

BRIDGE 86 LIMITED

England & Wales · Charity number 802227

Details

Other names	BRIDGE 86, BRIDGE MENTAL HEALTH
Status	Registered
Legal form	Charitable company
Company number	02162224
Registered	1989-11-07
Register	View on the Charity Commission register

Contact

Address	Deepdene House 30 Bellegrove Road Welling DA16 3PY
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Activities

Objects: TO PROVIDE CARE AND TREATMENT FOR PEOPLE WITH MENTAL HEALTH PROBLEMS TO ENABLE THEM TO MOVE TOWARDS LEADING INDEPENDENT LIVES AND IN PARTICULAR TO PROVIDE RESIDENTIAL CARE FOR SUCH OF THEM AS SHALL BE IN NEED OF ACCOMMODATION.

Activities: To give support to people with mental health problems, providing a pathway through assessment, recovery & community integration. Based in South London, we offer a full range of services to help clients become independent, from 24 hour supported accommodation to Flexible Community & Medium support, with accommodation where required, to Respite & Recovery services, and to the Recovery College.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing, Economic/community Development/employment, Other Charitable Purposes
- **Who:** People With Disabilities

Geography

- Bexley
- Bromley
- Essex
- Greenwich
- Kingston Upon Thames
- Lewisham
- Merton
- Newham
- Tower Hamlets
- Waltham Forest

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£11,075,513	£11,070,662	£1,182,801	245
2024-03-31	£8,123,976	£8,108,183	£1,177,948	200
2023-03-31	£5,128,172	£5,092,162	£1,159,807	135
2022-03-31	£4,627,737	£4,271,198	£1,123,797	110
2021-03-31	£4,130,791	£4,028,126	£586,177	106

Trustees

Name	Role	Appointed
Deborah Stump	Chair	2024-11-05
Beez Fedia		2018-04-24
Craig Leyland		2024-03-27
Retnadevi Thevarajah		2024-03-27
Rhodri Huw Jenkins		2025-11-26

BRIDGE 86 LIMITED

England & Wales - Charity number 802227

Accounts



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2025

Company number:	02162224
Charity Registration Number:	802227

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Feedback from our clients and partners...

'So, to start with, I hit rock bottom. I came out of hospital with support from Oxleas home treatment team. Into the travel lodge. Just really lost in life to be honest. Then I met my support worker, at the Greenwich centre in Woolwich.

He was, and is a very understanding considerate person, and was just what I needed at the time. Very professional down to the finest point. Like would not even answer a call or text till 9am. I can only respect him for this. As soon a 9am passed he got into work mode contacting me, answering any concerns or queries that i had. He met me, on a few occasions, always calming my worries with any advice and support he could give. A great guy with a big heart.

I can only thank you for his services, he definitely, has contributed towards my recovery and set me on the right path helping me with setting my foundations. God bless all who work with bridge back home.'

'I would like to take this opportunity to express my gratitude for the service that your support worker provided for one of my service users. Your support worker worked very hard with Geoff and went above and beyond to support him. Geoff had issues with his housing and his mental health, which your support worker proactively assisted with, and was a very influential and supportive ally for Geoff. He helped Geoff with a range of practical support, (form filling etc) and the relentless assistance he gave regarding the housing issues were greatly appreciated.'

Being at Bridge has been very helpful and invaluable step after coming out of hospital. The staff have remained very professional and kind and supportive. I have valued their input and consideration of my needs and been thankful for their company and friendship. I am really grateful for the help I have received at a very stressful period of my life. Thank you. Alvin

'I would like to say how much the bridge team have helped me so much, and I cannot put it into words, On how much my support worker has been moral support for me, in all ways when I have been so low and no one else to talk to. He and the bridge team have been a great help to me which I can highly rate the bridge team for their caring and helpful advice.

Also managing my financial crisis, with everything in a day to life person, with that also helping me to get bidding from the council, but in all who cannot deal and bear the normal things in life. The bridge team are amazing. I'd just want to say that the whole team at bridge are such lovely people for helping people like my-self and other people that need help.'

Message from the Chair and Chief Executive



Deborah Stump, Chair of Bridge Support

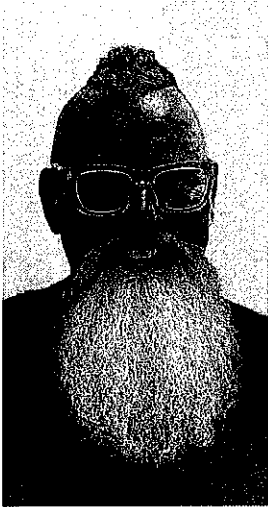
It has been a privilege to join Bridge Support this year as Chair of Trustees and to witness first-hand how the whole team combines capability and dedication to deliver a deep and lasting impact in the communities we serve.

This has been a year of both opportunity and challenge. We have faced rising costs, notably the impact of National Insurance increases as a London Living Wage employer and continue to embed new services by investing significant time to build relationships with teams, service users, and commissioners. We have also managed important but carefully planned changes within both the Board of Trustees and the executive leadership team. Throughout, we have maintained a focus on measurable impact and long-term sustainability.

There have been significant successes. An independent evaluation of our Bridge Back Home service demonstrated an impressive return on investment, reinforcing the value of our unique approach. We secured a new three-year contract for the Recovery College, providing stability for a vital area of our work. We have continued to see low levels of staff turnover, and delivered efficiencies across many areas of our operation while laying the foundations for our future strategic direction and priorities.

