



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2022

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

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

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Our Objects:

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

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

Our Mission:

To empower people experiencing multiple barriers to achieve positive change.

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

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

Our Vision:

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

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

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

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

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

Our Values:

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

Integrity – always doing the right thing.

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

Empowerment – enabling people to achieve their full potential

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

Ambition – striving for excellence

Sustainable – ensuring we are in for the long haul

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

Recovery Statement:

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person with a substance misuse problem to live a meaningful life in a community of his or her choice while striving to achieve his or her full potential.

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

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

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

Impact of the Covid Pandemic:

This report reviews service delivery and performance for the year up to 31st March 2022, the second year of the Covid pandemic in the UK. Following the third national lockdown in January and February 2021 there was then a general easing of restrictions from March through to July. However, social distancing measures and restrictions were re-introduced in December 2021 due to the Omicron variant, these were then relaxed in early 2022.

As in the first year of the pandemic Bridge remained fully operational and client focused throughout 2021-22. The charity continued to follow all guidance and appropriate advice to minimize the spread of Covid within our staff and client groups. Face to face work was undertaken in a Covid safe manner, most business meetings continued to be held virtually, and where there was no impact on service delivery staff were able to work from home if appropriate. No funding was lost due to the pandemic.

Review of Activities and Performance

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

Drug and Alcohol Treatment and Recovery

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

New Directions is a partnership between Change Grow Live (CGL), The Bridge Project, and Project 6, delivering an individualised, recovery focused service for adults (18+) wishing to make positive changes to their drug or alcohol use.

New Directions has three main delivery hubs and also works across the Bradford district from a range of GP surgeries and community venues providing information, advice, and treatment including 1-1, group and peer support. The service supports people experiencing difficulties with illegal drugs, alcohol, prescription medications, mental health, and steroid use.

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

Change: Working primarily with people who are not using opiates and alcohol users who are drinking at harmful, but not dependent levels. This team provides an enhanced brief intervention programme, based on individual need, to reduce or stop their drug or alcohol use, typically 6 sessions, but potentially up to 12 for crack cocaine users. The Change team holds a caseload of approximately 165 clients at any one time.

During the year, in response to Covid, the team has provided support predominantly online and via telephone with face to face gradually restarting in GP practices as the restrictions eased. Evening sessions have been provided for those who are employed or unable to attend during the day.

This team also facilitates treatment groups, up to 10 per week during the year both online and face to face. Support includes:

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

In 2021-22 the programme supported approximately 500 people.

Low Need High Recovery Capital: This team holds a caseload consisting of service users whose primary addiction is either alcohol, opiates, or both; and have progressed through structured opiate and alcohol treatment, including inpatient alcohol detoxification programmes; and are making significant improvements to their recovery and social re-engagement status.

The team work on a 1-1 basis, enabling service users to continue on their recovery journey, supporting them to identify and reach the next steps including health, training, education, activities, and volunteering. For those not abstinent the team work alongside CGL's prescribing team to continue safe prescribing including detox.

During the year the service supported approximately 500 service users. Progress for many service users has been challenging to maintain, due to the impact of Covid, but with the new, flexible approaches there have continued to be notable successes for our clients.

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

In the previous year the service had moved primarily to online delivery with one-to-one support and group sessions held virtually by the ATM worker and the peer/volunteer supporters. In 2021-22 101 people were supported.

Concerned Others: Provides a service to parents, grandparents, partners, or other family members of drug/alcohol users, which is delivered during both day and evening sessions. Bridge provides both one off support sessions and structured interventions to those concerned or struggling with someone else's drug or alcohol use. The service has a 0.5 FTE worker who has seen continued high volumes of request for support. Caseload is up to 35 individuals at one time and over the year 65 individuals have received support.

The Vault Recovery Café: Prior to the pandemic the café provided a safe, peer-led environment for people wanting to address and or continue their recovery journey, as well as providing affordable meals and hot drinks for up to 40 people per day. Due to the ongoing Covid restrictions, the Vault remained closed throughout 2021-22. However, a larger Covid safe space in the city centre was rented from March 2021 and face to face recovery focused groups met daily throughout the year.

The Recovery Activity guide continued to be produced which:

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

Volunteering:

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

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

Volunteers have continued to be involved in roles since the start of the pandemic, however this has been at a lower level than previous years due to restrictions on face-to-face work. Volunteers continued to complete hours on site in-line with infection control procedures whilst others moved to online and telephone roles. A number of new roles were developed to meet the needs of clients and to support service delivery. Volunteer roles include:-

- Food/meal preparation and distribution.
- Social media – self-care info and support.
- Drug testing.
- Telephone ‘befriending’.
- Volunteer programme/training delivery support.
- Online group delivery/women’s group delivery.
- Service user involvement.
- ICT support for clients.
- Homeless outreach support.
- Needle Exchange.
- Walk and Talk.

Outcomes 2021-22:

- 36 volunteers provided support.
- 7,921 hours of volunteering time given.
- 28 people joined the programme and completed at least one qualification at Level 1, 21 people went on to do the Level 2. 49 qualifications were awarded altogether. Additional certificates in customer care and employability skills were also completed by all Level 2 learners.
- 4 volunteers completed qualifications at Diploma or Level 3.
- 12 people completed a fast-track volunteer training offer.
- 18 people achieved paid employment; 9 in full time posts; 9 in part time posts; 11 were employed by Bridge or CGL; and 5 in a health/social care related organisation.
- 4 people were successful in getting onto degree courses and will shortly complete their first year. 2 are studying social work, 1 nursing, and 1 counselling skills.

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

Bridge provides a comprehensive drug and alcohol service for young people up to age 21 living across Bradford district who are concerned about their substance misuse issues. A team of 3 FTE specialist substance misuse support practitioners provide a confidential and personalised service for young people helping them to identify issues with drugs and alcohol and develop a tailored care plan focused on their strengths and needs, alongside clear risk and safety education around their use. The staff team works in close partnership with the young person, and anyone involved in their life. This may include family members, children’s social care, schools, youth offending team, CAMHS and wider networks of support that are important to the young person.

The service also supports family members, friends, schools, social workers, and other professionals who are concerned about a young person’s use of drugs and alcohol.

With ongoing school closures and other restrictions during the year the service worked flexibly to increase access, providing remote and on-site access in order to build resilience and capacity for young people.

Outcomes 2021-22:

- 145 young people were referred to the service.
- 110 young people engaged with the service.
- 61 young people were supported with brief intervention packages.
- 49 young people required intensive treatment support or extended intervention.
- 30 young people were discharged from the service, of which 15 successfully completed their treatment.

During the year a six-month pilot project was undertaken in partnership with Breaking the Cycle and Bradford Royal Infirmary, which aimed to reduce the numbers of young people involved in gang crime. A Bridge worker provided proactive outreach to young people involved with substance misuse and not engaged/connected with One80. The legacy of the project including shared learning across the partnership and new referral and support pathways with Breaking the Cycle.

Spacious Places

Following an approach from the Trustees of the Spacious Places charity in 2020, Bridge merged with their charity in September 2021 and took on responsibility for their services. Spacious Places is an abstinence-based, non-residential programme, which operates in Leeds city centre. It is based on the 12 Step teaching of organisations such as Alcoholics Anonymous and Narcotics Anonymous for both men and women (18+) in Leeds who want to achieve recovery from drug and alcohol addiction.

