restrictions and continued to provide Covid safe delivery face-face in the community, including schools, and via targeted outreach combined with robust remote support via telephone, video call, social media etc.

During the year:

- 107 young people joined one of the four modalities – Brief Intervention, Extended Brief Intervention, High Need, or the Exploring Needs elements of the programme.
- 44 successfully completed their treatment.

West Yorkshire Finding Independence (WY-FI) programme

In 2013 Bridge became the Bradford delivery partner within the West Yorkshire Finding Independence (WY-FI) programme, which was part of the of Big Lottery Fulfilling Lives Programme of strategic investment across 12 areas of the country.

WY-FI was funded until May 2020 and the success of this project has been highlighted in previous annual reviews. The programme proved an extremely effective way to engage and support some of our most vulnerable service users with very complex disadvantages. These service users were often 'falling through the gaps' as more traditional approaches did not meet their needs. The programme was based on a navigation model design which involves distinct stages of delivery and clear principals of model design. The stages included: -

- Referral/ case finding: Navigators undertaking proactive outreach to locate individuals who met the programme criteria.
- Pre-navigation: Engagement and fact finding, assessing and addressing urgent needs, gaining trust and consent, gathering information on unmet need and vulnerability.
- Presentation at the Multi Agency Review Board (MARB): The board serves as a scrutiny board, ensuring cases meet service criteria while also operating as a systems/partnership approach to sharing of relevant information.

- Full navigation: significant levels of contact and interventions to meet unmet need are delivered.
- MARB review: Review of cases every 3 months, progress is assessed, case work ideas are discussed, and solutions are developed.
- Developing independence: The overlapping mid to latter stage where moves are made to expand the social, education and work or volunteer networks, engagement in the lived experience giving back phase.
- Planned programme exit: Formal ending with people ensuring rigor of contacts and independence has been developed.

Through the delivery model Bridge amassed significant learning and evidence with regards to navigation model implementation and delivery, this included:

- The cost effectiveness of this approach, through saving many hours of work amongst partner agencies.
- The necessity of small caseloads (average 5/7 service users) for navigators to allow for intensive support without time restrictions. Proven to improve outcomes and positive engagement where other support has not been able to help.
- The positive impact of co-production design.
- The critical importance of workforce development, training, and support.
- Best practice in the design and delivery of trauma informed care, essential to this service user cohort.

Based on this success, and their confidence in Bridge as an innovative and effective delivery partner, Bradford Council continued to invest in the delivery of the WY-FI programme post Big Lottery funding. Commissioners have also mobilised various funding streams to enable Bridge to replicate the navigation model for a number of exciting and innovative new pilot project and services. These have been designed to meet the needs of specific groups of individuals with complex disadvantages who often find mainstream services inaccessible. The success and cost-effective impact of these initiatives has delivered positive outcomes for some of the hardest to reach individuals. We have seen these projects make a real difference to some very vulnerable service users, especially where mainstream services have not been able to engage or support them.

Through demonstrating success in these high intensity navigation models Bridge has been able to develop new innovative services, the detail and impact of these varied services follow below.

WY-FI legacy: Multiple Needs Navigator Service

As mentioned earlier, as a result of its successful outcomes, the WY-FI service continued from June 2020 funded by Bradford Council. This ensured all elements of the original project, and the gains created from the system partnership were retained.

The MARB partners remained fully committed and continued to meet monthly throughout this year. Due to Covid the meetings moved online, with managers attending from the following partner agencies.

- National Probation Service – Locality Manager
- New Directions – Adult substance misuse provider
- Housing – Local Authority
- Housing – Multiple Needs providers
- Police – IOM
- BDCT – Integrated Outreach Team
- Health – Bevan Healthcare plus CPN

Outcomes in 2020/21:

- The service was contracted to work with 26 beneficiaries, including 9 cases transferred from WY-FI over the 10-month contract term.
- Demand was high with 35 individuals referred.
- 43 individuals received some or all elements of the service over the 10-month period.
- 20 new beneficiaries received navigation services (pre or full) in addition to the 9 beneficiaries who were transferred from the original WY-FI service.
- 68% of clients who had no home were housed.
- 77% of clients who were not in treatment and resistant to treatment engaged in treatment.

Housing First

Housing First is an internationally evidenced intervention, which has proven successful in supporting people with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain it.

Bradford Council commissioners wanted to implement a model of delivery which aligned to the principles of the Housing First model as below:

- People have a right to a home.
- Flexible support is provided for as long as is needed.
- Housing and support are separated.
- Individuals have choice/control.
- An active engagement approach is used.
- People are supported to identify their strengths, goals, and aspirations.
- A harm reduction approach is used.

As part of a one-year pilot launched in August 2018 Bridge were appointed as providers of the Housing Support element of the Housing First service in Bradford. The pilot was then extended through to September 2021 and following a tender exercise Bridge were successful in being awarded a contract for the service through to 2024. The extension of the pilot and successful tender outcome no doubt reflects Bridge's effective delivery and success in supporting service users to achieve positive outcomes over the last three years.

Bridge's staff team deliver intensive one-to-one support on an outreach basis to service users referred by Bradford's Complex Needs Panel in-line with the Housing First principles/best practice. There is a clear separation of housing and support elements, with support being provided for as long as required and not conditional on engagement with housing services.

In response to the Covid pandemic and the government's 'Everyone In Scheme' Bridge's staff team was expanded from two to five support workers who have continued to work in a safe/inclusive manner throughout the lockdowns, providing personalised support to clients with complex multiple disadvantages. Health remains at the heart of Housing First with significant achievements providing support for Hep C treatment; adherence to prescribed medication; and positive engagement with psychological therapies.

Outcomes in 2020/21

- The team has worked with 20 people during the period (14 males and 6 females)
- 15 clients gained and sustained housing.
- 10 clients have been in their tenancies for over 12 months.
- 13 service users gained and sustained housing with either private or social landlords.

Of these 13 service users:

- 3 have been able to have a positive move on to a second tenancy of their choice; resulting in positive outcomes in mental well-being and better connectivity with the local community.
- 8 service users have been in their tenancies for over 12 months.
- 3 have social worker support as part of the Housing First care plan.

Case Study:

PD's last tenancy prior to engagement with Housing First was 20 years ago and he had spent the last 5 years rough sleeping. PD was referred by the complex needs housing panel, and his case was allocated to the navigation team. Navigators made contact with PD and used an active engagement approach to build a strong relationship with him. This developed trust and confidence for PD that support was not reliant on him 'jumping through the right hoops' but was unconditional and reliable. PD worked closely with his navigator for 4 months prior to moving into his tenancy in an area of his choice. He has remained in the tenancy for 20 months.

"My life has been turned round. I love my home and its thanks to Housing First and my support worker who has been my rock"

Homeless Outreach Partnership (HOP)

HOP was established in July 2019. This is a multi-agency partnership providing services to the street homeless, aimed at identifying and reducing rough sleeping within the city. It was based at Bridge's Salem Street offices until March 2021, with one of Bridge's Housing First workers embedded within the team.