My sincere thanks go to my predecessor, George Wilkinson, for his warm welcome and for his critical contribution to Bridge Support over his many years of service, and to Raymond and the executive team for their openness and support as I stepped into my role. I look forward to our ongoing partnership as we continue to provide essential mental health support services in challenging times.

Raymond Sheehy, Chief Executive of Bridge Support



This year, in terms of our existing contracts, in the Royal Borough of Greenwich we continue to provide medium and flexible community support services on a contract that has seen a confirmed extension to July 2026. Our 24-hour services continue to be at capacity and have become another important part of our 'pathway' offer. TILT continues to be successful by the many metrics it is measured and the goal of replicating it in another area is something which is becoming closer to becoming a reality and has formed a central part of our strategic planning. Bridge are the only provider of supported living mental health services across the whole of Essex. This success has delivered opportunities for staff and real change and movement for the clients we work with. There is a real sense of hope and optimism that the clients we now work with in these areas are moving on with their lives and are going to need less of us in the future as they move towards independence.

The Bridge Back Home service continues to produce results. These results have been independently evaluated by the company Always Possible and provide a picture of the real-life outcomes for Greenwich citizens and the financial benefits to the health system of not having people being kept in hospital when they are well enough to leave. Our Recovery College continues to be an example of what can be produced outside of the traditional NHS Recovery College model and has been awarded a new three-year contract in recognition of the groundbreaking work it is doing to support people in their communities. The Greenwich Community Mental Health Hub composed of Bridge, SEL MIND and Oxleas NHS FT continues to develop towards offering the a 'one stop shop' for people in Greenwich with a mental health problem.

The overall cost pressures, the rising costs of staff salaries, government national insurance increases and void levels across Bridge continue to occupy a lot of my time and colleague's time. We are mindful that during our next potential expansion phase we need to look closely at our contract pricing and that it more accurately reflects the rise in salaries that have been applied to the London Living Wage and Living Wage over the last three years, the rises this year and the increases in employer national insurance that have now been applied in full following the budget statement last year. The abolition of NHS England and the 50% shrinkage in ICBs is having some effect on commissioned services and plans to develop more services. We continue to make every effort to do this to ensure costs are covered and that surpluses are returned to our reserves so that we continue to have appropriate financial coverage. The Bridge business model is to be financially sound and one area for us to achieve this, is in the collection of all rental income that could be paid in line with the capacity that commissioners have asked us to provide. This would go a long way to maintaining a financially healthy and sustainable organisation.

My team continue our scenario planning considering changing circumstances both operationally and financially and discussions about changes to the structure and roles needed are ongoing. We are currently completing a process that will result in a new set of strategic and growth plans. This year we gathered detailed client, staff, Trustee, internal senior manager and commissioner feedback (over 25 commissioner interviews) that shows that we have got a clear sense of where we are going which is matched to where our stakeholders and the commissioners see us going. The information we collected also provided us with a picture of the challenges we may face in developing further and

highlighted how stakeholders and commissioners are consistently supportive of continuing to work with us to develop Bridge, meet any challenges and be part of changing people's lives.

Finally, a thank-you to everyone who is part of what Bridge continues to do in its mission to support people with mental health problems to make the very best of their lives day in, day out. We have said goodbye to Sarah Boundy, a Trustee of many years standing whose commitment, humour and advocacy of our services will be greatly missed. We have also said hello to our new Chair of Trustees, Debbie Stump, who I am sure will make a hugely positive impact on the development of our work and the sustainability of Bridge Support. In a rapidly changing and unpredictable world, the work of Bridge is also to provide some hope that for those who need us, we will be there. My job is to continue to make sure we are.

About Bridge Support

Bridge Support provides a clear, proven pathway for people with long term mental health problems, to progress towards living a more fulfilling role within the community. Our aim is simple; we help our clients along a path that leads to them enjoying the same freedom, opportunities and everyday pleasures that most people take for granted.

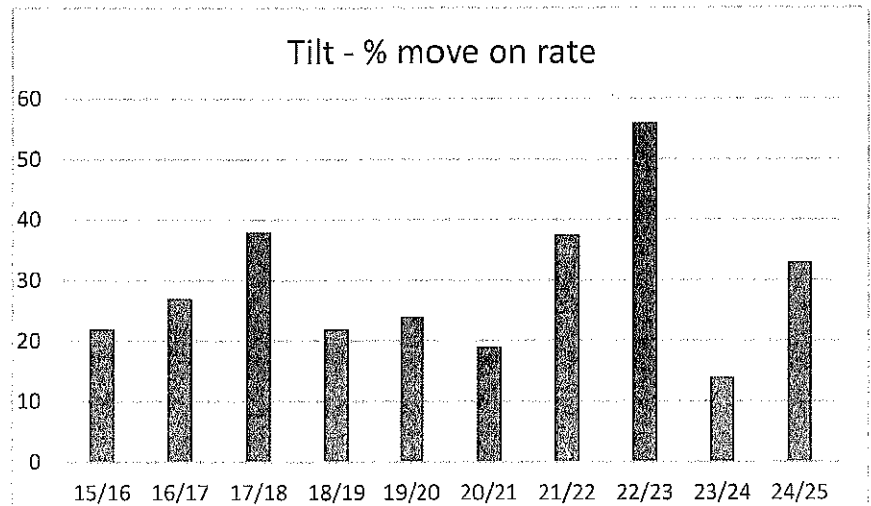
A charitable organisation, based in South London, Bridge Support has grown steadily for nearly 40 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich and the sole provider of mental health supported accommodation in Essex as well as expanding our reach into Southwest London. We were originally founded to 'bridge' the huge gap in support between psychiatric hospital and community integration. With community care now very much the preferred option we offer a full range of services from supported accommodation, visiting support and a Recovery College.