The service offers

- 15 hours per week of structured day treatment.
- Attendance is 12-3pm Monday-Friday (plus key working sessions as required).
- Group sessions take place 1-3pm.
- Access to suitable volunteer placements and resettlement services.

Outcomes 2021-22

- 37 successful treatment completions reaching full, sustained abstinence.
- 17 volunteer placements.

During 2021-22 Bridge funded this service using residual funds transferred from Spacious Places along with ongoing donations from supporters of the service. Bridge's aim was to seek long-term funding for the service through grant applications, unfortunately as of September 2022 no additional funding has been found and it is planned to close the service in December 2022.

Complex Needs

WY-FI legacy: Multiple Needs Navigator Service

This is a continuation of the West Yorkshire Finding Independence (WY-FI) programme in Bradford, funded since June 2020 by Bradford Council and retaining all elements of the original project. Like a number of Bridge's recent new services it uses a navigation model for the implementation and delivery of services.

The MARB (Multi Agency Review Board) partners remained fully committed and continued to meet monthly throughout the year. Meetings continued virtually with managers attending from; National Probation Service; New Directions; Housing – Local Authority & Multiple Needs providers; West Yorkshire Police – Integrated Offender Management; Bradford District Care Trust – Integrated Outreach Team ; Bevan Healthcare.

Outcomes 2021-22:

Although there are now several multiple needs services delivered across the district, targeting specific cohorts, the need for the most disadvantaged people with multiple vulnerabilities who struggle to maintain engagement continues, and service demand remains high.

- 30 individuals received some or all elements of the service over the 12-month period of which 21 were new referrals during the year.
- 21 new beneficiaries received navigation services during the year
- 9 clients had transferred from the original WY-FI service, of which 3 remain engaged with the service, 2 transferred to Housing First and 4 successfully exited the service.

Universal Grant - Substance Misuse Navigation Service

In 2021 Bradford Council received additional funding, through the Government's Universal Grant for Substance Misuse Treatment and Recovery, to build capacity within substance misuse provision. Bridge are working together with CGL and Project 6, as part of the New Directions partnership to ensure the aims of this grant are met.

Bridge is delivering a navigation service to individuals who have a primary substance misuse issue but who also have more significant multiple unmet needs, to support their preparation and engagement with treatment provision while also working to address their wider unmet needs. The Bridge team consists of 3 full-time and two part-time workers. The service launched in the summer of 2021, and funding has now been extended through to 2023.

Outcomes 2021-22:

The service received 72 referrals, which has resulted in

- 48 journey starts.
- 5 referrals transferred to CGL's PHE team.
- 7 transfers to other appropriate Bridge services.
- 12 inappropriate referrals closed.

- 13 case closures.
- 32 clients currently on caseload.
- 45% have reduced their offending behaviour.
- 73% have accessed relevant services to support their physical needs including substance misuse.
- 50% have reduced their use of emergency services.

The Lotus Project

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

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

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

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

Outcomes 2021-22:

- Supported a total of 132 clients, of which 112 were supported by an allocated case worker and 20 were supported by way of pre-case work and sightings only.
- 18 clients have successfully exited sex work.
- 2 have gone on to gain paid employment and 1 is volunteering in a charity shop.
- 12 clients have reconnected with estranged family members.

Lotus Housing Project

The Lotus Project has long acknowledged that access to suitable housing for this client group has been the single major barrier for them to achieve a settled lifestyle. Without stable housing in place staff have found it difficult to progress clients' recovery and assist them to successfully develop routes out of, and exit, sex working. In response Bridge have developed a new housing project specifically for this client group. Bradford Council have provided enhanced levels of Housing Benefit for clients referred into the project and this funding enabled Bridge to recruit a Housing Support Officer (HSO), who started in July 2021.

The HSO has developed pathways and relationships with several private landlords across the district. The positive relationships that have been developed have built confidence with the landlords that renting to Bridge to support this client cohort is good business for them. The additional support from the HSO helps maintain the tenancies and reduces the need for the landlords to intervene or be intensively engaged with the rentals.

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

Outcomes 2021-22:

- 10 properties were leased by Bridge and sub-let to clients.
- 14 women were supported to access and maintain their tenancies.
- 4 women made positive exits and moving to mainstream accommodation provision.

Multi-Agency Risk Assessment Conference (MARAC) Navigator Service

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

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

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

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

Funding for this service increased during the year and as result Bridge's delivery team increased from three to four MARAC Navigators including one senior worker. Further funding was also awarded in June 2022 to provide additional specialist staff.

Outcomes in 2021-22:

- Supported 43 service users.
- 15 clients secured accommodation.
- 18 non molestation/restraining court orders secured.
- 52% reduction in police call outs.
- 885 hours of partnership time saved.

NatWest Circle Fund

Bridge received a grant of £2,500 to provide support for victims of domestic abuse, through the Lotus Project and MARAC services. £2,462 was spent during 2021-22 on emergency secure accommodation for vulnerable clients, and providing basic furniture and white goods to clients moving into new homes to ensure they were properly equipped, safe and welcoming homes.

Housing First

Housing First is an internationally evidenced intervention, which has proven success in supporting people with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain it.

In 2018 Bridge launched a pilot project to deliver the housing support element of Housing First across Bradford district. The pilot was subsequently extended to 2021, then in October 2021, following a tender process, Bridge were awarded a three-year contract.

Referrals to the programme are through the Complex Housing Needs Panel which meets monthly to broker housing solutions for the service users referred.

Outcomes 2021-22:

- 19 people have sustained accommodation for over 3 months, of these 10 people have been in accommodation over 1 year.
- 65% have engaged with services to address their substance needs.
- 95% have engaged with services to meet their physical health needs.
- 69% have engaged with services to meet their mental health.
- 62% have reduced their offending behaviour.
- 2 beneficiaries have commenced volunteering.
- Presentation at Homeless Link Housing First Network- Liverpool's pilot.
- Presentation with commissioners on Bradford to Homeless Link.

Homeless Outreach Partnership (HOP)

This is a multi-agency partnership providing services to the street homeless, aimed at identifying and reducing rough sleeping within the city, one of Bridge's Housing First workers is embedded within this team.

Top Of Town Project

A group of key community safety partners from West Yorkshire Police, Bradford Council, voluntary and private sector started meeting in 2020 to co-ordinate responses to crime and anti-social behaviour in the area around the Oastler Centre in Bradford city centre an area commonly known as the "Top of town". As a result of these meetings a pilot project was funded through the Council's Safer Communities team. Bridge were funded to provide a part-time navigator and part-time peer mentor to provide proactive navigation to individuals selected from a list of people engaged in anti-social behaviour, street drinking, or begging in the target area. Twelve individuals were selected by the Police. The pilot ran from June 2021 through to March 2022.

Outcomes 2021-22:

- There was a demonstrable difference made to the lives of the 12 individuals during the ten-month pilot.
- 10 individuals had a positive exit from the service.
- There was a noticeable reduction in anti-social behaviour in the area during the project period.

Learning from this pilot will feed into new service development, and some elements of the service have continued through other Bridge services working in the city centre.