The government recognised that people experiencing homelessness, particularly those who are rough sleeping, are severely vulnerable during the pandemic. They are three times more likely to experience a chronic health condition including respiratory conditions such as COPD. Further, it is almost impossible to self-isolate or follow infection control guidance if you are sleeping rough or living in shared homelessness accommodation. The 'Everyone In' hotel and emergency accommodation operation took a public health approach, regardless of pre-existing arbitrary tests of who might qualify for statutory homelessness assistance. Support included:

- £3.2million allocation of funds to local authorities in England to assist the efforts to protect people who are homeless during the pandemic.
- Raising the Local Housing Allowance rate to the bottom 30th percentile of local rents. Seen as essential to stem the tide of new homelessness cases and assist councils to deal with people who are currently homeless/rough sleeping.
- Suspend evictions from Home Office asylum accommodation.
- Halt evictions from the private and social rented sectors.

Bradford's 'Everybody In' response, which was coordinated via the HOP, has seen over 100 people housed during the pandemic, helping protect their health at a vital time.

Ministry of Justice (MoJ) Horizons Project

This project is in the second year of a three-year pilot project funded by the MoJ to provide housing choices for people leaving HMP Leeds. The aim is to reduce homelessness and re-offending amongst men leaving HMP Leeds who want to settle in West Yorkshire. The service ensures that support is given prior to release from custody to identify suitable housing. Intensive support (5 hours weekly for the first six months post release) is provided by a skilled Navigator team under the leadership of a Lead Navigator, and then guidance is provided for a further two years post release whilst living in the community.

The support package is developed collaboratively with the individual and is offered in the person's home to ensure the greatest opportunity to connect them to services within the community whilst appreciating the persons aspirations and full potential.

The service which is led by Inspire North, operates across the whole of West Yorkshire and Bridge is the partner for the Bradford District but also contributing across West Yorkshire with clients housed in Huddersfield and Calderdale as well as Bradford.

Outcomes in 2020/21

- The Covid restrictions meant direct access to HMP Armley was curtailed throughout the year, despite this setback the service supported 36 men during the year.
- At the end March 2021 there were 32 men being supported by Bridge.
- The programme housed 70% of the cohort in suitable accommodation either in a direct let (50%) or a managed let (20%) with a further 12% of participants accessing a rehabilitation placement for recovery.

Multi-Agency Risk Assessment Conference (MARAC) Navigator Service

Launched in April 2020, at the start of the pandemic, the MARAC navigator service is an innovative pilot, initially funded for one year by Bradford Council. Bridge's delivery team consists of three MARAC Navigators supported by the Domestic Abuse and Sexual Violence team within Bradford Council. Navigators provide intensive one-to-one support for both victims and/or perpetrators of domestic abuse to help them make positive changes in their lives, achieve positive outcomes that reduce risk and improve their health and wellbeing.

The project follows the key principals of the navigation model. Referrals are made directly from the MARAC meetings. Eligibility criteria include:

- The case must be a repeat for the MARAC panel – i.e. the case has returned to the MARAC due to repeated high-risk domestic abuse, this may be one or many previous referrals.
- Engagement with either the victim and/or perpetrator from the previous co-ordinated action plan(s) have been unsuccessful, and there is no viable plan proposed by any agencies at MARAC.

The service works with small caseloads of typically 10 cases each, over overarching aims are to:

- Providing intensive and aspirational person-centred support through building a trusting relationship with the victim, perpetrator, or both to start to address issues that contribute to incidents of abuse.
- Proactive and intensive work with the victim and/or perpetrator to build all the networks of support that wrap around the individual to facilitate recovery, building and sustaining hope.
- Work as part of a wider team to build and evidence what future support should look like.

Outcomes in 2020/21:

- 32 individual service users were supported, who between them represented 121 previous referrals to the MARAC and 173 incidents attended by police prior to their engagement in the pilot.
- All cases had significant unmet needs across the following range of domains, with the majority experiencing at least three, substance misuse; housing; mental health; physical health; and employment/financial.
- Once engaged all cases saw a significant reduction in incidents, many had no further incidents. The majority have seen a significant improvement in accessing support to address their unmet needs.

The Lotus Project

The Lotus Project is a multi-disciplinary team designed to engage with commercial sex workers in the Bradford and Airedale areas with multiple unmet needs and vulnerabilities. The team consists of five Liaison Case workers and, due to high levels of intimate partner violence, coercion, control, and sexual assaults, one specialist Independent Domestic Violence Advocate/Independent Sexual Violence Advocate (IDVA/ISVA). The team are community based and conduct evening street outreach sessions to improve engagement.

The service works holistically with the service user to develop a package of care to suit their individual needs such as accessing housing, drug treatment, physical, mental, and sexual health, benefits/finances as well as supporting service users who are experiencing domestic and sexual violence/abuse

Lotus service users are predominantly women, but a small number are men or trans. The majority have complex disadvantages including drug and/or alcohol dependency, poor physical and mental health, domestic and sexual abuse trauma, children removed from their care, self-harm/suicide attempts, homelessness, or poor-quality housing in addition to sex working. They are often the most vulnerable, high risk and most difficult to engage groups that Bridge works with.

The service works with the Safeguarding and Precision Police Teams to manage both victim risks for domestic and sexual violence and protection work for trafficked victims including foreign nationals. Bridge chairs a multi-agency safeguarding meeting which is held each month with partners from both voluntary and statutory agencies spanning Police, NPS, CRC, Bevan Healthcare, Bradford District Care Trust, housing, and substance misuse to discuss and plan for the management of high-risk cases and coercive controlling violent linked individuals.

Outcomes in 2020/21:

- Supported a total of 127 clients.
- 109 clients were supported by an allocated case worker.
- 17 were supported by way of pre-case work and sightings only.

The service has long acknowledged that access to suitable housing for these clients has been the single major barrier for them to achieve a settled lifestyle and without this they have found it difficult to progress in their recovery and assist them to develop routes out of and exit sex working successfully. During the year Bridge consulted and developed a pilot housing scheme to focus on this client group. The pilot will involve the recruitment of a housing officer to lead the project and will develop a small portfolio of appropriating housing leased from both private and social landlords. This pilot launched in the summer of 2021 and will be reported on in detail next year.

Liaison and Diversion (L&D):

Liaison & Diversion is a multi-agency service, led by Wakefield Council, running across West Yorkshire, working with all ages who have become involved in the criminal justice system with the aim of diverting individuals away from crime and into health, social care or other support organisations. The partnership includes NHS, West Yorkshire Police, Touchstone, Together Women, and Bridge.

L&D services identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first come into contact with the criminal justice system as suspects, defendants, or offenders. They focus on the causes of individual behaviours and deliver person centered support to reduce risk factors associated with offending and signpost people to longer term support as required.

Bridge is the substance misuse specialist within the partnership, providing not only a staff member in each of the five council areas but also the expertise training and support around substance misuse. Bridge's workers, in addition to holding a caseload, offer screening in the custody suite. All those who agree to come onto the caseload are offered time-limited outreach support to connect to the right services, organisations, and available support in the community. This may include health/social care, community activities, education, and mental/physical health. Bridge has five staff within the partnership covering Leeds, Wakefield, Bradford, Kirklees, and Calderdale. Referrals for L&D can only be made from a criminal justice service, with these primarily coming from the custody suite.