Helping people with long term mental illness to recovery can be a difficult and time-consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends of our clients that has been successful. We believe that wherever possible, co-creation should be a key element of the service we provide. We capture views, opinions and suggestions through formal feedback mechanisms such as surveys, steering groups, suggestion boxes, quarterly reports and through informal discussions.

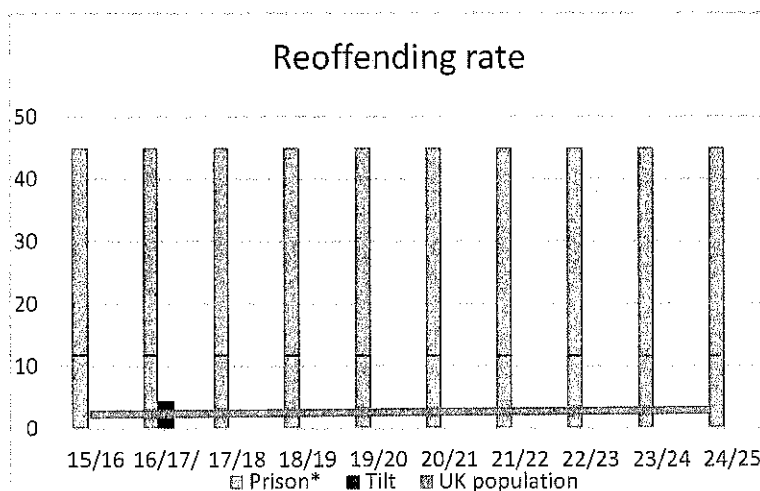
Tilt Project

Based in Southeast London since September 2013, our unique high support forensic hostel facility offers round the clock support for men. Bridge Support operates this scheme in partnership with Oxleas NHS Foundation Trust with a dedicated clinical team from the Bracton Centre. The project supports ex-offenders with long term mental health issues to move successfully to independent living. The founding principles of the Tilt project were based on the Tilt Report (Tilt et al, 2000) with the concept of the model dating back to 2003 as a response to the need to move people out of long term forensic mental health services.

Bridge Support provides 24-hour social support with Oxleas providing a high level of clinical support with daily input from a community in-reach team, care co-ordination and an identified responsible clinician. The project utilises strategies that are recognised to be important for community rehabilitation of patients with offending histories, such as: community readiness assessments, engaging clients in shared goals, the presence of social networks and peer relationships and continuity of staff.



Together with the clinical team, we identify those patients in medium or low secure hospitals who would benefit from reintegration into the community via Tilt. Our approach of active and early involvement in 'move-on' planning, coupled with robust joint management of risk means that the project is able to reduce the length of stay for men in medium or low secure services.



This year the average length of stay at the project has increased very slightly to 3.25 years up from the last couple of years at 3 years. 60% of residents who moved on went to less support with 40% making a sideways move.

The reoffending rate for current and past residents at the project is less than 5% and in 2024/25 we maintained our 0% reoffending rate.

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

Adam moved into the Tilt Project after a number of years of in medium secure mental health services.

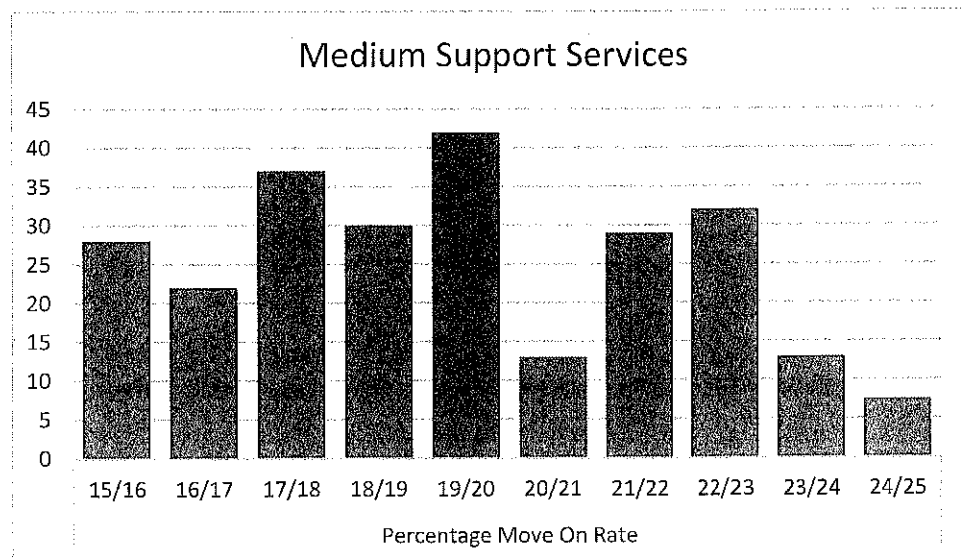
Whilst at Tilt resident Adam struggled with illicit substance misuse which had a huge impact on his level of engagement and progress at the service. With staff support Adam managed periods of abstinence, attended volunteering and engaged in psychology.

In preparation for moving on Adam managed to abstain from substances for a significant period of time in 2024. Unfortunately, difficulty in the funding of his placement meant his progress was significantly delayed, which subsequently led to him using illicit substances again.

However Adam managed his frustrations and disappointment remarkably well and with support from Bridge's substance misuse worker and Tilt staff successfully moved to a medium support service in October 2024.