Alcohol Safe Space

A pilot project funded by Bradford Council's Public Health team to tackle issues associated with alcohol intoxication in Bradford City Centre's night-time economy. The pilot was due to start in December 2020, however due to Covid lockdowns the launch was delayed until June 2021 and ran through to March 2022.

The project provided a safe space for people visiting Bradford city centre pubs and clubs on Friday and Saturday evenings. This dedicated safe space, at our Salem Street premises, was designed to ensure people received support for alcohol intoxication and minor injuries, including those seeking refuge from vulnerable situations while out in the city centre.

Outcomes 2021-22:

There were 20 referrals to this pilot project of which:

- 75% came from licensed premises, of those referrals 80% were made by security staff of the venue.
- 15% were made by West Yorkshire Police
- 10% were from Street Angels.

The learning from this pilot will assist in the development of any similar services in the future.

Rough Sleeper Drug and Alcohol Treatment Grant

In late 2021 Bridge was awarded additional funding via Bradford Council from the Government's Rough Sleeping Drug and Alcohol Treatment Grant for a new project aimed at reducing homelessness and rough sleeping across the district. Recruitment of two full-time posts, a navigator and a recovery support worker was undertaken in the spring of 2022, with the service launching in April 2022. Activity and outcomes will be detailed in next year's report.

Criminal Justice

Liaison and Diversion (L&D)

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

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

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

During the year Bridge's staff team increased from five to eight, with the addition of an arrest referral senior worker, and two court and community link workers in Calderdale and Wakefield.

The arrest referral senior worker has been highly successful integrating test on arrest within the Liaison and Diversion model as an alternative to embedding with substance misuse service. The court and community link workers were both developed with enhanced partnership working between court, probation, L&D, and drug services, and have increased uptake of drug rehabilitation requirements and alcohol treatment orders in court.

Bridge's support-time recovery worker in Wakefield now also acts as the youth lead in that area.

Ministry of Justice (MoJ) Horizons Project

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

The service was led by Inspire North, operating across the whole of West Yorkshire with Bridge the delivery partner for the Bradford district and also contributing across West Yorkshire with clients housed in Huddersfield and Calderdale.

Entry to the scheme closed in August 2020 to allow the maximum of 2 years support in the community

Outcomes in 2021-22:

- The programme was able to house 80% of the cohort in suitable accommodation, of which 85% were in a direct let, 5% a managed let, and 10% accessed a rehabilitation placement for recovery.
- Positive results have included sustainability of tenancies, reduction of reoffending, reduction in anti-social behaviours and reconnection of clients to their families.

Education, Employment, and Training

Stronger Families

Stronger Families applies a multi-agency approach supporting parents and families to overcome barriers to training, education and employment across the Bradford district. The service is delivered via outreach, meeting parents/families in their own homes, community centres, or other locations that meet the needs of the individual. Referrals come from various sources, professional and self-direct to the Stronger Families hub and are allocated out to partner organisations.

Stronger Families support was adapted as families adjusted to school closures and isolation periods during the year.

As a partner provider in Bradford, Bridge started the year with two keyworkers, and during the year successfully tendered for an additional two additional posts, with 2.5 FTE keyworkers in post at the year end and a further post approved but in recruitment at the year end. The keyworkers work intensively with the families for up to 6 months to overcome barriers to training, education, and employment. The work takes place in the community providing face to face and remote support in an agreed venue, which may include their home, local park, children's centre, school or cafe.

Outcomes 2021-22:

- Bridge supported 39 families,
- 10 families left the programme having secured employment,
- 15 were engaged in education or training.

Stronger Families Peer Mentor Programme

This was a fixed-term pilot, volunteer programme that ran for 12 months up to September 2021. Bridge had successfully tendered for this pilot programme and employed a full-time worker who covered both Leeds and Bradford. The aim of the programme was to work with participants who had completed the Stronger Families programme and provide an opportunity for training and education within Stronger families itself. The programme was co-produced with participants of the Stronger Families' parent participation group, with regular meetings on progress, reviews, development, and ideas, in order to promote a peer-led approach and a sense of connection and identity to the programme.

Outcomes for Oct 20 to Sept 21:

- 51 individuals referred to the programme.
- 22 started the peer mentor training.
- 21 completed the training.
- 2,522 hours of participation by peer mentors.
- 11 peer mentors moved into employment or enrolled in college.

DWP Treatment Link Service

Up to January 2022 Bridge provided two specialist substance misuse treatment workers, one working across Bradford, the second across Leeds, Wakefield & Calderdale. The workers supported Jobcentre Plus work coaches to identify customers with unmet substance misuse treatment needs, and pro-actively supported customers to access specialist services. Having a specialist treatment worker based within a Jobcentre Plus provided DWP staff with access to support pathways to provide their customers with an opportunity to make significant positive changes to their lives. Customers were able to access support on a wide range of complex social issues that affect them and their families. Unfortunately, due to a change in DWP's contracting arrangements both these contracts ended in January 2022.

Outcomes 2021-22:

Bradford

- 224 individuals referred to the service accepted the support and accessed specialist support.

Leeds, Wakefield and Calderdale

- 159 individuals referred to the service accepted the support and accessed specialist support.

SkillsHouse

This is a new service, launched in Spring 2021, and is a partnership led by Bradford Council that includes educational organisations, voluntary services providers, and employers. The service helps connect out-of-work residents to jobs and training. Bridge employs two full-time workers who provide free, impartial information, advice and guidance helping Bradford residents into employment and training. Support includes:

- Job search support and access to employment and apprenticeship opportunities.
- Access to free training to improve skills and employability.
- CVs and application support.
- Interview preparation.
- Access to pre and in work support services.

Outcomes 2021-22:

- 144 clients provided with career consultation and advice
- 126 clients started a training course
- 11 clients moved into full-time work

Communities, Early Intervention, and Prevention

Community Partnerships

During 2021-22 Bridge employed three staff working across two Bradford based Community Partnerships supporting GP practices to promote engagement and healthy living awareness raising campaigns.

Living Well Champion - South Community Partnership 10

This was a part-time post working across the South Community Partnership 10 area. The service had been significantly impacted by Covid in the previous year with the worker heavily involved in supporting the GP practices with Covid immunisation work. 2021-22 saw a gradual return to normal service delivery and the main activity highlights during the year were:

- GP text messages to 18- to 30-year-olds. For example, encouraging recipients to click on the 'My Living Well' website's BMI calculator. This significantly increased viewings of this page, from between 1 and 4 per day, to a peak of 770 viewings soon after the message had been sent. A similar spike occurred on the weight management support pages, a link provided from the BMI calculation if appropriate. Traffic to the Healthy Minds page of Bradford Mind, increased by 80% in the week following messages which signposted users to local support according to their need.
- Childhood vaccinations campaign: Poor MMR vaccination uptake had been identified as a cause for concern in Bradford. The worker produced postcards, endorsed by a local GP and translated into Czech and Slovakian, which were distributed to all children attending two nurseries in the target area.

Unfortunately, due to changed priorities within the locality funding for this contract ended on 31st March 2022.

