



## **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 31<sup>st</sup> 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 on-line 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 though 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 31<sup>st</sup> 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 31<sup>st</sup> 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 Lunn	(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 31<sup>st</sup> 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 31<sup>st</sup> 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

24<sup>th</sup> 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 31<sup>st</sup> 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	<b>104,686</b>	144,270
Charitable activities	4	1,965,815	178,247	259,419	<b>2,403,481</b>	2,304,723
Investments	5	4,970	-	-	<b>4,970</b>	3,682
<b>Total income</b>		<b>2,024,541</b>	<b>178,247</b>	<b>310,349</b>	<b>2,513,137</b>	<b>2,452,675</b>
<b>Expenditure</b>						
Raising funds	6	23,168	7,563	-	<b>30,731</b>	22,598
Charitable activities	7 & 8	1,760,288	211,306	295,036	<b>2,266,630</b>	2,223,868
<b>Total expenditure</b>		<b>1,783,456</b>	<b>218,869</b>	<b>295,036</b>	<b>2,297,361</b>	<b>2,246,466</b>
<b>Net income / (expenditure) before transfers</b>	10	<b>241,085</b>	<b>(40,622)</b>	<b>15,313</b>	<b>215,776</b>	<b>206,209</b>
<b>Gross transfers between funds</b>		<b>(119,503)</b>	<b>119,503</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds for the year</b>		<b>121,582</b>	<b>78,881</b>	<b>15,313</b>	<b>215,776</b>	<b>206,209</b>
Total funds brought forward at 1 <sup>st</sup> April		654,949	1,059,707	41,944	<b>1,756,600</b>	1,550,391
<b>Total funds carried forward at 31<sup>st</sup> March</b>		<b>776,531</b>	<b>1,138,588</b>	<b>57,257</b>	<b>1,972,376</b>	<b>1,756,600</b>

## Balance Sheet as at 31<sup>st</sup> March 2021

		2021		2020	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		937,673		1,051,600
<b>Current assets</b>					
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>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	17	(105,487)		(117,131)	
<b>Net current assets</b>			<u>1,084,820</u>		<u>863,596</u>
<b>Total assets less current liabilities</b>			2,022,493		1,915,196
Creditors: amounts falling due after more than one year	18		(50,117)		(158,596)
<b>Net assets</b>			<u><u>1,972,376</u></u>		<u><u>1,756,600</u></u>
<b>Funds</b>	24, 25 & 26				
<b>Unrestricted funds</b>					
General funds			776,531		654,949
Designated funds			1,138,588		1,059,707
<b>Restricted funds</b>			57,257		41,944
<b>Total funds carried forward at 31<sup>st</sup> March</b>			<u><u>1,972,376</u></u>		<u><u>1,756,600</u></u>

For the year ending 31<sup>st</sup> 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.

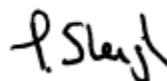
Directors' responsibilities:

- 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 24<sup>th</sup> 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 31<sup>st</sup> March 2021

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
		£	£	£	£	£
<b>Cash flows from operating activities</b>	27					
Net cash provided by / (used in) operating activities		197,216	180,746	73,439	<b>451,401</b>	55,400
<b>Cash flows from investing activities</b>						
Interest income		4,970	-	-	<b>4,970</b>	3,682
Purchase of investments		(88,160)	-	-	<b>(88,160)</b>	(170,000)
Net cash provided by / (used in) investing activities		(83,190)	-	-	<b>(83,190)</b>	(166,318)
<b>Cash flows from financing activities</b>						
Repayment of borrowing		-	(119,502)	-	<b>(119,502)</b>	(71,816)
Net cash provided by / (used in) financing activities		-	(119,502)	-	<b>(119,502)</b>	(71,816)
<b>Increase / (decrease) in cash and cash equivalents in the year</b>		114,026	61,244	73,439	<b>248,709</b>	(182,734)
Cash and cash equivalents at 1 <sup>st</sup> April		293,723	155,088	(19,947)	<b>428,864</b>	611,598
<b>Cash and cash equivalents at 31<sup>st</sup> March</b>	28	<b>407,749</b>	<b>216,332</b>	<b>53,492</b>	<b>677,573</b>	<b>428,864</b>