Medium Support

Bridge Support provides 38 units of high-quality accommodation as part of the Royal Borough of Greenwich Mental Health Pathway. The accommodation is staffed 9am-9pm seven days a week and is a variety of one-bedroom flats, studios and shared houses. We provide clients with support to improve their independent living skills, get involved in social and leisure activities and access specialist services within a mutually supportive environment. Our aim is to prepare clients for a successful move to independent living within two years.



Our move on rate in 2024/25 remains low with the trend observed last year of more people becoming acutely unwell and experiencing crisis continuing. This has resulted in fewer people being able to gain the skills they need to move on to more independence and their length of stay in our services increasing. We are working with our partners at Oxleas NHS Foundation Trust to review the interventions offered in order to help people stay well for longer.

A client's journey through Medium Support

Rav in his late twenties was referred to Medium Support after a 6 month stay in hospital. Prior to admission, he lived independently for 9 months before his mental health deteriorated. Rav has a diagnosis of psychosis along with a gambling addiction and a history of cannabis use. One of Rav's parents suffers from with a life shortening disease.

During his time with Medium Support, Rav has faced significant challenges, financial mismanagement, peer pressure surrounding his cannabis use and anxiety linked to fears about his parent's health. These challenges have exacerbated his addictions and mental health symptoms. He also had a period of non-compliance with prescribed medication and minimal engagement with Bridge staff.

Following a particularly difficult phase, staff were able to re-engage with Rav and with consistent support and medication adherence, he has since achieved abstinence from drugs and alcohol. He completed a training course to improve his employment prospects, passed his theory driving test, and worked with staff to reduce his debts.

Rav now maintains regular contact with staff, seeking guidance when experiencing low mood or concerns regarding his parent. He's joined a local gym and recognises physical activity as a valuable tool in managing his mental health. He is now focused on maintaining his progress and preparing for the next stage of his journey - stepping down to independent living.

Flexible Community Support

Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from one to 20 hours of support depending on need. For many of our clients their recovery journey is not linear, and Bridge Support takes a proactive and consistent approach to fluctuations in clients' mental health - increasing support when needed and taking a step back when clients are managing well.

In 2024/25, FCS supported 145 clients (2023/24: 149) with the aim to enable our clients to live well and as independently as possible. During the year 20 clients successfully moved on from the service with the majority going on to live independent of a support service and discharged back to primary care.

We review client progress every month to ensure that we are encouraging independence, promoting self-reliance and providing the most appropriate amount of support needed.

In 24/25, our average hourly rate per client is slightly lower than last year 1.8 hours compared to 2 hours per week.

In discussion with Royal Borough of Greenwich, and where appropriate, we have been moving clients to the least amount of support possible for example fortnightly, monthly or support on demand - where clients contact us when they have a support need, usually assistance in accessing a benefit or attending a medical appointment.

In 2024/25, the proportion of clients receiving fortnightly, monthly or on demand support has increased to 47% (2023/24:41%). This is due to the excellent work the team have been doing over the past year in supporting historical clients that are progressing along their journey. This client group have met the majority of their support goals and are being moved on to lower levels of support to increase their independence.

A client's journey with Flexible Community Support

Sharika was 16 when she was first admitted to a children's mental health ward and spent a couple of years in and out of wards. She was referred to FCS after she enrolled at university. She has also been recently diagnosed with autism and an eating disorder

Due to the Covid-19 pandemic university was mostly online and Sharika struggled with the lack of face to face interaction. Bridge staff worked with her to improve her social inclusion firstly going for walks and then expanding into other small activities.

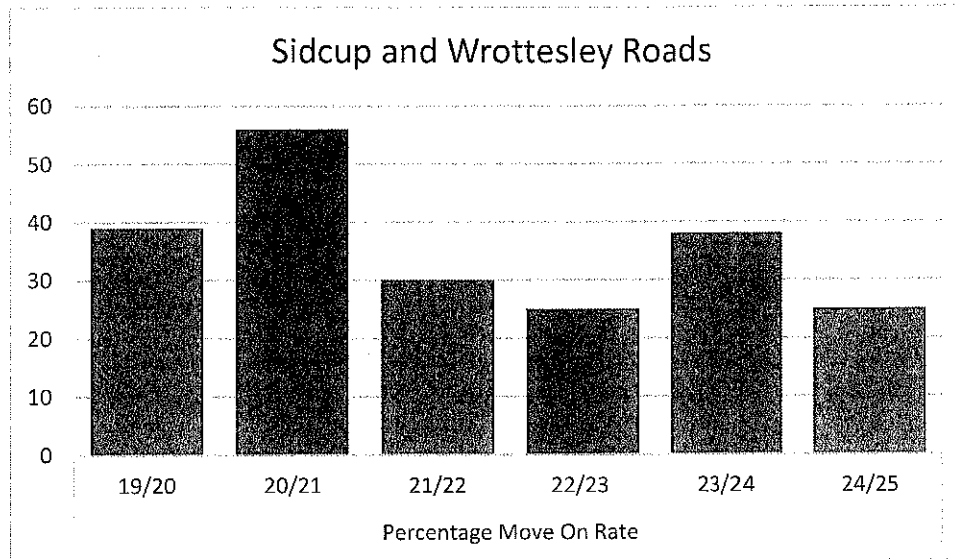
Sharika's support worker also provided her with emotional support building Sharika's confidence to face the world; encouraging her, listening, advising and just showing her that she would be supported through even the most trying times.

Sharika gained in confidence and stated to leave her home unsupported - attending appointments, doing shopping independently. On an emotional level, she was supported to manage her negative thoughts and gain an understanding in how she interpreted life.