Affinity Care Community Partnership

Bridge has two full-time posts working within this Community Partnership: a Living Well Champion and a Volunteer Co-ordinator. In addition, Bridge's CEO is the Vice Chair of the leadership team representing the Voluntary and Community Sector. Much of the year's work involved supporting the successful roll out of the Covid vaccination programme and coordinating the many volunteers who stepped forward during this critical period. Bridge continued to develop and grow the network of volunteer Practice Health Champions who provide a range of community activities and support groups across the Community Partnership footprint. The Living Well Champion produced a regular newsletter highlighting healthy living activities, maintained the social media platforms and continued to deliver targeted initiatives addressing health inequalities, health awareness campaigns and events.

Together Talks Telephone Befriending Service

This service was developed by Bradford Council, the local NHS and the Voluntary and Community Sector, in the early stages of the pandemic as a response to the lockdowns and the social isolation experienced by some. This multi-agency initiative is hosted by Bridge, and aims to:

- Support adults to live happy and fulfilling lives.
- Support adults who would benefit from a regular, non-judgemental listening ear to support with their day to day lives.

Telephone Befriending is an opportunity to engage with a Befriender. Volunteer befrienders offer their time to support and discuss hobbies, interests and enable individuals to discuss their feelings. The service provides a human connection, incorporating active listening, emotional support and signposting to other services and provision of reliable information. The service has positive impact on social isolation and the fear, anxiety or loneliness that can often be experienced by suffer such isolation. Volunteer befrienders make regular contact with people by telephone to give opportunities for positive connections and peer support for any issues they wish to discuss.

In response to growing demand Together Talks are now working in partnership with a range of specialist services across the Bradford District to offer bespoke services to targeted groups – these include Domestic Abuse survivors, Early Help families, and adults in receipt of social care.

Together Talks, enables individuals to develop a trusting, non-judgemental and supportive relationship with a volunteer, encouraging them to become more socially included.

Volunteer Telephone Befrienders complete online training which includes safeguarding, equality & diversity, telephone security, best practice and our code of conduct. All Volunteer Telephone Befrienders have a valid and current DBS certificate, have completed a telephone interview and a reference check. The Volunteer Telephone Befrienders are managed by a friendly, dedicated, and professional team called the Together Talks Support Team

Outcomes 2021-22:

- Total calls 2021-22
 - Wellbeing strand: 2,879
 - Adult Social Care strand: 483
 - Early Help strand: 443
- 40 active fully trained Volunteer Befrienders (1 Befriender can take up to 3 Befriendees)
- 58 Befriendees matched with a Volunteer Befriender.

Plans for the Future:

People We Support

We will listen to the voice of the people we support and ensure that they are at the heart of everything we do. The cost-of-living crisis has a disproportionate impact on the most vulnerable, and within our resources we will endeavour to ameliorate the impact, through additional measures such as free food and clothing donations.

Growth

Our services continue to be a high demand and our reputation for quality ensures we enjoy a high degree of success when tendering or bidding for new business. We will build on our successful "Navigation" model, retain and secure new business and expand our footprint. This year the contract for Bradford Adult Substance Misuse Services will be retendered backed by increased government investment. We are confident, that together with our partners we will retain this contract and increase our market share.

Recovery Housing

We will evaluate our Recovery Housing pilot and consider whether to expand this area of work, including a feasibility study into becoming a Registered Provider.

Organisational Review

We will conduct a comprehensive review of all our operations informed by feedback from staff, the people we support and key stakeholders. We will invest in our central support arm to ensure that we are fit for purpose and to enhance the quality and effectiveness of our services.

Digital

We will continue to roll out our case management system Eclipse and invest in our digital platform. Covid created new ways of working and we will ensure we have the digital capability to facilitate this, for example via remote working. We will launch a new website.

People

Recruitment and retention is a key challenge affecting the health and social care sector. We will re-engineer our recruitment processes and ensure that we have highly competitive terms and conditions to attract and nurture the best talent. Our training, support, supervision, and culture will create the conditions to ensure our people will be the best that they can be.

Premises

We will invest in our premises, including some long-standing remedial work to ensure that our environment is psychologically informed and of high quality. We will create additional space for our expanding staff group and build a new engagement and dignity suite for people with complex needs.

Jon Royle Chief Executive

Peter Sleigh Chair of Trustees

Financial Review 2021-22:

Last financial year covered the second year of the Covid pandemic, with ongoing precautions during the year, but thankfully a steady return towards “normality”. Bridge continued to deliver services as close to normal as practically possible, whilst working within the necessary Covid protocols, and utilised the new forms of remote or virtual working developed in the previous year. As in 2020-21 there was no negative financial impact on the charity due to the pandemic.

After a few years of relative stability and modest growth 2021-22 saw Bridge’s income increase by just over a fifth, 20.1%, to £3,037,406. The additional income came from various sources, and covered a wide range of services. There were two new services commissioned by Bradford Council, SkillsHouse, and Substance Misuse Navigators. Funding for several existing services increased during the year; Liaison and Diversion, MARAC, and Stronger Families services all had increases in staffing and contractual funding. Bridge ran two Bradford Council funded pilot projects during the year, Alcohol Safe Space and Top of Town. These new services, pilots, and increases in service delivery income can be primarily attributed to Bridge’s excellent staff teams delivering successful services and outcomes for our local communities.

2021-22 was also a positive year for donations, with £17k received from a number of benefactors during the year, whom we thank greatly for their generosity. The planned merger with Spacious Places took place in September 2021 with a transfer of £81k of residual funds showing as income. The financial statements also include £78k of grant funding received in advance for two projects launching in 2022-23.

Bridge’s income is nearly all service delivery related, as such expenditure is closely linked to income, and the largest proportion of our expenditure is on service delivery staff. Staffing numbers increased from 60 to 73 FTE over the year, and total expenditure increased 17.6% to £2,702,832.

The accounts show a total net increase in funds of £334,574. Of this, £150,000 has been transferred to a designated fund for the planned refurbishment of the Salem St premises in 2022-23, and £60,231 was used to repay the outstanding mortgage on 30 Manningham Lane. After the transfers between funds unrestricted free reserves increased by £41,836 to £818,367, within our reserves policy. Designated funds held £1,262,407, of which £882,146 was the net book value of the freehold premises, the remaining £380,261 was held in four funds as detailed in the note 25 to the accounts. £226,176 was held in sixteen restricted funds, linked to specific contracts, grants, or donations, with the expectation that funds will be spent in 2022-23 or future years as appropriate.

Once again, I'm able to report that Bridge is in a secure financial position, with funds set aside for a significant refurbishment project planned for 2022-23 and free reserves that can be drawn on to invest in the organisation as needed.

Bridge's budget for 2022-23, based on ongoing contracts and services, projects a positive financial outcome for the year. As in recent years the expectation is that there will be growth during the year through new or expanding services. The current utility and other inflationary increases are being managed within existing budgets and aren't projected to have a significant impact on Bridge's finances. We're fully aware of the impact of the cost-of-living crisis on our staff and service users and are supporting them as best as possible.

Autumn 2022 will see the re-tendering of the Bradford Adult and Drug Treatment and Recovery Service (New Directions), just over a quarter of Bridge's income, with a new contract starting in April 2023. Whilst Bridge is a part of a partnership-based bid aiming to be successful, the diversification of funding streams over the last ten years means that the organisation is far less reliant on this individual contract than in the past. Although the loss of this contract is a risk, Bridge purposefully diversified and developed its strong financial position to mitigate against this and other potential financial risks, and as such will be able to continue delivering vital services to our communities whatever the tender decision.