# 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 1<sup>st</sup> 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
		£	£	£	£
<b>Income</b>					
Donations and legacies		134,474	-	9,796	<b>144,270</b>
Charitable activities		1,768,918	128,985	406,820	<b>2,304,723</b>
Investments		3,682	-	-	<b>3,682</b>
<b>Total income</b>		<b>1,907,074</b>	<b>128,985</b>	<b>416,616</b>	<b>2,452,675</b>
<b>Expenditure</b>					
Raising funds		22,598	-	-	<b>22,598</b>
Charitable activities		1,661,839	161,747	400,282	<b>2,223,868</b>
<b>Total expenditure</b>		<b>1,684,437</b>	<b>161,747</b>	<b>400,282</b>	<b>2,246,466</b>
<b>Net income / (expenditure) before transfers</b>		<b>222,637</b>	<b>(32,762)</b>	<b>16,334</b>	<b>206,209</b>
<b>Gross transfers between funds</b>		<b>(161,815)</b>	<b>161,815</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds for the year</b>		<b>60,822</b>	<b>129,053</b>	<b>16,334</b>	<b>206,209</b>
Total funds brought forward at 1 <sup>st</sup> April		594,127	930,654	25,610	<b>1,550,391</b>
<b>Total funds carried forward at 31<sup>st</sup> March</b>		<b>654,949</b>	<b>1,059,707</b>	<b>41,944</b>	<b>1,756,600</b>