Sharika persevered and graduated from university with a first. She will be spending some time volunteering for a charity before working out her next steps

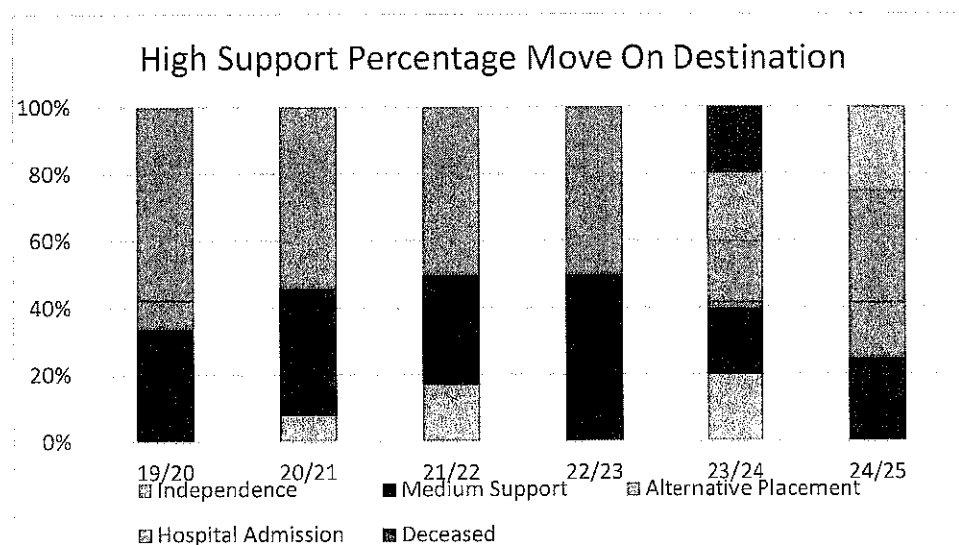
Sidcup Road & Wrotesley Road

Sidcup Road and Wrotesley Road are non-commissioned services with places available for spot purchases by local authorities or Integrated Care Boards. Bridge identified there was a gap in the market for 24-hour accommodation which built on, and improved, clients' existing daily living skills.



Both services provide specialist move-on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside the care program approach provided by the client's clinical team, to strengthen engagement, identify aspirations and provide support that facilitates progress along their recovery pathway.

The aim at Sidcup Road & Wrotesley Road is to move clients on to lower support wherever possible. The chart below shows 1 client moving to Medium Support, 2 clients moving on to alternative high support and another needed a long stay hospital admission.



A client's journey through Wrotesley Road/Sidcup Road services

Bobi moved into High Support following a significant mental health crisis, which led to him losing his job, his tenancy and major financial instability. He had poor insight into his mental health and was not compliant with his medication leading to self-neglect, disrupted routines, poor diet, difficulty sleeping and disengagement from meaningful activities.

With support from Bridge staff Bobi has made substantial progress. Staff were able to help him better manage his mental health through a consistent medication regime. They encouraged him to engage with cooking sessions and keep up his personal care.

Bobi has been supported to get involved in activities he enjoys such as sports, gardening, crafts, and attending Recovery College. These activities have helped with his self confidence and Bobi has secured full-time employment as well as achieved financial stability through accessing the appropriate benefits.

Bobi now demonstrates independence, motivation, and sustained stability across all areas of daily living. He is ready to move on to more independent living.

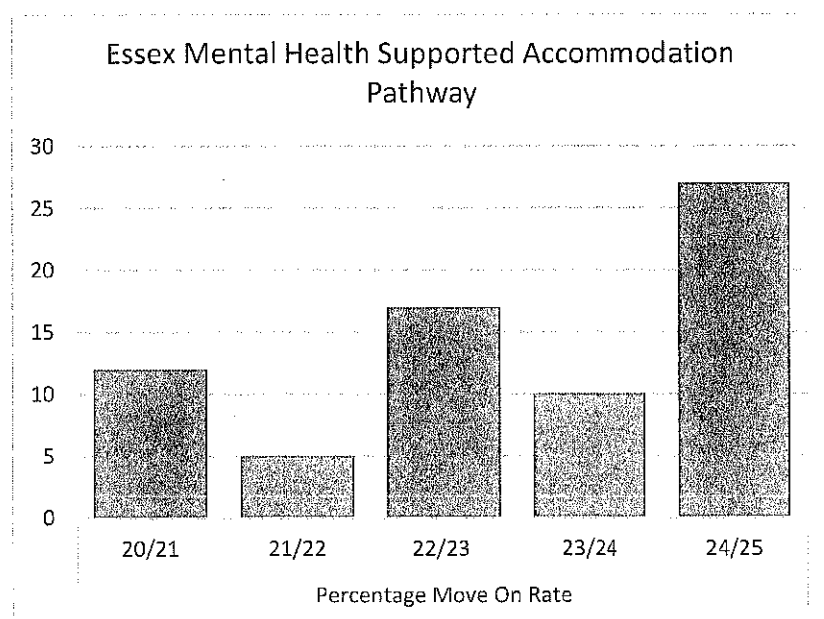
Essex County Council Mental Health Accommodation Services