In 2023 I hope to be able to report on a successful tender outcome, as well as another positive year of organisation growth and financial stability.

Martin Brook

Director of Finance and Support Services

Governance, Trustees and Stakeholders

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

Governance:

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

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

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

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2022 was 8 (2021:8).

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

Peter J Sleigh (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Andrew Clayton-Stead
Marisa Lloyd	Christopher Gibbs
David Memery	Jonathan Sutcliffe (appointed 18 th May 2022)

Two trustees left the board during the financial year 2021-22 (2021: 0)

Melva Burton, 25 th November 2021	Ralph Berry, 20 th January 2022
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One trustee, Samantha Lunnon, left the board, on 25th July 2022, after the end of the financial year but before the Trustees Annual Report was approved.

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

Organisation:

The board of trustees administers the charity. The board normally meets five times per year (January, March, May, July, October). Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

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

Annual Report and Financial Statements 2021-22

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

Senior Staff:

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

Pay Policy

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

Trustee Recruitment:

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

Trustee Training and Induction:

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

Stakeholders:

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Big Lottery Fund; NHS Bradford District and Craven CCG; Bradford VCS Alliance; Department for Work and Pensions; European Social Fund; Jobcentre Plus; Ministry of Justice; Public Health England; South 10 Community Partnership; Affinity Community Partnership; Wakefield Council – Liaison and Diversion service; West Yorkshire Police and Crime Commissioner.

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

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

Bankers: CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ
The Co-operative Bank, 14 King Street, Leeds, LS1 2HL

Organisational Policies:

Investments:

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

Reserves:

Bridge's reserves policy is reviewed annually, most recently in March 2022, and was last amended in March 2020. The current policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly cash flow requirements; working capital requirements; loss of income contingency planning. A target had been set in 2020 of reaching at least £800,000 reserves by March 2022, with an upper limit of £1 million held. This policy was approved as the trustees envisage a potential need for significant organisational development and infrastructure investment within the next three to five years.

As of 31st March 2022, Bridge's free unrestricted reserves totalled £818,367 (2021: £776,531). These reserves are of an acceptable level as set out in the policy. Bridge also held £181,500 of freely accessible funds in a designated fund for future expenditure on premises repairs (2021: £24,500), and £51,302 (2021: £82,437) designated for business development work over the next two years.

Fundraising activities:

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

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

Risk Management:

A full risk management review of the organisation was undertaken in May 2022 as part of the strategic plan's review, this will feed into the development of Bridge's next three-year strategic plan for 2023-25. This plan is reviewed on a six-monthly basis.

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

Public Benefit:

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

Tangible fixed assets for use by the charity:

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

Recognition of Liabilities:

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

Going Concern:

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

Statement of Trustees' Responsibilities

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

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

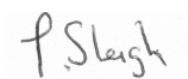
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
state whether applicable UK Accounting Standards have been followed, subject to any material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

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

So far as the trustees are aware:

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

On behalf of the board:



Peter Sleigh

Chair of Trustees

Date: 19th October 2022

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

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

Use of our report

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



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

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

Date: 4th November 2022

Statement of Financial Activities for the year ended 31st March 2022

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
Income		£	£	£	£	£
Donations and legacies	3	73,900	10,000	220,128	304,028	104,686
Charitable activities	4	2,059,957	143,313	525,266	2,728,536	2,403,481
Investments	5	4,823	-	19	4,842	4,970
Total income		2,138,680	153,313	745,413	3,037,406	2,513,137
Expenditure						
Raising funds	6	20,396	46,135	-	66,531	30,731
Charitable activities	7 & 8	1,869,913	167,096	599,292	2,636,301	2,266,630
Total expenditure		1,890,309	213,231	599,292	2,702,832	2,297,361
Net income / (expenditure) before transfers	10	248,371	(59,918)	146,121	334,574	215,776
Gross transfers between funds		(206,535)	210,231	(3,696)	-	-
Net movement in funds for the year		41,836	150,313	142,425	334,574	215,776
Total funds brought forward at 1 st April		776,531	1,112,094	83,751	1,972,376	1,756,600
Total funds carried forward at 31st March		818,367	1,262,407	226,176	2,306,950	1,972,376

Balance Sheet as at 31st March 2022

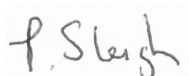
		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		882,146		937,673
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	376,562		254,074	
Investments	15	383,828		350,294	
Cash at bank and in hand	16	869,121		585,439	
		<u>1,630,011</u>		<u>1,190,307</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(205,207)		(105,487)	
Net current assets			<u>1,424,804</u>		<u>1,084,820</u>
Total assets less current liabilities			2,306,950		2,022,493
Creditors: amounts falling due after more than one year	18		-		(50,117)
Net assets			<u><u>2,306,950</u></u>		<u><u>1,972,376</u></u>
Funds	23, 24 & 25				
Unrestricted funds					
General funds			818,367		776,531
Designated funds			1,262,407		1,112,094
Restricted funds			226,176		83,751
Total funds carried forward at 31st March			<u><u>2,306,950</u></u>		<u><u>1,972,376</u></u>

For the year ending 31st March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

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

The financial statements were approved by the Board of Trustees on 19th October 2022 and signed on their behalf by:



Peter Sleigh
Chair of Trustees



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 35 to 48 form part of these financial statements.

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

Annual Report and Financial Statements 2021-22

Statement of Cash Flows for the year ended 31st March 2022

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
		£	£	£	£	£
Cash flows from operating activities	26					
Net cash provided by / (used in) operating activities		(2,683)	234,563	140,723	372,603	451,401
Cash flows from investing activities						
Interest income		4,823	-	19	4,842	4,970
Purchase of investments		(19,996)	-	-	(19,996)	(88,160)
Net cash provided by / (used in) investing activities		(15,173)	-	19	(15,154)	(83,190)
Cash flows from financing activities						
Repayment of borrowing		-	(60,231)	-	(60,231)	(119,502)
Net cash provided by / (used in) financing activities		-	(60,231)	-	(60,231)	(119,502)
Increase / (decrease) in cash and cash equivalents in the year		(17,856)	174,332	140,742	297,218	248,709
Cash and cash equivalents at 1 st April		407,749	189,838	79,986	677,573	428,864
Cash and cash equivalents at 31st March	27	389,893	364,170	220,730	974,791	677,573

Notes to the Financial Statements for the year ended 31st March 2022

1. Accounting policies

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

a, Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

The Trustees have considered the impact of Covid on the charity's funding, operations, workforce and supply chain, as well as the wider economy. There has been no detrimental financial impact on the charity to date, with funding and service delivery continuing without interruption throughout the pandemic. The Trustees do not currently foresee any change in these circumstances which would lead to a significant reduction in service delivery or loss of funding. Based upon current performance and forecasted budgets, the Trustees have concluded that the going concern basis remains appropriate.

c, Fund accounting

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

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 25).

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

d, Income

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

e, Deferred income

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

f, Interest receivable

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

g, Donated services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102) the general time of volunteers is not recognised.