### 3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
<b>Donations</b>	6,171	-	1,543	<b>7,714</b>	20,336
<b>Donated services and goods</b>					
CGL	31,295	-	-	<b>31,295</b>	76,368
Shipley College	16,290	-	-	<b>16,290</b>	18,545
Wm Morrisons Supermarkets	-	-	-	<b>-</b>	20,200
	<b>47,585</b>	<b>-</b>	<b>-</b>	<b>47,585</b>	115,113
<b>Grants</b>					
Awards for All	-	-	-	<b>-</b>	6,447
City of Bradford MDC	-	-	10,000	<b>10,000</b>	-
Community Action Bradford	-	-	7,500	<b>7,500</b>	-
Eaton Fund	-	-	285	<b>285</b>	-
Family Action	-	-	750	<b>750</b>	200
Glasspool Trust	-	-	80	<b>80</b>	-
Inn-Churches	-	-	1,185	<b>1,185</b>	-
Leeds Community Foundation	-	-	24,087	<b>24,087</b>	-
NatWest Circle Fund	-	-	2,500	<b>2,500</b>	-
St Martin's in the Field	-	-	-	<b>-</b>	80
The VCS Alliance	-	-	3,000	<b>3,000</b>	-
West Yorkshire Police Commissioner	-	-	-	<b>-</b>	2,094
	<b>-</b>	<b>-</b>	<b>49,387</b>	<b>49,387</b>	8,821
<b>Total</b>	<b>53,756</b>	<b>-</b>	<b>50,930</b>	<b>104,686</b>	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 £
<b>Service Delivery Contracts</b>					
Big Lottery / Humankind	-	-	22,116	<b>22,116</b>	150,935
Big Lottery Reaching Communities	-	-	9,206	<b>9,206</b>	112,395
CGL	894,195	7,000	-	<b>901,195</b>	994,066
<u>City of Bradford MDC</u>					
Alcohol Safe Space	9,500	-	-	<b>9,500</b>	-
Befriending Service	-	-	9,260	<b>9,260</b>	-
Exiting Prostitution	279,476	-	-	<b>279,476</b>	274,636
Housing First	207,745	-	8,000	<b>215,745</b>	112,248
MARAC Navigators	-	-	110,247	<b>110,247</b>	853
Multiple Needs Navigators	131,800	-	-	<b>131,800</b>	-
Skills House	-	26,494	-	<b>26,494</b>	-
Substance Misuse Navigators	-	-	-	-	68,150
Top of Town – Community Safety	-	-	8,515	<b>8,515</b>	-
Young Peoples' Substance Misuse	128,859	-	-	<b>128,859</b>	132,149
	<b>757,380</b>	<b>26,494</b>	<b>136,022</b>	<b>919,896</b>	<b>588,036</b>
Community Partnership 8	74,106	-	-	<b>74,106</b>	45,127
Community Partnership – South 10	22,989	-	-	<b>22,989</b>	4,406
ESF / Big Lottery – Stronger Families	-	-	92,075	<b>92,075</b>	65,403
ESF / DWP – Step Bradford	-	-	-	-	37,600
ESF / DWP – Step Leeds	-	-	-	-	18,400
Job Centre Plus – DWP	62,856	-	-	<b>62,856</b>	40,807
Ministry of Justice – Foundation	-	144,753	-	<b>144,753</b>	121,985
The VCS Alliance	-	-	-	-	1,000
Wakefield Council – Liaison & Diversion	133,468	-	-	<b>133,468</b>	89,972
<b>Ancillary Trading Income</b>					
Service user events	-	-	-	-	377
Reclaimed expenditure	71	-	-	<b>71</b>	542
Rental income	20,050	-	-	<b>20,050</b>	20,992
Vault Cafe	-	-	-	-	4,141
	<b>20,121</b>	-	-	<b>20,121</b>	<b>26,052</b>
<b>External Training &amp; Consultancy</b>					
The Village Community Partnership	-	-	-	-	5,770
Leeds Utd Foundation	700	-	-	<b>700</b>	268
Remploy	-	-	-	-	1,450
West Yorkshire Police	-	-	-	-	1,051
	<b>700</b>	-	-	<b>700</b>	<b>8,539</b>
<b>Total</b>	<b>1,965,815</b>	<b>178,247</b>	<b>259,419</b>	<b>2,403,481</b>	<b>2,304,723</b>

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

Annual Report and Financial Statements 2020-21

## 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	-	-	<b>4,970</b>	3,682

### 6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£	£
Staff costs	21,762	6,970	-	<b>28,732</b>	21,138
Admin and office costs	969	593	-	<b>1,562</b>	987
Premises	437	-	-	<b>437</b>	473
<b>Total 2021</b>	<b>23,168</b>	<b>7,563</b>	-	<b>30,731</b>	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	<b>1,698,854</b>	1,612,839
Service provision costs	69,971	957	29,946	<b>100,874</b>	111,851
Admin and office costs	55,239	2,264	7,761	<b>65,264</b>	66,264
Premises	68,485	4,257	16,128	<b>88,870</b>	117,752
Depreciation	-	113,927	-	<b>113,927</b>	120,103
Governance costs	56,758	3,511	7,461	<b>67,730</b>	69,322
Support costs	109,503	6,915	14,693	<b>131,111</b>	125,737
<b>Total 2021</b>	<b>1,760,288</b>	<b>211,306</b>	<b>295,036</b>	<b>2,266,630</b>	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	<b>1,698,854</b>	1,612,839
Service provision costs	3,431	52,271	2,156	40,544	2,472	<b>100,874</b>	111,851
Admin and office costs	4,363	16,866	5,645	33,531	4,859	<b>65,264</b>	66,264
Premises	2,755	32,958	4,257	46,126	2,774	<b>88,870</b>	117,752
Depreciation	-	8,509	-	105,418	-	<b>113,927</b>	120,103
Governance costs	3,735	19,053	7,904	33,443	3,595	<b>67,730</b>	69,322
Support costs	7,352	37,524	15,568	63,587	7,080	<b>131,111</b>	125,737
<b>Total 2021</b>	<b>113,347</b>	<b>751,211</b>	<b>216,603</b>	<b>1,027,428</b>	<b>158,041</b>	<b>2,266,630</b>	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	<b>1,607,084</b>	1,444,091
Social security costs	<b>141,878</b>	122,445
Pension contribution	<b>58,200</b>	54,465
	<b>1,807,162</b>	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	<b>113,927</b>	120,103
Operating lease rentals	<b>5,650</b>	22,600
Auditor's remuneration <sup>1</sup>	<b>5,994</b>	5,220
Interest on bank loans & overdrafts	<b>3,692</b>	7,363