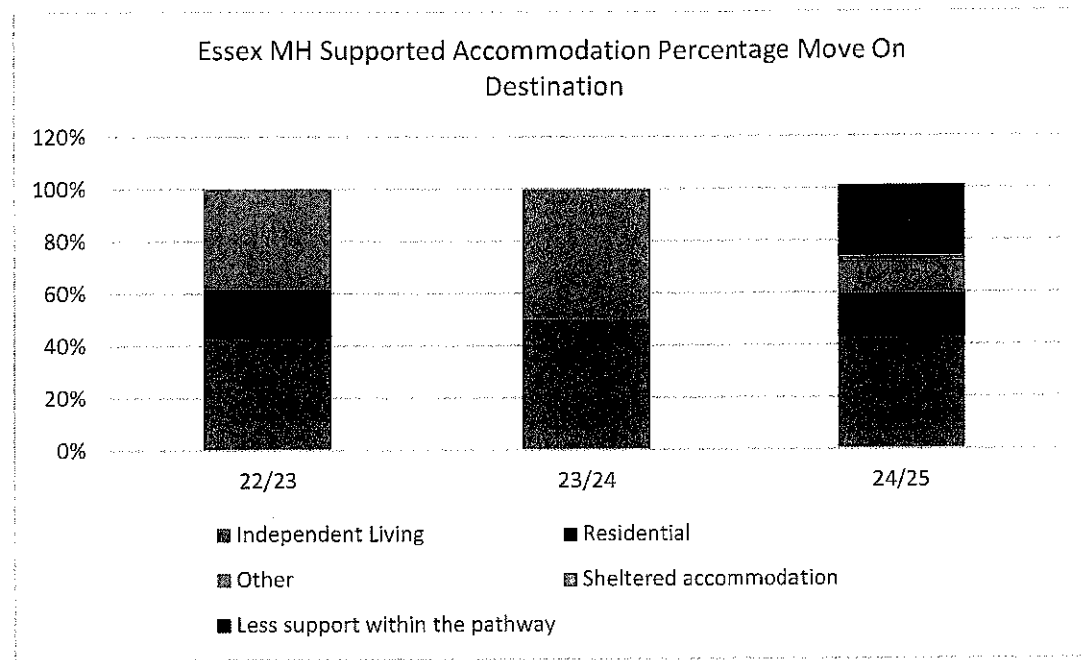
In 2019 Bridge Support won the contract to support 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. In May 2022 Essex County Council tendered for the provision of mental health accommodation services (including the Support to Independence units) for West and Northeast Essex. Bridge won the tender across both locations.

In October 2023 Bridge won a further tender for the provision of mental health accommodation services in Mid and South Essex for services which commenced in April 2024. As the largest provider of commissioned mental health services, we now support over 170 clients in Essex.

Bridge provides an Essex-wide Mental Health Supported Accommodation pathway with low, medium and high supported accommodation schemes working in partnership with a number of different accommodation providers. Our aim is to prepare clients for a successful move to lower support or on to independent living within two years, providing support to improve their daily living skills, get involved in social and leisure activities and improve the management of their mental health.

In 24/25 clients moved out of the mental health pathway into independent accommodation, back to live with family as well as into sheltered accommodation which better suited their needs. Over a quarter of move On's were within our own mental health pathway with all moving on to less supported accommodation.





As Bridge now provides a pathway of different levels of supported accommodation, clients have been moving through the pathway into the most appropriate accommodation for their support needs. In 24/25 we saw 17 clients move to lower support accommodation within the pathway.

A client's journey through the Essex Mental Health Pathway

Mo moved to one of Bridge's Medium support services after multiple admissions both informally and under section. He had a forensic history and had been conditionally discharged in 2022.

Although initially Mo was quite resistant to change, his relationship with staff grew and he engaged well. He adhered to all conditions of his Section 41 and has spent time really exploring his various diagnoses, gaining in depth insight into his own mental health.

Owing to the level of insight he has shown with about his condition and his willingness to explore new details about his life he is being considered for an absolute discharge from the Specialist Community Forensic Team. He would be the first client to do so under their care in the community.

Mo is doing some voluntary work as on interview panels for their senior practitioner positions in his clinical team. He has also reignited his relationship with his father which had been a no-go subject prior to him joining Bridge. He is now bidding for a property with a view to move on soon.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1,200 enrolled students with over 2,000 course places offered over the year.

Unlike many other Recovery Colleges, Bridge Support's Recovery College is located in the heart of Woolwich and not on an NHS site. The College works to increase students' confidence and part of this is to train and equip a number of students to use their personal experience and skills to deliver courses. Over 70% of workshops and courses are delivered by peer trainers. In 24/25 the College had an average attendance rate of over 80% which compares favourably with the 85% attendance rate at further education, sixth form, tertiary and specialist colleges in England in the same year.

In 24/25 30% of all Recovery College courses were delivered by our peer tutors who are absolutely key in showcasing the recovery and wellbeing that can come via attainment – moving from students to tutors. One of our peer tutors reflects on their journey below:

'If you had told me a few years ago, that I'd be teaching classes at the Recovery College, I'd have laughed. However, as my mental health improved, I felt this calling, a sort of need to share my good fortune with others and help them on their own journeys.'

The peer training itself was fun, Courtney led us gently through the topics we needed to discuss and there was always a push for professionalism. I was no longer me making off the cuff quips to everyone, I now had a focus on being the best me I could be for other people. I've even managed to stop swearing (mostly), but I occasionally let slip a "crikey" instead of anything more serious.'

Teaching is fun. I think it's fun mainly because you know that the students actually want to be there. I'd always said I couldn't teach, remembering my own schooldays and how many of us didn't want to be there. At The Recovery College, people put themselves into classes. They're willing to join in and that makes a difference.'