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

h, Expenditure

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

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

i, Allocation of expenditure

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

Notes to the Financial Statements for the year ended 31st March 2022

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

j, Operating leases

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

k, Tangible fixed assets

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

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

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

l, Stock

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

m, Investments

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

n, Cash at bank and in hand

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

o, Creditors and provisions

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

p, Pension contributions

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

q, Taxation

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

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

r, Capital commitments

Bridge had no capital commitments on the date the accounts were approved.

s, Legal form

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 23. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Notes to the Financial Statements for the year ended 31st March 2022

2 Statement of Financial Activities for previous year (restated)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2021
		£	£	£	£
Income					
Donations and legacies		53,756	-	50,930	104,686
Charitable activities		1,965,815	151,753	285,913	2,403,481
Investments		4,970	-	-	4,970
Total income		2,024,541	151,753	336,843	2,513,137
Expenditure					
Raising funds		23,168	7,563	-	30,731
Charitable activities		1,760,288	211,306	295,036	2,266,630
Total expenditure		1,783,456	218,869	295,036	2,297,361
Net income / (expenditure) before transfers		241,085	(67,116)	41,807	215,776
Gross transfers between funds		(119,503)	119,503	-	-
Net movement in funds for the year		121,582	52,387	41,807	215,776
Total funds brought forward at 1 st April		654,949	1,059,707	41,944	1,756,600
Total funds carried forward at 31st March		776,531	1,112,094	83,751	1,972,376

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Donations	7,149	10,000	87,103	104,252	7,714
Donated services and goods					
CGL	31,874	-	-	31,874	31,295
Shipley College	21,025	-	-	21,025	16,290
	52,899	-	-	52,899	47,585
Grants					
City of Bradford MDC	13,852	-	66,500	80,352	10,000
Community Action Bradford	-	-	-	-	7,500
Eaton Fund	-	-	-	-	285
Family Action	-	-	-	-	750
Glasspool Trust	-	-	950	950	80
Inn-Churches	-	-	2,415	2,415	1,185
Leeds Community Foundation	-	-	20,000	20,000	24,087
NatWest Circle Fund	-	-	-	-	2,500
The VCS Alliance	-	-	-	-	3,000
West Yorkshire Combined Authority	-	-	38,210	38,210	-
West Yorkshire Police Commissioner	-	-	4,950	4,950	-
	13,852	-	133,025	146,877	49,387
Total	73,900	10,000	220,128	304,028	104,686

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

Annual Report and Financial Statements 2021-22

Notes to the Financial Statements for the year ended 31st March 2022

4 Income from charitable activities

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Service Delivery Contracts					
Big Lottery / Humankind	-	-	-	-	22,116
Big Lottery Reaching Communities	-	-	-	-	9,206
CGL	812,842	7,000	-	819,842	901,195
<u>City of Bradford MDC</u>					
Alcohol Safe Space	42,928	-	-	42,928	9,500
Befriending Service	-	-	42,740	42,740	9,260
Exiting Prostitution	289,191	-	-	289,191	279,476
Housing First	246,610	-	16,750	263,360	215,745
Lotus Housing	-	63,545	-	63,545	-
MARAC Navigators	-	-	131,870	131,870	110,247
Multiple Needs Navigators	159,250	-	-	159,250	131,800
Rough Sleepers Funding	-	-	46,532	46,532	-
Safer Communities	-	15,000	-	15,000	-
Skills House	-	-	63,448	63,448	26,494
Substance Misuse Navigators	-	-	125,898	125,898	-
Top of Town – Community Safety	-	-	8,725	8,725	8,515
Young Peoples' Substance Misuse	142,010	-	-	142,010	128,859
	879,989	78,545	435,963	1,394,497	919,896
Affinity / Community Partnership 8	72,200	-	-	72,200	74,106
Community Partnership – South 10	22,500	-	-	22,500	22,989
ESF / Big Lottery – Stronger Families	-	-	89,303	89,303	92,075
Humankind	350	-	-	350	-
Job Centre Plus – DWP	50,535	-	-	50,535	62,856
Ministry of Justice – Foundation	-	57,768	-	57,768	144,753
Wakefield Council – Liaison & Diversion	207,866	-	-	207,866	133,468
Ancillary Trading Income					
Reclaimed expenditure	1,415	-	-	1,415	71
Rental income	10,960	-	-	10,960	20,050
	12,375	-	-	12,375	20,121
External Training & Consultancy					
Leeds Utd Foundation	1,300	-	-	1,300	700
Total	2,059,957	143,313	525,266	2,728,536	2,403,481

5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Bank interest	4,823	-	19	4,842	4,970

Notes to the Financial Statements for the year ended 31st March 2022

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Staff costs	18,876	46,135	-	65,011	28,732
Admin and office costs	1,035	-	-	1,035	1,562
Premises	485	-	-	485	437
Total 2022	20,396	46,135	-	66,531	30,731
Total 2021	23,168	7,563	-	30,731	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Service staff costs	1,551,053	77,362	437,246	2,065,661	1,698,854
Service provision costs	73,199	17,954	53,643	144,796	100,874
Admin and office costs	44,210	2,057	20,244	66,511	65,264
Premises	63,811	2,935	24,410	91,156	88,870
Depreciation	-	55,527	-	55,527	113,927
Governance costs	48,297	6,790	25,654	80,741	67,730
Support costs	89,342	4,472	38,095	131,909	131,111
Total 2022	1,869,912	167,097	599,292	2,636,301	2,266,630
Total 2020	1,760,288	211,306	295,036	2,266,630	

8 Expenditure on charitable activities by service type

	Communities, Early Intervention & Prevention	Complex Needs	Criminal Justice	Drug Treatment & Recovery	Education, Training & Employment	Total 2022	Total 2021
	£	£	£	£	£	£	£
Service staff costs	129,900	772,257	236,928	748,923	177,653	2,065,661	1,698,854
Service provision costs	6,892	87,082	2,774	44,300	3,748	144,796	100,874
Admin and office costs	3,858	21,662	4,721	28,856	7,414	66,511	65,264
Premises	5,196	43,124	1,415	35,711	5,710	91,156	88,870
Depreciation	-	8,509	-	47,018	-	55,527	113,927
Governance costs	10,322	31,601	7,142	23,684	7,992	80,741	67,730
Support costs	9,339	51,215	13,455	42,844	15,056	131,909	131,111
Total 2022	165,507	1,015,450	266,435	971,336	217,573	2,636,301	2,266,630
Total 2020	113,347	751,211	216,603	1,027,428	158,041	2,266,630	

Notes to the Financial Statements for the year ended 31st March 2022

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

Employee costs during the year were:

	2022	2021
	£	£
Gross wages and salaries	1,946,885	1,607,084
Social security costs	169,539	141,878
Pension contribution	71,367	58,200
	2,187,791	1,807,162

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £71,367 (2021: £58,200). Contributions totalling £6,051 (2021: £5,317) were payable to the scheme at the end of the period and are included in other creditors.

No redundancy or termination payments were paid during the year (2021: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits of the key management personnel were £236,759 (2021: £237,343).

The number of higher paid employees who received employee benefits (gross salary plus social security costs) in the following bands were as follows:

£70,000 to £79,999: 1 (2021:1)

£60,000 to £69,999: 2 (2021:2)

The average monthly head count was 83 staff (2021: 70 staff).

In addition to the above employees; 1 worker was seconded to Bridge from CGL into the Jobcentre Plus project (2021: 1) at a cost of £27,874 (2021: £33,249).