<sup>1</sup> 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
<b>Total</b>	<b>47,585</b>	<b>115,113</b>

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
	£	£	£	£	£	£
<b>Cost</b>						
At 1st April 2020	984,344	1,164,888	90,546	30,880	17,739	<b>2,288,397</b>
Additions	-	-	-	-	-	-
Disposals	-	-	(74,098)	-	(2,996)	<b>(77,094)</b>
At 31st March 2021	984,344	1,164,888	16,448	30,880	14,743	<b>2,211,303</b>
<b>Depreciation</b>						
At 1st April 2020	229,282	871,194	87,702	30,880	17,739	<b>1,236,797</b>
Charge for year	19,687	92,818	1,422	-	-	<b>113,927</b>
Disposals	-	-	(74,098)	-	(2,996)	<b>(77,094)</b>
At 31st March 2021	248,969	964,012	15,026	30,880	14,743	<b>1,273,630</b>
<b>Net Book Value</b>						
At 31st March 2021	735,375	200,876	1,422	-	-	<b>937,673</b>
At 31st March 2020	755,062	293,694	2,844	-	-	<b>1,051,600</b>

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 30<sup>th</sup> 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	<b>500</b>	500

### 14 Debtors: amounts falling due within one year

	2021	2020
	£	£
Trade debtors	<b>209,901</b>	345,408
Other debtors	<b>530</b>	500
Prepayments and accrued income	<b>43,643</b>	35,455
	<b>254,074</b>	381,363

### 15 Investments

	2021	2020
	£	£
Cambridge & Counties Bank (2 yr)	<b>86,691</b>	85,000
Hampshire Trust Bank (1 yr)	<b>86,449</b>	85,000
Monmouthshire B.S. (30 days)	<b>5,613</b>	75,559
Redwood Bank (95 days)	<b>86,521</b>	85,409
Scottish Widows / CAF Bank (1yr)	<b>85,020</b>	-
	<b>350,294</b>	330,968

### 16 Cash at bank and in hand

	2021	2020
	£	£
Petty cash	<b>3,372</b>	2,998
CAF Bank current account	<b>21,210</b>	5,687
CAF Bank instant deposit account	<b>163,422</b>	13,178
Co-operative Bank current account	<b>70,351</b>	74,783
Monmouthshire BS deposit account	<b>75,362</b>	5,011
Scottish Widows instant deposit account	<b>84,460</b>	84,379
Shawbrook Bank deposit account	<b>85,000</b>	-
Virgin Money postal deposit account	<b>82,262</b>	81,860
Total	<b>585,439</b>	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
	<b>105,487</b>	<b>117,131</b>

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
	<b>50,117</b>	<b>158,596</b>

### 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 31<sup>st</sup> March 2016, for the purchase and refurbishment of Pelican House, 10 Currer 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 31<sup>st</sup> March 2021, and was formally discharged on 9<sup>th</sup> 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 <sup>st</sup> 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 <sup>st</sup> March	<b>24,300</b>	<b>20,922</b>

## Notes to the Financial Statements for the year ended 31st March 2021

### 21 Operating leases

At 31<sup>st</sup> 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 1<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> March 2021 (2020: £nil).