Through my journey with The Recovery College, I've discovered a real connection with other people. People who share my experiences and goals, as well as those who aspire to grow in their recovery. I'm so privileged to lead classes and I am always grateful to see so many people come to my lessons. Keep going with your recovery, keep attending classes and who knows where you could be this time next year!'

One of our longstanding students reflects on his time at the College and what it has meant to him:

'The College has been very beneficial to me in so many ways. I have been able to meet extraordinary people and build on myself over the years. You can work on your confidence and self esteem as well as building skills in other areas of life.'

Since coming to the college, I have more understanding of mental health and the problems I and others face. The College has taught and shown me that you are never alone, and you don't have to be isolated. My advice for anyone thinking about coming is if you are struggling don't be afraid to make that first step, get involved with the College fully and their programmes.'

Life at the Recovery College by one of our students:

'There are many courses that the College provides for student's well-being and enjoyment but for me I like sessions relating to crafts, creative writing and going outside of the College as a small group which I did as part of the history group.

The College has helped me develop my skills at home and making time for myself where I enjoy cooking different recipes, walking outside in nature and crafts which helps with my mental health.

The College has brought many memories over the years, and one thing constant has been how the courses provided suit and adapt for each student offering variety. The staff go above and beyond to help and if anyone of us have issues within the community, the staff break down their worries with us to make difficulties better.

The Recovery College has been a massive part of my life. I have helped myself on my journey too, but the College has helped and been there throughout. I would like to mention a huge 'Thanks' to the College for their work and dedication.'

I had a call from Katie who used to work at RCG, this morning and she gave me some great news.

Katie left RCG to start an apprenticeship at Imperial College London as a Labtech which Katie was very excited about

Well Katie has completed her 2yr apprenticeship as her manager had won funding for a new project and lab at ICL

Katie was asked to apply for the position of manager for the new lab and project and had her interview.

She was offered the position and is now the Manager of the largest Culture Lab in the UK and has her own team!!!

As Katie put it, she is officially a scientist now and her work clothes are her lab coats! I for one am so proud of Katie and privileged to have worked with her and call her a friend, to go from being told she would never work again because her PTSD was so bad to doing her dream job!!

Just goes to show anything is possible if you put your mind to it and have the right support around you.

Bridge Back Home

Bridge Back Home offers intensive social care support to people who are in crisis. The service works closely with consultants and clinical staff to assess and provide ongoing provisions of home and social care support to facilitate discharge. It started as a pilot project to support patients in crisis. With ongoing funding from Royal Borough of Greenwich, Bridge Back Home continues to provide specific short term social support in the community for up to 12 weeks to resolve any issues that may be affecting individuals' mental health. Individuals are mainly referred from Greenwich Home Treatment Team, but referrals have also been received from the wards at Oxleas House to expedite discharge.

Bridge Back Home staff provide help to clients with many areas of life that are the stressors likely to trigger or worsen a mental health crisis. The team works closely with partnership agencies and generally provides support in the following areas:

- Housing needs
- Financial needs (including benefits application, budget planning and debt management)
- Social inclusion (onward referrals to Recovery College, Greenwich MIND, GLLAB, WDP Greenwich, 12 step programs, Health Wise Scheme, Community Hub, Men in Sheds etc)
- Advocating on behalf of clients for the best mental health support package available
- Welfare checks and emotional support

During April 24 / March 25 the team have supported over 473 individuals (348 2023/2024) an increase of 35.9%. Individuals were asked to complete a questionnaire regarding their mental health, quality of life, mood and ability to self-manage at the beginning of their support and on their discharge. From a sample of 16.6% of clients the improvement in scores for each area was:

- an increase of 50.8% in their mental health
- an increase of 56.2% in quality of life
- an increase of 53.7% in mood
- an increase of 41.1% in their ability to self-manage

Overall, the service achieved a satisfaction rating of 98%.

My journey by Matt Rigby who was a BBH client and is now a valued Flexible Support Worker for BBH – 8th February 2024.

My journey to Bridge.

My journey started in the weirdest way. A trip to B and Q and my life changed. My partner of 8 years made me homeless, took our cat and just stopped talking to me in the blink of an eye. I was forced to sleep in my sister's bedroom while I worked to rebuild my life.

One normal Monday, I went to play football, come back, eat a pizza and some chicken wings and felt a pain up my left arm. I waited an hour, and it kept growing, my jaw went numb, I felt weirdly calm as my chest warmed up as if I'd drunk a litre of Jack Daniels. I was having a heart episode, I'm still not sure how to define it – If it was a heart attack or just heightened anxiety – but suddenly I was in hospital for 4 days and being told to stop taking my medication. The strangest thing was that it was the calmest I had been since everything had started!

I had started taking Xaggitin XL to medicate my ADHD – and caused a whole host of problems I

couldn't have imagined, intensely negative side effects in a variety of ways. Then I met Tracey, at the time I was a bleary-eyed sap entirely broken by my circumstances, I had gotten out of hospital and just couldn't work out how to get back my normal life. I had been through such a whirlwind of things in such a short period of time, I just wanted everything to go back to normal! Tracey broke things down for me and made it all seem a bit more possible. I started facing my problems head on and running at them, instead of just walking in the opposite direction as I was before.