Unfortunately, Covid related restrictions in the police stations to ensure safe working practices, severely restricted delivery throughout the year, with a mixture of onsite and face-to-face delivery. Whilst our workers have been primarily focused on adults, during this period we recruited into a Young Persons role to join the Wakefield team, establishing Bridge staff in all five west Yorkshire areas for the first time. In addition, we are an active member of each of the five Operational Boards and the West Yorkshire Strategic board.

DWP Treatment Link Service:

Bridge has provided a specialist substance misuse treatment worker across three Bradford Jobcentre Plus sites since 2016. In October 2020 this service expanded, recruiting an additional worker to cover 13 sites in Leeds, Wakefield and Calderdale. The workers support Jobcentre Plus work coaches to identify customers with unmet substance misuse treatment needs, and pro-actively supports customers to access specialist services. Having a specialist treatment worker based within a Jobcentre Plus provides DWP staff with access to support pathways to provide their customers with an opportunity to make significant positive changes to their lives. Customers are able to access support on a wide range of complex social issues that affect them and their families.

The specialist substance misuse treatment workers assess customers' support needs and proactively manage access to local specialist services, including access to mutual aid provision. In addition, the service works with individuals affected by the drug and/or alcohol use of family members and proactively supports them into provision to meet their needs.

In the first Covid lockdown all third-party providers for DWP were offered a pay off against their contract. Bridge, in-line with its wider approach to the pandemic, were the only organisation nationally who did not take up the offer but instead requested to continue delivery with Covid safe adaptations.

Outcomes in 2020/21:

Bradford

- 287 individuals referred to the service accepted the support and accessed specialist support.
- 5 families affected by substance misuse accessed specialist support.

Leeds, Wakefield and Calderdale (commenced October 2020)

- 116 individuals referred to the service accepted the support and accessed specialist support.

The team provided drug and alcohol awareness sessions to over 300 JCP staff across West Yorkshire

Stronger Families:

Stronger Families applies a multi-agency approach supporting parents and families to overcome barriers to training, education and employment across the Bradford district. The service is delivered via outreach, meeting parents/families in their own homes, community centres, or other locations that meet the needs of the individual. Referrals come from various sources, professional and self-direct to the Stronger Families hub and are allocated out to partner organisations.

Bridge employs two keyworkers supporting families to overcome barriers to training, education and employment in Bradford. Caseloads are small to allow intensive support for families during a time-restricted period and we have worked with 34 families over the year. Stronger Families support adapted as families adjusted to school closures and isolation periods.

As part of a successful, 13 strong partnership keyworker team, across Bradford, Bridge contributed to the achievement of 735 starts (82% of the target) and 233 employment/training outcomes (147 % of target) for the district up to 31st March 2021.

Bridge was awarded an additional Peer Mentor Coordinator post which started in August 2020. The coordinator recruited peer mentors from within Stronger Families participants. The peer mentors were trained and supported to work with our Stronger Families teams, engaging Families and providing 'expert by experience' support.

Outcomes in 2020/21:

- 16 Peer mentors completed the training.
- 5 Peer mentors moved into paid employment.

Living Well Champions:

As a direct result of the pandemic, the activities of the Self Care Champions were severely restricted, this meant that social media became the primary route of delivering the self-care message to the local population. This was achieved by regularly updating our social media platforms, Facebook and Twitter, and joining in real time conversations.

In September 2020 the Self Care Champion role was rebranded as 'Living Well Champion'. During the same month, as lockdown restrictions began to ease, the service developed a campaign that would be launched in line with national Self Care Week (November 2020). Over the next 8 weeks, plans were laid out to run pop-up self-care events at local supermarkets, to publish a newsletter and create a series of videos for social media. Despite lockdown restrictions again coming into effect, the week before the launch date, events were safely run at 4 of the 14 targeted supermarkets. Overall, the events were a success with 240 self-care interventions being completed. As part of this campaign, the service also delivered 650 self-care newsletters (co-created with the Community Partnership) and reached 1,300 Facebook users with our 'Five Ways to Wellbeing' themed videos.

Since January 2021 Bridge's staff member has been seconded to Affinity Care to help support them with the coordination of volunteers for their Covid vaccination clinics. This work involved recruiting and managing the day-to-day activities of volunteers, devising a training plan and refreshing/improving processes, working with senior management to schedule vaccine clinics, coordinating the rotas, and ensuring that the wellbeing needs of our cohort of volunteers are being met. In total 100 volunteers were recruited, who worked at various stages within the vaccination programme, and have enlisted the support of Practice Health Champions across the network. This helped Affinity Care deliver 42,500 vaccines in the first two phases of the Covid vaccination programme.

While the majority of staff time in this service has recently been spent within the vaccination programme, Bridge have also administered a number of grants to groups and not-for-profit organisation to help revive the community as it emerges from the pandemic and help it thrive again.

Together Talks Telephone Befriending Service:

This service was developed by Bradford Council, the local NHS and the Voluntary and Community Sector, in the early stages of the pandemic as a response to the lockdowns and the social isolation experienced by some. This multi-agency initiative is hosted by Bridge, and aims to:

- Support adults to live happy and fulfilling lives.
- Support adults who would benefit from a regular, non-judgemental listening ear to support with their day to day lives.

Volunteer telephone befrienders complete online training which includes safeguarding, equality & diversity, telephone security, best practice and our code of conduct. All the befrienders have a valid and current DBS

certificate, have completed a telephone interview and a reference check. The Volunteer Telephone Befrienders are managed by a friendly, dedicated, and professional support team, hosted by Bridge.

The service provides an opportunity for individuals to engage with a befriender, providing a human connection, incorporating active listening, emotional support and signposting to other services and provision of reliable information. Volunteer befrienders make regular contact with people by phone to give opportunities for positive connections and peer support for any issues they wish to discuss.

Since it was launched in late 2020 the service has had a positive impact on the fear, anxiety or loneliness that can often be experienced through social isolation., enabling individuals to develop a trusting, non-judgemental and supportive relationship with a volunteer, encouraging them to become more socially included. In response to growing demand Together Talks are now working in partnership with a range of specialist services across the Bradford district to offer bespoke services to targeted groups – these include domestic abuse survivors, early help families, and adults in receipt of social care.

Outcomes 2020/21:

- 110 active fully trained volunteer befrienders (1 befriender can take up to 3 befriendees).
- 121 active befriendees matched with a volunteer befriender.

Case study

AP is 52 and is a live-in carer for his mum, who has cancer. Quite often other family and mums' friends come to visit them which can make the family home chaotic. AP was referred to Together Talks after concerns were raised that his role as an unpaid carer was becoming increasingly stressful and his health was suffering as a result. AP had become isolated from his peers, lacked confidence, and had little interest in hobbies. The service matched AP with a befriender to encourage and support him in discovering new hobbies and interests, build and improve confidence and social skills, and to have time to enjoy activities. AP's befriender introduced him to drawing and art, which has helped him develop creativity and manage stress better. This has made AP feel less lonely and has given him the ability to cope with difficult events in his life. As a result of his positive experience of Together Talks, AP has since showed an interest in becoming a befriender himself.

Volunteering:

Bridge's volunteer programme provides a pathway for people in recovery from substance misuse issues and others from across Bradford to use their skills, knowledge and experience in support of our service aims. Volunteers inspire and provide hope through visible recovery and enable Bridge to enhance capacity across many services.