### 24 Analysis of net assets between funds – current year

	Unrestricted		Restricted funds	Total 2021
	General funds	Designated Funds		
	£	£	£	£
Fixed assets	-	937,673	-	<b>937,673</b>
Current assets	863,611	263,944	62,752	<b>1,190,307</b>
Current liabilities	(87,080)	(12,912)	(5,495)	<b>(105,487)</b>
Long term liabilities	-	(50,117)	-	<b>(50,117)</b>
Fund balances	<b>776,531</b>	<b>1,138,588</b>	<b>57,257</b>	<b>1,972,376</b>

#### Analysis of net assets between funds- previous year

	Unrestricted		Restricted funds	Total 2020
	General funds	Designated Funds		
	£	£	£	£
Fixed assets	-	1,051,600	-	<b>1,051,600</b>
Current assets	732,273	188,236	60,218	<b>980,727</b>
Current liabilities	(77,324)	(21,533)	(18,274)	<b>(117,131)</b>
Long term liabilities	-	(158,596)	-	<b>(158,596)</b>
Fund balances	<b>654,949</b>	<b>1,059,707</b>	<b>41,944</b>	<b>1,756,600</b>

## 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

**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

### 26 Movement in funds – current year

	Opening balance 1 <sup>st</sup> April 20	Income	Expenditure	Transfers	Closing balance 31 <sup>st</sup> March 21
	£	£	£	£	£
<b>Unrestricted funds</b>					
General funds	<b>654,949</b>	2,024,541	(1,783,456)	(119,503)	<b>776,531</b>
<b>Designated funds</b>					
MoJ – Horizons Project	<b>80,341</b>	144,753	(97,379)	-	<b>127,715</b>
Business development	<b>90,000</b>	-	(7,563)	-	<b>82,437</b>
Premises repair fund	<b>17,500</b>	7,000	-	-	<b>24,500</b>
Skillshouse	-	26,494	-	-	<b>26,494</b>
Manningham Lane, fixed asset fund	<b>193,040</b>	-	(51,220)	70,750	<b>212,570</b>
North Parade, fixed asset fund	<b>186,337</b>	-	(14,958)	-	<b>171,379</b>
Pelican House, fixed asset fund	<b>280,683</b>	-	(39,240)	48,753	<b>290,196</b>
Salem Street, fixed asset fund	<b>211,806</b>	-	(8,509)	-	<b>203,297</b>
	<b>1,059,707</b>	178,247	(218,869)	119,503	<b>1,138,588</b>
<b>Restricted funds</b>					
Befriending Service	-	33,347	(33,347)	-	-
Bridge Client Fund	-	5,020	(2,005)	-	<b>3,015</b>
Covid Health Inclusion	-	10,000	(4,002)	-	<b>5,998</b>
Helping Hand	<b>432</b>	-	(32)	-	<b>400</b>
Housing First – Personalisation	<b>5,223</b>	8,000	(11,001)	-	<b>2,222</b>
Lotus Project – service users	<b>900</b>	1,323	(284)	-	<b>1,939</b>
Lotus Project – Target Hardening	<b>4,395</b>	-	(587)	-	<b>3,808</b>
MARAC Navigators	-	110,247	(99,816)	12,512	<b>22,943</b>
SMU Navigators	<b>12,512</b>	-	-	(12,512)	-
Stronger Families - European Social Fund & Big Lottery	<b>1,101</b>	92,075	(91,509)	-	<b>1,667</b>
The Space - Big Lottery – Reaching Communities	<b>16,837</b>	9,206	(26,043)	-	-
Test and Trace CP8 Grants	-	7,500	(3,750)	-	<b>3,750</b>
Top of Town – Community Safety Funding	-	8,515	-	-	<b>8,515</b>
VCS Alliance Grants	-	3,000	-	-	<b>3,000</b>
WY-FI - Big Lottery	<b>544</b>	22,116	(22,660)	-	-
	<b>41,944</b>	310,349	(295,036)	-	<b>57,257</b>
<b>Total funds</b>	<b>1,756,600</b>	<b>2,513,137</b>	<b>(2,297,361)</b>	-	<b>1,972,376</b>