£10,690 was spent on agency workers during the year to cover short-term vacancies, (2021: nil)

No remuneration or other benefits were paid to the Trustees during the year (2021: nil), no expenses were paid for reimbursing travel costs for attending meetings (2021: nil).

10 Net income / (expenditure)

These are stated after charging:

	2022	2021
	£	£
Depreciation – owned assets	55,527	113,927
Operating lease rentals	3,617	5,650
Auditor's remuneration ¹	6,400	5,994
Interest on bank loans & overdrafts	372	3,692

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

Notes to the Financial Statements for the year ended 31st March 2022

11 Valuation of donated goods and services

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

	2022	2021
	£	£
Food for distribution to service users	-	-
Other goods distributed to service users	-	-
IT equipment, support & licences	10,080	10,080
Volunteer Training & Qualifications	21,025	16,290
Clinical Staff	20,324	19,745
Drug testing	1,470	1,470
Total	52,899	47,585

The value of any volunteers' time is not included, however we have benefited from 7,921 hours (2021: 6,329) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2021	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31st March 2022	984,344	1,164,888	16,448	30,880	14,743	2,211,303
Depreciation						
At 1st April 2021	249,969	964,012	15,026	30,880	14,743	1,273,630
Charge for year	19,687	34,418	1,422	-	-	55,527
Disposals	-	-	-	-	-	-
At 31st March 2022	268,656	998,430	16,448	30,880	14,743	1,329,157
Net Book Value						
At 31st March 2022	715,688	166,458	-	-	-	882,146
At 31st March 2021	735,375	200,876	1,422	-	-	937,673

The freehold property consists of the following:

33, 35 & 37 Salem Street: Purchased in 1997 with the aid of a £175,000 grant from the Joint Finance Committee of Bradford Metropolitan District Council and Bradford Health Authority. This grant is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over these properties to this effect.

31 Salem Street: Purchased in 1998. There are no legal charges or conditions on this property.

29 Salem Street: Purchased in 2001. There are no legal charges or conditions on this property.

4 Hallfield Street: Purchased in 2004. There are no legal charges or conditions on this property.

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

30 Manningham Lane: Purchased in August 2011. See note 21.

14 North Parade: Purchased in March 2014. There is no legal charge or conditions on this property.

Pelican House, 10 Currer Street: Purchased on 30th March 2016. There is no legal charge or conditions on this property.

The freehold property is shown above at original cost less any depreciation. As the value of the properties in use is considered to be greater than the net book value they remain valued at net book value.

Notes to the Financial Statements for the year ended 31st March 2022

13 Stock

	2022	2021
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2022	2021
	£	£
Trade debtors	326,453	209,901
Other debtors	3,654	530
Prepayments and accrued income	46,455	43,643
	376,562	254,074

15 Investments

	2022	2021
	£	£
Cambridge & Counties Bank (2 yr)	88,425	86,691
Hampshire Trust Bank (1 yr)	87,319	86,449
Monmouthshire B.S. (30 days)	5,639	5,613
Nationwide (35 days)	100,031	-
Redwood Bank (95 days)	102,414	86,521
Scottish Widows / CAF Bank (1yr)	-	85,020
	383,828	350,294

16 Cash at bank and in hand

	2022	2021
	£	£
Petty cash	2,631	3,372
CAF Bank current account	27,246	21,210
CAF Bank instant deposit account	190,595	163,422
Co-operative Bank current account	83,868	70,351
CCLA Deposit Fund	51,050	-
Charity Bank	85,000	-
Monmouthshire BS deposit account	100,751	75,362
Scottish Widows instant deposit account	104,545	84,460
Shawbrook Bank deposit account	85,381	85,000
Unity Trust Bank	35,682	-
Virgin Money postal deposit account	102,372	82,262
Total	869,121	585,439

Notes to the Financial Statements for the year ended 31st March 2022

17 Creditors: amounts falling due within one year

	2022	2021
	£	£
Bank loan and overdrafts	-	10,113
Trade creditors	13,697	5,897
Taxation and social security	42,754	39,668
Other creditors	13,819	11,246
Accruals and deferred income	134,937	38,563
	205,207	105,487

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

18 Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Due between 1 to 2 years	-	9,554
Due between 2 to 5 years	-	30,165
Due after 5 years	-	10,398
	-	50,117

19 Contingent liabilities

	2022	2021
	£	£
Grant for property purchase	175,000	175,000

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

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

20 Deferred income

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

	2022	2021
	£	£
Balance at 1 st April	24,300	20,922
Amount released to income	(24,300)	(20,922)
Amount deferred in the year	111,153	24,300
Balance at 31 st March	111,153	24,300

21 Secured Debts

No secured debts were held on 31st March 2022 (2021: £60,230). The Co-operative Bank secured loan was repaid in full in June 2021, and the legal charge on 30 Manningham Lane was discharged in July 2021.

Notes to the Financial Statements for the year ended 31st March 2022

22 Capital Commitments

There were no capital commitments at 31st March 2022 (2021: £nil).

23 Analysis of net assets between funds – current year

	Unrestricted		Restricted funds	Total 2022
	General funds	Designated Funds		
	£	£	£	£
Fixed assets	-	882,146	-	882,146
Current assets	893,692	383,721	352,598	1,630,011
Current liabilities	(75,325)	(3,460)	(126,422)	(205,207)
Long term liabilities	-	-	-	-
Fund balances	<u>818,367</u>	<u>1,262,407</u>	<u>226,176</u>	<u>2,306,950</u>

Analysis of net assets between funds- previous year

	Unrestricted		Restricted funds	Total 2021
	General funds	Designated Funds		
	£	£	£	£
Fixed assets	-	937,673	-	937,673
Current assets	863,611	237,450	89,246	1,190,307
Current liabilities	(87,080)	(12,912)	(5,495)	(105,487)
Long term liabilities	-	(50,117)	-	(50,117)
Fund balances	<u>776,531</u>	<u>1,112,094</u>	<u>83,751</u>	<u>1,972,376</u>

24 Purposes of funds

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

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

Business Development: Holds funds allocated for future expenditure on a business development worker's staff costs.

Lotus Housing: Holds funds allocated and received for Bridge's new accommodation scheme.

MoJ – Horizons Project: Holds received income for this service which is intended to being spent in 2022-23.

Premises Repair Fund: Holds funds allocated for future structural repairs and external decoration of our premises.

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

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

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

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

Notes to the Financial Statements for the year ended 31st March 2022

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

ARG Grant: Holds a grant from CBMDC's Additional Restrictions Grant scheme, to be spent on premises improvements in 2022-23

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

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

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

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

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

Housing First – Personalisation: This holds restricted funding, provided by City of Bradford MDC, for the purchase of furniture and other personal items for service users on the Housing First programme.

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

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

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

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

Rough Sleepers Grant: Holds funds from the Rough Sleepers Drug and Alcohol Treatment Grant for future service provision

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

Spacious Places: Holds funds for this project in Leeds following it's merger with Bridge in September 2021

Stronger Families - European Social Fund & Big Lottery: This joint funding for the Stronger Families project in Bradford is administered and monitored by Leeds City Council on behalf of ESF & Big Lottery.

SMU Navigators: Holds funds from the PHE's universal grant funding scheme, funding a substance misuse navigator service.

Test and Trace CP8 Grants: Held funds to cover Bridge's work on this project which was completed in 2021-22.