Volunteers continued to be involved in roles from the start of the pandemic, however this was at a lower level than last year. Some volunteers attended on site in-line with infection control procedures whilst others moved

to online and telephone roles. A number of new roles were developed to meet the needs of clients and to support service delivery. Volunteer roles over the last year included:

- Food/meal preparation and distribution
- Social media – self-care info and support
- Drug testing
- Telephone ‘befriending’
- Volunteer programme/training delivery support
- Online group delivery/Women’s group delivery
- Service user involvement
- ICT support for clients
- Homeless Outreach support
- Needle Exchange
- Walk and Talk

Outcomes 2020/21

- In total 43 people actively volunteered since the start of the pandemic and contributed 6,329 hours of volunteer time.
- The programme continued to support volunteers who were engaged in further and higher education. In the last year six volunteers completed qualifications including Level 2 Diploma in Health and Social Care, Level 1 and 2 ICT courses and Level 2 Literacy and Numeracy.
- 2 volunteers completed their degree courses, both achieving first class honours, and who are now in employment in their chosen career, and a further 2 volunteers have been accepted onto their chosen degrees for September 2021.
- 20 volunteers and 3 learners moved into paid work, and of these 12 went into full time posts.

Plans for the Future:

- To remain vigilant and respond to market, policy and legislative changes that impact on our work and the people we support.
- To continue to set targets and measure our performance across all aspects of our work to evaluate our successes, review the impact that our work is having, and to ensure the optimal delivery of our services.
- To embed our new case management system Eclipse, ensuring our practice can be carried out effectively and safely whilst retaining local flexibility and embracing innovation across multiple services.
- To successfully undertake a planned merger with Spacious Places, based in Leeds, later in 2021.
- To continue to strengthen our relationships with our partners in the statutory, voluntary and private sectors to maximise the support that we deliver through our initiatives.

Jon Royle Chief Executive

Melva Burton Chair of Trustees

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2020-21

Financial Review 2020-21

I'm in the fortunate position to report that the Covid pandemic has not had an adverse effect on Bridge's financial position over the last financial year. Although service delivery models adapted significantly during the pandemic, Bridge's finances were mostly unaffected. Whilst Bridge had one funding application to the Lottery withdrawn due to changes in their funding priorities, and in general new funding opportunities were reduced, any negative financial impact due to the pandemic was offset by new Covid related funding. As well as adapting existing services to function in the new environment Bridge also developed new ways of supporting people, such as the Befriending service, which brought in additional grant funding.

In comparison to the previous year 2020-21 was a very stable year financially, with income growth of 2.5% compared to 8.4% growth in 2019-20. Expenditure grew by 2.3%, and staffing numbers by 2.9%, and in line with the strategic plan reserves have also increased.

In 2020-21 the main service delivery changes were, the launch and growth of the MARAC Navigation service; transition of the Bradford WY-FI service from Lottery funding to Bradford Council funding; development and launch of the Befriending service; expansion of the Liaison & Diversion service; and unfortunately the closure of The Space in Leeds due to its Lottery funding ending. As usual a number of smaller services and pilots started and some ended during the year, these broadly balancing out financially. The largest contract and specific area of work remains the sub-contract with CGL for adult substance misuse treatment and recovery in Bradford, this accounts for just over a third of total income compared to just over two-thirds five years ago. These changes positively highlight the success in Bridge's long-term strategy of diversifying income streams and service delivery.

This year's accounts show a total net surplus of £215,776 which equates to 8.6% of total income, a very similar level to the previous year. As in recent years, this surplus has been used to repay some of Bridge's mortgages and to increase reserves in-line with Bridge's reserves policy.

Unrestricted free reserves increased by £121,582 standing at £776,531 on 31st March 2021. Designated funds held £1,138,588, of which £877,442 is the net book value of the freehold premises less the outstanding mortgage. The remaining £261,146 of designated funds are held in four funds, as detailed in the notes to the accounts. Bridge also held £57,257 split across eleven different restricted funds of which £53,842 was held in nine funds linked to specific grants or contracts either to be utilised or returned to funders in 2020-21. The remaining £3,415 of restricted funds was held in two ongoing funds which provide financial support to our service users in emergency situations.

So, once again, I'm able to report that Bridge remains in a secure financial position, with reserves that can be drawn on to invest in the organisation as needed, or, if required to support the organisation through any unforeseen financial or funding difficulties.

Looking ahead in the short-term, Bridge's budget for 2021-22, prepared in March 2021, projected income and expenditure levels very similar to 2020-21, with a projected surplus of 1.4% on income. Since then a couple of new services have been funded and launched, and a merger with Spacious Places in Leeds has taken place. I therefore expect to be reporting further modest growth and a surplus in next year's report.

Longer term Bridge's stable finances and healthy reserves position will enable the organisation to continue developing and delivering excellent services to people in need of significant support within our local communities. As Bridge has been able to adapt and develop through the pandemic, I know we'll be able to face any future challenges from a position of financial strength and resilience.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

Registered Office: 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

Governance:

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2021 was 8 (2020: 8).

Board of Trustees: trustees serving at the date the Trustees' Annual Report was approved were:

Melva Burton	(Chair)	Peter P.J. Sleight	(Treasurer)
Mohanlal P. Mistry		Andrew Clayton-Stead	
Marisa Lloyd		Ralph Berry	
David Memery		Gordon Roscoe	
Samantha Lunnon	(appointed 19/05/2021)		

No Trustees left the board during the financial year 2020-21.

No Trustees left the board after the end of the financial year but before the Trustees Annual Report was approved.

All Trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

Company Secretary: Martin W Brook (Director of Finance & Support Services)

Organisation:

The board of trustees administers the charity. The board normally meets five times per year (January, March, May, July, October). Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

Senior Staff:

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services
Sally Black	Director of Human Resources

Pay Policy

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

Trustee Recruitment:

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and appropriate people are sought as required to fill any current skills/experience gaps on the board.

Trustee Training and Induction:

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and visit the service as they wish.

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Big Lottery Fund; NHS Bradford District and Craven CCG; Bradford VCS Alliance; Department for Work and Pensions; European Social Fund; Jobcentre Plus; Ministry of Justice; Public Health England; South 10 Community Partnership; The Village Community Partnership; Wakefield Council – Liaison and Diversion service; West Yorkshire Police and Crime Commissioner.

Auditors: BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

The Co-operative Bank, 14 King Street, Leeds, LS1 2HL

Cambridge & Counties Bank, Charnwood Court, 5B New Walk, Leicester, LE1 6TE

Hampshire Trust Bank, 55 Bishopsgate, London, EC2N 3AS

Monmouthshire Building Society, John Frost Square, Newport, South Wales, NP20 1PX

Redwood Bank, The Nexus Building, Broadway, Letchworth Garden City, SG6 3TA

Scottish Widows Bank plc, 67 Morrison St, Edinburgh, EH3 8YJ

Shawbrook Bank, Lutea House, Warley Hill Business Park, Brentwood, Essex, CM13 3BE

Virgin Money, Jubilee House, Gosforth, Newcastle upon Tyne, NE3 4PL

Organisational Policies:

Investments:

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in an instant access deposit account to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

Reserves:

Bridge's reserves policy is reviewed annually, most recently in March 2021, and was last amended in March 2020. The current policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly cash flow requirements; working capital requirements; loss of income contingency planning. There is then a target of increasing reserves to at least £800,000 by 31st March 2022, with an upper limit of £1 million. This policy was approved as the trustees envisage a potential need for significant organisational development and infrastructure investment within the next three to five years.