#### 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 <sup>st</sup> April 19	Income	Expenditure	Transfers	Closing balance 31 <sup>st</sup> March 20
	£	£	£	£	£
<b>Unrestricted funds</b>					
General funds	<b>594,127</b>	1,907,074	(1,684,437)	(161,815)	<b>654,949</b>
<b>Designated funds</b>					
MoJ – Horizons Project	-	121,985	(41,644)	-	<b>80,341</b>
Business development	-			90,000	<b>90,000</b>
Premises repair fund	<b>10,500</b>	7,000	-	-	<b>17,500</b>
Manningham Lane, fixed asset fund	<b>227,897</b>	-	(51,220)	16,363	<b>193,040</b>
North Parade, fixed asset fund	<b>201,295</b>	-	(14,958)	-	<b>186,337</b>
Pelican House, fixed asset fund	<b>264,471</b>	-	(39,240)	55,452	<b>280,683</b>
Salem Street, fixed asset fund	<b>220,315</b>	-	(8,509)	-	<b>211,806</b>
Mini-bus, fixed asset fund	<b>6,176</b>	-	(6,176)	-	-
	<b>930,654</b>	128,985	(161,747)	161,815	<b>1,059,707</b>
<b>Restricted funds</b>					
Lotus Project – service users	<b>744</b>	940	(784)	-	<b>900</b>
Lotus Project – Target Hardening	-	5,000	(605)	-	<b>4,395</b>
Awards for All	<b>(1,052)</b>	6,447	(5,395)	-	-
Big Lottery – WY-FI	<b>(1,220)</b>	150,935	(149,171)	-	<b>544</b>
Helping Hand	<b>467</b>	-	(35)	-	<b>432</b>
Housing First – Personalisation	<b>8,369</b>	4,560	(7,706)	-	<b>5,223</b>
European Social Fund & Big Lottery – Stronger Families	<b>1,879</b>	65,403	(66,181)	-	<b>1,101</b>
SMU Navigators	-	68,150	(55,638)	-	<b>12,512</b>
Big Lottery – Reaching Communities	<b>16,423</b>	113,087	(112,673)	-	<b>16,837</b>
Safer Communities – West Yorks Police & Crime Commissioner	-	2,094	(2,094)	-	-
	<b>25,610</b>	416,616	(400,282)	-	<b>41,944</b>
<b>Total funds</b>	<b>1,550,391</b>	<b>2,452,675</b>	<b>(2,246,466)</b>	-	<b>1,756,600</b>

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

	Unrestricted funds	Designated funds	Restricted Funds	<b>Total 2021</b>	Total 2020
	£	£	£	£	£
<b>Net movement in funds for the year (as per SOFA)</b>	121,582	78,881	15,313	<b>215,776</b>	206,209
<b>Adjustments for:</b>					
Depreciation charge	-	113,927	-	<b>113,927</b>	120,103
Deduct Interest income shown in investing activities	(4,970)	-	-	<b>(4,970)</b>	(3,682)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	70,849	(14,464)	70,905	<b>127,290</b>	(233,717)
Increase (decrease) in creditors	9,755	2,402	(12,779)	<b>(622)</b>	(33,513)
<b>Net cash provided by (used in) operating activities</b>	<b>197,216</b>	<b>180,746</b>	<b>73,439</b>	<b>451,401</b>	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	<b>Total 2021</b>	Total 2020
	£	£	£	£	£
Cash in hand	315,615	216,332	53,492	<b>585,439</b>	267,896
Notice deposits (less than 3 months)	92,134	-	-	<b>92,134</b>	160,968
<b>Total cash and cash equivalents</b>	<b>407,749</b>	<b>216,332</b>	<b>53,492</b>	<b>677,573</b>	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 20<sup>th</sup> 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.