Top of Town – Community Safety Funding: Held funds allocated for a pilot project 2021-22

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

Notes to the Financial Statements for the year ended 31st March 2022

25 Movement in funds – current year

	Opening balance 1 st April 21	Income	Expenditure	Transfers	Closing balance 31 st March 22
	£	£	£	£	£
Unrestricted funds					
General Funds	776,531	2,138,680	(1,890,309)	(206,535)	818,367
Designated funds					
Business Development	82,437	15,000	(46,135)	-	51,302
Lotus Housing	-	73,545	(38,223)	-	35,322
MoJ – Horizons Project	127,715	57,768	(73,346)	-	112,137
Premises Repair Fund	24,500	7,000	-	150,000	181,500
Manningham Lane, Fixed Asset Fund	212,570	-	(6,820)	60,231	265,981
North Parade, Fixed Asset Fund	171,379	-	(14,958)	-	156,421
Pelican House, Fixed Asset Fund	290,196	-	(25,240)	-	264,956
Salem Street, Fixed Asset Fund	203,297	-	(8,509)	-	194,788
	1,112,094	153,313	(213,231)	210,231	1,262,407
Restricted funds					
ARG Grant		11,500	-	-	11,500
Befriending Service	-	97,740	(82,875)	-	14,865
Bridge Client Fund	515	3,365	(3,578)	-	302
Circle Fund	2,500	-	(2,462)	-	38
Covid Health Inclusion	5,998	-	(6)	-	5,992
Helping Hand	400	-	-	-	400
Housing First – Personalisation	2,222	16,825	(15,351)	(3,696)	-
LCF Grant		20,000	-	-	20,000
Lotus Project – Service Users	1,939	205	(149)	-	1,995
Lotus Project – Target Hardening	3,808	-	(463)	-	3,345
MARAC Navigators	22,943	170,080	(163,173)	-	29,850
Rough Sleepers Grant	-	46,532	-	-	46,532
Skillshouse	26,494	63,448	(68,840)	-	21,102
Spacious Places	-	86,842	(40,192)	-	46,650
Stronger Families - European Social Fund & Big Lottery	1,667	89,303	(87,309)	-	3,661
SMU Navigators	-	125,898	(108,954)	-	16,944
Test and Trace CP8 Grants	3,750	-	(3,750)	-	-
Top of Town – Community Safety Funding	8,515	13,675	(22,190)	-	-
VCS Alliance Grants	3,000	-	-	-	3,000
	83,751	745,413	(599,292)	(3,696)	226,176
Total funds	1,972,376	3,037,406	(2,702,832)	-	2,306,950

Transfers between funds:

£206,535 of net transfers from general funds is split as follows:-

£150,000 to the Premises Repair Fund, in relation to planned works at Salem St in 2022-23

£60,231 to the Manningham Lane fixed asset fund is the transfer of mortgage capital repayments from general funds.

£3,696 from the Housing First Personalisation fund to General funds was the transfer of a closing balance, approved by funders, to the new Housing First contract held within General Funds.

The Bridge Project
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 2022

Movement in funds – previous year (restated)

	Opening balance 1 st April 20	Income	Expenditure	Transfers	Closing balance 31 st March 21
	£	£	£	£	£
Unrestricted Funds					
General funds	654,949	2,024,541	(1,783,456)	(119,503)	776,531
Designated Funds					
Business Development	90,000	-	(7,563)	-	82,437
MoJ – Horizons Project	80,341	144,753	(97,379)	-	127,715
Premises Repair Fund	17,500	7,000	-	-	24,500
Manningham Lane, Fixed Asset Fund	193,040	-	(51,220)	70,750	212,570
North Parade, Fixed Asset Fund	186,337	-	(14,958)	-	171,379
Pelican House, Fixed Asset Fund	280,683	-	(39,240)	48,753	290,196
Salem Street, Fixed Asset Fund	211,806	-	(8,509)	-	203,297
	1,059,707	151,753	(218,869)	119,503	1,112,094
Restricted Funds					
Befriending Service	-	33,347	(33,347)	-	-
Bridge Client Fund	-	2,520	(2,005)	-	515
Circle Fund	-	2,500	-	-	2,500
Covid Health Inclusion	-	10,000	(4,002)	-	5,998
Helping Hand	432	-	(32)	-	400
Housing First – Personalisation	5,223	8,000	(11,001)	-	2,222
Lotus Project – Service Users	900	1,323	(284)	-	1,939
Lotus Project – Target Hardening	4,395	-	(587)	-	3,808
MARAC Navigators	-	110,247	(99,816)	12,512	22,943
Skillshouse	-	26,494	-	-	26,494
SMU Navigators	12,512	-	-	(12,512)	-
Stronger Families - European Social Fund & Big Lottery	1,101	92,075	(91,509)	-	1,667
The Space - Big Lottery – Reaching Communities	16,837	9,206	(26,043)	-	-
Test and Trace CP8 Grants	-	7,500	(3,750)	-	3,750
Top of Town – Community Safety Funding	-	8,515	-	-	8,515
VCS Alliance Grants	-	3,000	-	-	3,000
WY-FI - Big Lottery	544	22,116	(22,660)	-	-
	41,944	336,843	(295,036)	-	83,751
Total funds	1,756,600	2,513,137	(2,297,361)	-	1,972,376

Notes to the Financial Statements for the year ended 31st March 2022

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

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	41,836	150,313	142,425	334,574	215,776
Adjustments for:					
Depreciation charge	-	55,527	-	55,527	113,927
Deduct Interest income shown in investing activities	(4,823)	-	(19)	(4,842)	(4,970)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(27,940)	28,061	(122,610)	(122,489)	127,290
Increase (decrease) in creditors	(11,756)	662	120,927	109,883	(622)
Net cash provided by (used in) operating activities	(2,683)	234,563	140,723	372,603	451,401

27 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£	£
Cash in hand	284,223	364,170	220,728	869,121	585,439
Notice deposits (less than 3 months)	105,670	-	-	105,670	92,134
Total cash and cash equivalents	389,893	364,170	220,728	974,791	677,573

28 Disclosure of Trustee / Related Party Transactions

Jon Royle, Chief Executive, is a Trustee and the Chair of Faces and Voices of Recovery UK (FAVOR UK), Charity No.SC043961, which organises the national Recovery Walks that Bridge service users attend. There were no financial transactions between Bridge and FAVOR UK in either year.

Melva Burton, a trustee until 25th November 2021, is also a trustee of the Create Strength Group (CSG), Charity No 1193551, which provides mutual support groups and training services in relation to abstinence from Cannabis, Spice, and Novel Psychoactive Substances. David Memery, a trustee of Bridge, is employed by CSG as their senior manager. Bridge received £2,353 from CSG in 2022 for office accommodation and support services (2021: £nil), Bridge paid £530 to CSG for staff training in 2022 (2021: £nil).

Ralph Berry, a trustee until 20th January 2022, is a councillor for City of Bradford MDC which is a significant source of funding and service contracts for Bridge. Bridge received £1,474,849 from City of Bradford MDC in 2022 (2021: £929,896).

No payments were made to Trustees in 2021-22 for any services in a professional capacity, outside of their role as a trustee. (2021: £nil)

29 Ultimate Controlling Party

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

30 Post Balance Sheet Event

There are no post balance sheet events to report.