As of 31st March 2021, Bridge's free unrestricted reserves totalled £776,531 (2020: £654,949). These reserves are of an acceptable level as set out in the policy. Bridge also held £24,500 of freely accessible funds in a designated fund for future expenditure on premises repairs (2020: £17,500), and £82,437 (2020: £90,000) designated for business development work over the next two years.

Fundraising activities:

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

Risk Management:

A full risk management review of the organisation was undertaken in May 2019 as part of the strategic plan's review, this fed into the development of Bridge's three-year strategic plan for 2019-22. This plan is reviewed on a six-monthly basis.

The Director of Operations in partnership with the Deputy Director of Operations and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

Public Benefit:

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

Tangible fixed assets for use by the charity:

Details of movements in fixed assets are set out in note 12 to the accounts.

Recognition of Liabilities:

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

Going Concern:

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of the pandemic and economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

So far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the board:



Melva Burton

Chair of Trustees

24th November 2021

Independent Auditor's Report to the Trustees of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Independent Auditor's Report to the Trustees of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charity, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charity minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

Date: 29 November 2021

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2020-21

Statement of Financial Activities for the year ended 31st March 2021

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
		£	£	£	£	£
Income						
Donations and legacies	3	53,756	-	50,930	104,686	144,270
Charitable activities	4	1,965,815	178,247	259,419	2,403,481	2,304,723
Investments	5	4,970	-	-	4,970	3,682
Total income		2,024,541	178,247	310,349	2,513,137	2,452,675
Expenditure						
Raising funds	6	23,168	7,563	-	30,731	22,598
Charitable activities	7 & 8	1,760,288	211,306	295,036	2,266,630	2,223,868
Total expenditure		1,783,456	218,869	295,036	2,297,361	2,246,466
Net income / (expenditure) before transfers	10	241,085	(40,622)	15,313	215,776	206,209
Gross transfers between funds		(119,503)	119,503	-	-	-
Net movement in funds for the year		121,582	78,881	15,313	215,776	206,209
Total funds brought forward at 1 st April		654,949	1,059,707	41,944	1,756,600	1,550,391
Total funds carried forward at 31st March		776,531	1,138,588	57,257	1,972,376	1,756,600

Balance Sheet as at 31st March 2021

		2021		2020	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		937,673		1,051,600
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	254,074		381,363	
Investments	15	350,294		330,968	
Cash at bank and in hand	16	585,439		267,896	
		<u>1,190,307</u>		<u>980,727</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(105,487)		(117,131)	
Net current assets			<u>1,084,820</u>		<u>863,596</u>
Total assets less current liabilities			2,022,493		1,915,196
Creditors: amounts falling due after more than one year	18		(50,117)		(158,596)
Net assets			<u><u>1,972,376</u></u>		<u><u>1,756,600</u></u>
Funds 24, 25 & 26					
Unrestricted funds					
General funds			776,531		654,949
Designated funds			1,138,588		1,059,707
Restricted funds			57,257		41,944
Total funds carried forward at 31st March			<u><u>1,972,376</u></u>		<u><u>1,756,600</u></u>

For the year ending 31st March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

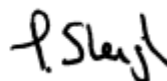
Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 24th November 2021 and signed on their behalf by:



Melva Burton
Chair of Trustees



Peter Sleight FCCA
Treasurer

The notes on pages 35 to 48 form part of these financial statements.

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2020-21

Statement of Cash Flows for the year ended 31st March 2021

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
		£	£	£	£	£
Cash flows from operating activities	27					
Net cash provided by / (used in) operating activities		197,216	180,746	73,439	451,401	55,400
Cash flows from investing activities						
Interest income		4,970	-	-	4,970	3,682
Purchase of investments		(88,160)	-	-	(88,160)	(170,000)
Net cash provided by / (used in) investing activities		(83,190)	-	-	(83,190)	(166,318)
Cash flows from financing activities						
Repayment of borrowing		-	(119,502)	-	(119,502)	(71,816)
Net cash provided by / (used in) financing activities		-	(119,502)	-	(119,502)	(71,816)
Increase / (decrease) in cash and cash equivalents in the year		114,026	61,244	73,439	248,709	(182,734)
Cash and cash equivalents at 1 st April		293,723	155,088	(19,947)	428,864	611,598
Cash and cash equivalents at 31st March	28	407,749	216,332	53,492	677,573	428,864

Notes to the Financial Statements for the year ended 31st March 2021

1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a, Basis of preparation

The financial statements have been prepared 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) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

b, Preparation of the accounts on a going concern basis.

The Trustees have considered the impact of Covid on the charity's funding, operations, workforce and supply chain, as well as the wider economy. There has been no detrimental financial impact on the charity to date, with funding and service delivery continuing without interruption throughout the pandemic. The Trustees do not currently foresee any change in these circumstances which would lead to a significant reduction in service delivery or loss of funding. Based upon current performance and forecasted budgets, the Trustees have concluded that the going concern basis remains appropriate.

c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 25).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

d, Income

Income is recognised when Bridge has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

f, Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g, Donated services

Donated professional services and donated facilities are recognised as income 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 by 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 time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

h, Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

Notes to the Financial Statements for the year ended 31st March 2021

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

j, Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

k, Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight line basis as follows:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers and other equipment	33.3%

One full year's depreciation is charged in the year of purchase.

l, Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m, Investments

Current asset investments include any deposit funds which are not readily accessible within one week.

n, Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

o, Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p, Pension contributions

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1st April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

q, Taxation

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

r, Capital commitments

Bridge had no capital commitments on the date the accounts were approved.

s, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 23. 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.

Notes to the Financial Statements for the year ended 31st March 2021

2 Statement of Financial Activities for previous year

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2020
		£	£	£	£
Income					
Donations and legacies		134,474	-	9,796	144,270
Charitable activities		1,768,918	128,985	406,820	2,304,723
Investments		3,682	-	-	3,682
Total income		1,907,074	128,985	416,616	2,452,675
Expenditure					
Raising funds		22,598	-	-	22,598
Charitable activities		1,661,839	161,747	400,282	2,223,868
Total expenditure		1,684,437	161,747	400,282	2,246,466
Net income / (expenditure) before transfers		222,637	(32,762)	16,334	206,209
Gross transfers between funds		(161,815)	161,815	-	-
Net movement in funds for the year		60,822	129,053	16,334	206,209
Total funds brought forward at 1 st April		594,127	930,654	25,610	1,550,391
Total funds carried forward at 31st March		654,949	1,059,707	41,944	1,756,600

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Donations	6,171	-	1,543	7,714	20,336
Donated services and goods					
CGL	31,295	-	-	31,295	76,368
Shipley College	16,290	-	-	16,290	18,545
Wm Morrisons Supermarkets	-	-	-	-	20,200
	47,585	-	-	47,585	115,113
Grants					
Awards for All	-	-	-	-	6,447
City of Bradford MDC	-	-	10,000	10,000	-
Community Action Bradford	-	-	7,500	7,500	-
Eaton Fund	-	-	285	285	-
Family Action	-	-	750	750	200
Glasspool Trust	-	-	80	80	-
Inn-Churches	-	-	1,185	1,185	-
Leeds Community Foundation	-	-	24,087	24,087	-
NatWest Circle Fund	-	-	2,500	2,500	-
St Martin's in the Field	-	-	-	-	80
The VCS Alliance	-	-	3,000	3,000	-
West Yorkshire Police Commissioner	-	-	-	-	2,094
	-	-	49,387	49,387	8,821
Total	53,756	-	50,930	104,686	144,270

Notes to the Financial Statements for the year ended 31st March 2021

4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Service Delivery Contracts					
Big Lottery / Humankind	-	-	22,116	22,116	150,935
Big Lottery Reaching Communities	-	-	9,206	9,206	112,395
CGL	894,195	7,000	-	901,195	994,066
<u>City of Bradford MDC</u>					
Alcohol Safe Space	9,500	-	-	9,500	-
Befriending Service	-	-	9,260	9,260	-
Exiting Prostitution	279,476	-	-	279,476	274,636
Housing First	207,745	-	8,000	215,745	112,248
MARAC Navigators	-	-	110,247	110,247	853
Multiple Needs Navigators	131,800	-	-	131,800	-
Skills House	-	26,494	-	26,494	-
Substance Misuse Navigators	-	-	-	-	68,150
Top of Town – Community Safety	-	-	8,515	8,515	-
Young Peoples' Substance Misuse	128,859	-	-	128,859	132,149
	757,380	26,494	136,022	919,896	588,036
Community Partnership 8	74,106	-	-	74,106	45,127
Community Partnership – South 10	22,989	-	-	22,989	4,406
ESF / Big Lottery – Stronger Families	-	-	92,075	92,075	65,403
ESF / DWP – Step Bradford	-	-	-	-	37,600
ESF / DWP – Step Leeds	-	-	-	-	18,400
Job Centre Plus – DWP	62,856	-	-	62,856	40,807
Ministry of Justice – Foundation	-	144,753	-	144,753	121,985
The VCS Alliance	-	-	-	-	1,000
Wakefield Council – Liaison & Diversion	133,468	-	-	133,468	89,972
Ancillary Trading Income					
Service user events	-	-	-	-	377
Reclaimed expenditure	71	-	-	71	542
Rental income	20,050	-	-	20,050	20,992
Vault Cafe	-	-	-	-	4,141
	20,121	-	-	20,121	26,052
External Training & Consultancy					
The Village Community Partnership	-	-	-	-	5,770
Leeds Utd Foundation	700	-	-	700	268
Remploy	-	-	-	-	1,450
West Yorkshire Police	-	-	-	-	1,051
	700	-	-	700	8,539
Total	1,965,815	178,247	259,419	2,403,481	2,304,723

The Bridge Project
Registered Charity No 517356
Company Limited by Guarantee No 01946704

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Notes to the Financial Statements for the year ended 31st March 2021

5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Bank interest	4,970	-	-	4,970	3,682

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Staff costs	21,762	6,970	-	28,732	21,138
Admin and office costs	969	593	-	1,562	987
Premises	437	-	-	437	473
Total 2021	23,168	7,563	-	30,731	22,598
Total 2020	22,598	-	-	22,598	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Service staff costs	1,400,332	79,475	219,047	1,698,854	1,612,839
Service provision costs	69,971	957	29,946	100,874	111,851
Admin and office costs	55,239	2,264	7,761	65,264	66,264
Premises	68,485	4,257	16,128	88,870	117,752
Depreciation	-	113,927	-	113,927	120,103
Governance costs	56,758	3,511	7,461	67,730	69,322
Support costs	109,503	6,915	14,693	131,111	125,737
Total 2021	1,760,288	211,306	295,036	2,266,630	2,223,868
Total 2020	1,661,839	161,747	400,282	2,223,868	

8 Expenditure on charitable activities by service type

	Communities, Early Intervention & Prevention	Complex Needs	Criminal Justice	Drug Treatment & Recovery	Education, Training & Employment	Total 2021	Total 2020
	£	£	£	£	£	£	£
Service staff costs	91,711	584,030	181,073	704,779	137,261	1,698,854	1,612,839
Service provision costs	3,431	52,271	2,156	40,544	2,472	100,874	111,851
Admin and office costs	4,363	16,866	5,645	33,531	4,859	65,264	66,264
Premises	2,755	32,958	4,257	46,126	2,774	88,870	117,752
Depreciation	-	8,509	-	105,418	-	113,927	120,103
Governance costs	3,735	19,053	7,904	33,443	3,595	67,730	69,322
Support costs	7,352	37,524	15,568	63,587	7,080	131,111	125,737
Total 2021	113,347	751,211	216,603	1,027,428	158,041	2,266,630	2,223,868
Total 2020	44,493	552,330	122,702	1,359,879	144,464	2,223,868	

Notes to the Financial Statements for the year ended 31st March 2021

9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2021	2020
	£	£
Gross wages and salaries	1,607,084	1,444,091
Social security costs	141,878	122,445
Pension contribution	58,200	54,465
	1,807,162	1,621,001

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £58,200 (2020: £54,465). Contributions totalling £5,317 (2020: £4,529) were payable to the scheme at the end of the period and are included in other creditors.

No redundancy or termination payments were paid during the year (2020: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits of the key management personnel were £237,343 (2020: £229,138).

The number of higher paid employees who received employee benefits (gross salary plus social security costs) in the following bands were as follows:

£70,000 to £79,999: 1 (2020:1)

£60,000 to £69,999: 2 (2020:2)

The average monthly head count was 70 staff (2020: 68 staff).

In addition to the above employees; 1 worker was seconded to Bridge from CGL into the Jobcentre Plus project (2020: 1) at a cost of £33,249 (2020: £32,633).

No agency workers were used during the year to cover short-term vacancies (2020: £35,617)

No remuneration or other benefits were paid to the Trustees during the year (2020: nil), no expenses were paid for reimbursing travel costs for attending meetings (2020: nil).

10 Net income / (expenditure)

These are stated after charging:

	2021	2020
	£	£
Depreciation – owned assets	113,927	120,103
Operating lease rentals	5,650	22,600
Auditor's remuneration ¹	5,994	5,220
Interest on bank loans & overdrafts	3,692	7,363

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts.

Notes to the Financial Statements for the year ended 31st March 2021

11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2021	2020
	£	£
Food for distribution to service users	-	15,000
Other goods distributed to service users	-	5,200
IT equipment, support & licences	10,080	12,000
Volunteer Training & Qualifications	16,290	18,545
Clinical Staff	19,745	58,320
Drug testing	1,470	6,048
Total	47,585	115,113

The value of any volunteers' time is not included, however we have benefited from 6,329 hours (2020: 17,815) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2020	984,344	1,164,888	90,546	30,880	17,739	2,288,397
Additions	-	-	-	-	-	-
Disposals	-	-	(74,098)	-	(2,996)	(77,094)
At 31st March 2021	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Depreciation						
At 1st April 2020	229,282	871,194	87,702	30,880	17,739	1,236,797
Charge for year	19,687	92,818	1,422	-	-	113,927
Disposals	-	-	(74,098)	-	(2,996)	(77,094)
At 31st March 2021	248,969	964,012	15,026	30,880	14,743	1,273,630
Net Book Value						
At 31st March 2021	735,375	200,876	1,422	-	-	937,673
At 31st March 2020	755,062	293,694	2,844	-	-	1,051,600

The freehold property consists of the following:

33, 35 & 37 Salem Street: Purchased in 1997 with the aid of a £175,000 grant from the Joint Finance Committee of Bradford Metropolitan District Council and Bradford Health Authority. This grant is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over these properties to this effect.

31 Salem Street: Purchased in 1998. There are no legal charges or conditions on this property.

29 Salem Street: Purchased in 2001. There are no legal charges or conditions on this property.

4 Hallfield Street: Purchased in 2004. There are no legal charges or conditions on this property.

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

30 Manningham Lane: Purchased in August 2011. See note 22.

14 North Parade: Purchased in March 2014. There is no legal charge or condition on this property.

Pelican House, 10 Currer Street: Purchased on 30th March 2016.

The freehold property is shown above at original cost less any depreciation. As the value of the properties in use is considered to be greater than the net book value they remain valued at net book value.

Notes to the Financial Statements for the year ended 31st March 2021

13 Stock

	2021	2020
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2021	2020
	£	£
Trade debtors	209,901	345,408
Other debtors	530	500
Prepayments and accrued income	43,643	35,455
	254,074	381,363

15 Investments

	2021	2020
	£	£
Cambridge & Counties Bank (2 yr)	86,691	85,000
Hampshire Trust Bank (1 yr)	86,449	85,000
Monmouthshire B.S. (30 days)	5,613	75,559
Redwood Bank (95 days)	86,521	85,409
Scottish Widows / CAF Bank (1yr)	85,020	-
	350,294	330,968

16 Cash at bank and in hand

	2021	2020
	£	£
Petty cash	3,372	2,998
CAF Bank current account	21,210	5,687
CAF Bank instant deposit account	163,422	13,178
Co-operative Bank current account	70,351	74,783
Monmouthshire BS deposit account	75,362	5,011
Scottish Widows instant deposit account	84,460	84,379
Shawbrook Bank deposit account	85,000	-
Virgin Money postal deposit account	82,262	81,860
Total	585,439	267,896

Notes to the Financial Statements for the year ended 31st March 2021

17 Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank loan and overdrafts	10,113	21,137
Trade creditors	5,897	15,494
Taxation and social security	39,668	30,809
Other creditors	11,246	9,524
Accruals and deferred income	38,563	40,167
	105,487	117,131

Other creditors are employer pension contributions and childcare voucher payments, all of which are paid within 30 days.

18 Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Due between 1 to 2 years	9,554	21,625
Due between 2 to 5 years	30,165	66,960
Due after 5 years	10,398	70,011
	50,117	158,596

19 Contingent liabilities

	2021	2020
	£	£
Grant for property purchase	175,000	380,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

A Public Health England capital grant was received via City of Bradford Metropolitan District Council (CBMDC) on 31st March 2016, for the purchase and refurbishment of Pelican House, 10 Curren Street, Bradford. £205,000 was repayable if the charity sold or disposed of any interest in this property within five years. A legal charge was held by CBMDC over the property and, as the necessary conditions had been met, this expired on 31st March 2021, and was formally discharged on 9th September 2021.

20 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2021	2020
	£	£
Balance at 1 st April	20,922	73,451
Amount released to income	(20,922)	(73,451)
Amount deferred in the year	24,300	20,922
Balance at 31 st March	24,300	20,922

Notes to the Financial Statements for the year ended 31st March 2021

21 Operating leases

At 31st March Bridge had commitments under non-cancellable operating leases as set out below.

	2021		2020	
	Land & buildings £	Plant & Machinery £	Land & buildings £	Plant & Machinery £
Operating leases which expire:				
Less than 1 year	-	-	5,650	-
Between 2 to 5 years	-	-	-	-
	-	-	5,650	-

22 Secured Debts

The Co-operative Bank holds a legal charge on 30 Manningham Lane, Bradford as security against their loan. The loan is for a period of 15 years from 1st March 2012. This property was given an open market valuation for disposal of £350,000 in September 2016 by WSB Property Consultants, of Leeds. The outstanding loan balance as at 31st March 2021 was £60,230 being 17% of the open market valuation. This secured loan is on a variable interest rate linked to the Bank of England base rate, the terms and conditions were the best available to the charity when the loan was drawn down.

23 Capital Commitments

There were no capital commitments at 31st March 2021 (2020: £nil).

24 Analysis of net assets between funds – current year

	Unrestricted			Total 2021 £
	General funds £	Designated Funds £	Restricted funds £	
Fixed assets	-	937,673	-	937,673
Current assets	863,611	263,944	62,752	1,190,307
Current liabilities	(87,080)	(12,912)	(5,495)	(105,487)
Long term liabilities	-	(50,117)	-	(50,117)
Fund balances	776,531	1,138,588	57,257	1,972,376

Analysis of net assets between funds- previous year

	Unrestricted			Total 2020 £
	General funds £	Designated Funds £	Restricted funds £	
Fixed assets	-	1,051,600	-	1,051,600
Current assets	732,273	188,236	60,218	980,727
Current liabilities	(77,324)	(21,533)	(18,274)	(117,131)
Long term liabilities	-	(158,596)	-	(158,596)
Fund balances	654,949	1,059,707	41,944	1,756,600

Notes to the Financial Statements for the year ended 31st March 2021

25 Purposes of funds

General Funds: These are the free reserves available to the charity for use without any restriction.

Designated Funds: These are unrestricted funds specifically designated for a purpose by the Trustees.

MoJ – Horizons Project: Holds received income for this service which will be spent against the service in 2021-22 and 2022-23.

Business Development: Holds funds allocated for future expenditure on a business development worker's staff costs.

Premises Repair Fund: Holds funds allocated for future structural repairs and external decoration of our premises.

Skillshouse: Holds funds allocated for future service provision costs on this project.

Manningham Lane Fixed Asset Fund: Holds the net book value of the freehold property and property improvements for 30 Manningham Lane, less the outstanding loan amount. The annual depreciation and mortgage interest charges will adjust this fund's value until it holds just the NBV of the assets in 2027 when the 15 year mortgage will have been fully discharged.

North Parade Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

Pelican House Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

Salem Street Fixed Asset Fund: Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

Restricted Funds: These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

Befriending Service: Grant and contractual income and related expenditure for this project launched in 2020.

Bridge Client Fund: Holds grants and donations from a number of sources specifically given for client related expenditure.

Covid Health Inclusion: Holds funds allocated for future service provision costs on this project.

Helping Hand: A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

Housing First – Personalisation: This holds restricted funding, provided by City of Bradford MDC, for the purchase of furniture and other personal items for service users on the Housing First programme.

Lotus Project - Service Users: Holds money raised by the Lotus Project specifically for their service users.

Lotus Project - Target Hardening: Holds restricted funding to specifically improve the personal safety of Lotus Project service users.

MARAC Navigators: Holds funds allocated for future service provision costs on this project.

SMU Navigators: This was a time limited project in 2019-20. The remaining funding was transferred to the MARAC Navigators project.

Stronger Families - European Social Fund & Big Lottery: This joint funding for the Stronger Families project in Bradford is administered and monitored by Leeds City Council on behalf of ESF & Big Lottery.

The Space- Big Lottery – Reaching Communities: Funding for The Space in Leeds. This project came to an end in July 2020

Test and Trace CP8 Grants: Funds to cover Bridge's work on this project in 2021-22.

Top of Town – Community Safety Funding: Holds funds allocated for a new project launching in June 2021

VCS Alliance Grants: Holds grant funding from the VCS Alliance for future distribution.

WY-FI - Big Lottery: A service funded by the Big Lottery to support and engage service users in Bradford who have multiple and complex needs. This project ended in June 2020

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Notes to the Financial Statements for the year ended 31st March 2021

26 Movement in funds – current year

	Opening balance 1 st April 20	Income	Expenditure	Transfers	Closing balance 31 st March 21
	£	£	£	£	£
Unrestricted funds					
General funds	654,949	2,024,541	(1,783,456)	(119,503)	776,531
Designated funds					
MoJ – Horizons Project	80,341	144,753	(97,379)	-	127,715
Business development	90,000	-	(7,563)	-	82,437
Premises repair fund	17,500	7,000	-	-	24,500
Skillshouse	-	26,494	-	-	26,494
Manningham Lane, fixed asset fund	193,040	-	(51,220)	70,750	212,570
North Parade, fixed asset fund	186,337	-	(14,958)	-	171,379
Pelican House, fixed asset fund	280,683	-	(39,240)	48,753	290,196
Salem Street, fixed asset fund	211,806	-	(8,509)	-	203,297
	1,059,707	178,247	(218,869)	119,503	1,138,588
Restricted funds					
Befriending Service	-	33,347	(33,347)	-	-
Bridge Client Fund	-	5,020	(2,005)	-	3,015
Covid Health Inclusion	-	10,000	(4,002)	-	5,998
Helping Hand	432	-	(32)	-	400
Housing First – Personalisation	5,223	8,000	(11,001)	-	2,222
Lotus Project – service users	900	1,323	(284)	-	1,939
Lotus Project – Target Hardening	4,395	-	(587)	-	3,808
MARAC Navigators	-	110,247	(99,816)	12,512	22,943
SMU Navigators	12,512	-	-	(12,512)	-
Stronger Families - European Social Fund & Big Lottery	1,101	92,075	(91,509)	-	1,667
The Space - Big Lottery – Reaching Communities	16,837	9,206	(26,043)	-	-
Test and Trace CP8 Grants	-	7,500	(3,750)	-	3,750
Top of Town – Community Safety Funding	-	8,515	-	-	8,515
VCS Alliance Grants	-	3,000	-	-	3,000
WY-FI - Big Lottery	544	22,116	(22,660)	-	-
	41,944	310,349	(295,036)	-	57,257
Total funds	1,756,600	2,513,137	(2,297,361)	-	1,972,376

Transfers between funds:

£119,503 of net transfers from general funds is to the fixed asset funds re mortgage capital repayments during the year.

£70,750 to the Manningham Lane fixed asset fund is the transfer of mortgage capital repayments from general funds.

£48,573 to the Pelican House fixed asset fund is the transfer of mortgage capital repayments from general funds.

The transfer of £12,512 from SMU Navigators to MARAC Navigators was the transfer of surplus funds from one project to another approved by the funder.

Notes to the Financial Statements for the year ended 31st March 2021

Movement in funds – previous year

	Opening balance 1 st April 19	Income	Expenditure	Transfers	Closing balance 31 st March 20
	£	£	£	£	£
Unrestricted funds					
General funds	594,127	1,907,074	(1,684,437)	(161,815)	654,949
Designated funds					
MoJ – Horizons Project	-	121,985	(41,644)	-	80,341
Business development	-	-	-	90,000	90,000
Premises repair fund	10,500	7,000	-	-	17,500
Manningham Lane, fixed asset fund	227,897	-	(51,220)	16,363	193,040
North Parade, fixed asset fund	201,295	-	(14,958)	-	186,337
Pelican House, fixed asset fund	264,471	-	(39,240)	55,452	280,683
Salem Street, fixed asset fund	220,315	-	(8,509)	-	211,806
Mini-bus, fixed asset fund	6,176	-	(6,176)	-	-
	930,654	128,985	(161,747)	161,815	1,059,707
Restricted funds					
Lotus Project – service users	744	940	(784)	-	900
Lotus Project – Target Hardening	-	5,000	(605)	-	4,395
Awards for All	(1,052)	6,447	(5,395)	-	-
Big Lottery – WY-FI	(1,220)	150,935	(149,171)	-	544
Helping Hand	467	-	(35)	-	432
Housing First – Personalisation	8,369	4,560	(7,706)	-	5,223
European Social Fund & Big Lottery – Stronger Families	1,879	65,403	(66,181)	-	1,101
SMU Navigators	-	68,150	(55,638)	-	12,512
Big Lottery – Reaching Communities	16,423	113,087	(112,673)	-	16,837
Safer Communities – West Yorks Police & Crime Commissioner	-	2,094	(2,094)	-	-
	25,610	416,616	(400,282)	-	41,944
Total funds	1,550,391	2,452,675	(2,246,466)	-	1,756,600

27 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	121,582	78,881	15,313	215,776	206,209
Adjustments for:					
Depreciation charge	-	113,927	-	113,927	120,103
Deduct Interest income shown in investing activities	(4,970)	-	-	(4,970)	(3,682)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	70,849	(14,464)	70,905	127,290	(233,717)
Increase (decrease) in creditors	9,755	2,402	(12,779)	(622)	(33,513)
Net cash provided by (used in) operating activities	197,216	180,746	73,439	451,401	55,400

Notes to the Financial Statements for the year ended 31st March 2021

28 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Cash in hand	315,615	216,332	53,492	585,439	267,896
Notice deposits (less than 3 months)	92,134	-	-	92,134	160,968
Total cash and cash equivalents	407,749	216,332	53,492	677,573	428,864

29 Disclosure of Trustee / Related Party Transactions

Jon Royle, Chief Executive, is a Trustee and the Chair of Faces and Voices of Recovery UK (FAVOR UK), Charity No.SC043961, which organises the national Recovery Walks that Bridge service users attend. There were no financial transactions between Bridge and FAVOR UK in either year.

Melva Burton, Chair of Trustees, is also a trustee of the Create Strength Group, Charity No 1193551, which provides mutual support groups and training services in relation to abstinence from Cannabis, Spice, and Novel Psychoactive Substances. There were no financial transactions between Bridge and Create Strength Group this year or last.

Ralph Berry, trustee, is a councillor for City of Bradford MDC which is a significant source of funding and service contracts for Bridge. Bridge received £929,896 from City of Bradford MDC in 2021 (2020: £588,036).

No payments were made to Trustees in 2020-21 for any services in a professional capacity, outside of their role as a trustee. (2020: £4,250 to Marisa Lloyd for her services producing an internal management report. This transaction was approved by the trustees).

30 Ultimate Controlling Party

The charity is under the control of the board of trustees.

31 Post Balance Sheet Event

The merger process with Spacious Places, registered charity 1130175, has commenced and was formally ratified on 20th October 2021. The services and assets of Spacious Places are transferring to Bridge, and in due course the Spacious Places charity will be wound down and final accounts prepared.

There are no other post balance sheet events to report.