I previously worked in a homeless shelter and Tracey recognised I might be able to fill an opening at Bridge and it felt like the reason why all of this had happened! To find a role I truly love and enjoy with a great company, interesting days and lovely and supportive people. It may sound cliché, but it was as if all the bad stuff happened to put me where I needed to be! I went for a coffee with Mike, Andrea, Tracey and Murat and felt almost fated for the role, by the time the formal interview came around I was almost convinced this was where I was supposed to be. Now I have gone from supported to supporter – I am able to approach things in a unique way having been on both sides of the fence! I want to help people be better and do better and my own experiences have informed my professional practice. In short Bridge helped me rebuild in a way I couldn't have imagined. Tracey went out on a limb for me and as such will always be an absolute superstar in my eyes, I hope I am able to leave the lasting impression on my clients that Tracey did with me!

I loved my previous job at the homeless shelter, but Bridge is without doubt the best job I've ever had! I have gained an enormous amount of confidence since I started, and it only continues to grow, I hope to be able to repay the faith everyone has shown in me!

I now have a flat on my own, a moped to get me places, work a job I love and continue to grow, supporting others on their journey. I have found helping other people to be the best medicine.

A client's journey through Bridge Back Home

Paolo was referred to Bridge Back Home whilst in hospital following a deterioration in his mental health after the breakdown of his marriage. He had no income and was ineligible to claim for working age benefits due to his age.

Staff supported Paolo to claim his state pension, pension credit and address the mounting debt he found himself struggling with. While his claim was processed staff collected food from the local food bank for him.

Staff supported him to apply for a discretionary housing payment to minimise rent arrears accrued as a result of his admission and supported him in the process of applying for bankruptcy to remove large debts left over from his time working as a sole trader.

Paolo received a backdated pension payment to cover the period in which he didn't claim and now receives a regular monthly income. With a bankruptcy order in place to reduce his debt and claiming the correct benefits he finally has the freedom to enjoy his retirement.

Feedback from individuals supported by Bridge Back Home:

'I would like to express my deepest gratitude Bridge Back Home) for the outstanding service and support they provided to my husband and our family during a very challenging time in our lives.

We were facing serious housing difficulties, and the situation was extremely stressful and uncertain. Bridge Back Home stepped in and offered not only practical assistance but also compassionate and consistent support. Their team demonstrated genuine care, professionalism, and dedication throughout the entire process.

Thanks to their guidance and intervention, the council was able to offer us a suitable property, which has brought much-needed stability to our lives.

I would especially like to extend my heartfelt gratitude to the support worker who worked closely with us. Her dedication, tireless efforts, and sincere concern for our well-being made a significant difference. She went above and beyond to ensure my husband and our family received the help we needed, and we are incredibly thankful for her support.

Through the support and encouragement of Bridge Back Home, my husband has also found a new sense of purpose and confidence. He is now actively engaged in voluntary work, giving back to the community.

We are truly grateful for the positive impact Bridge has had on our lives. Their service made a real difference, and we will always remember their kindness and commitment during such a difficult time.'

'I'm writing to share my sincere appreciation for my support worker. She has been truly outstanding, not only in helping me fill out important forms for the council, mental health team, and benefits applications, but also in how she's supported me emotionally through some of my lowest moments. During times when I've been crying, deeply depressed, or struggling on anti-depressants, she has shown constant patience, care, and understanding.

She always checks in, asks how I'm doing, listens without judgment, and encourages me to keep going. That kind of emotional support has been just as important as the practical help, and it's made a real difference in dealing with my struggles and to my life. She has also organised a great handover to her colleague whenever she has been on leave which has ensured great continuity with regards to me.

Please pass on my deep thanks to her and thank you to your team for making this level of support possible.'

Greenwich Mental Health Hub

Greenwich Mental Health Hub is a community-based service provided in partnership with Oxleas Foundation NHS Trust and Bromley, Lewisham and Greenwich MIND. The service is intended to operate as a front-door to mental health support, bringing clinicians and voluntary services together to offer a holistic service.

The hub offers:

- Comprehensive brief intervention programme (with interventions typically 4-8 weeks and up to 12 weeks)
- Social prescribing support to facilitate access to mainstream resources and activities
- Straightforward process for re-engagement post-discharge if required
- Multi-Disciplinary Team meetings including representatives from Improving Access to Psychological Therapies/secondary care to facilitate frictionless movement between services

The expected outcomes of the hub include:

- Reduced waiting times to access support.
- Reduced average length of engagement – people are supported to quickly move through the service, having received the input they need.
- Increased engagement in community resources and activities.
- Reduced escalation of mental health problems as a result of unaddressed issues such as debt, housing, unemployment and social isolation.
- Increased self-management skills for people with mental health problems.
- Reduced health inequalities, in particular for people from a BAME background.

In 24/25 the Voluntary Sector Organisations, Bridge Support and Bromley, Lewisham and Greenwich MIND supported over 1,200 people in total.

The story below tells the experience of one of the users of the service:

This service saved my life

David has been diagnosed with depression. His symptoms worsened around two years ago when he began to hallucinate and became increasingly paranoid.

"I was finding myself in different places – and I couldn't remember how I got there. I thought the plumbers in my house were going to attack me. I had no hope that I'd get better."

Fearful of what he might do if he went outside, David isolated himself, which worsened his mental health problems: "I only went outside to put the bins out – I was scared about what I might do to myself and other people if I went outside."

One day, David was triggered by an interaction in his local shop and reached tipping point. He phoned Oxleas NHS Crisis line and was referred to Greenwich Mental Health Hub.

David was instantly reassured by Robin, Peer Support Worker, "He was like no one else I'd ever spoken to – I could tell that he really understood me".

After several telephone calls, Robin encouraged David to come to Woolwich and meet up in person. "Meeting Robin in person was a real turning point for me – it made me not want to sink, to keep my head above the water, because there was someone that truly cared"

Robin worked with David on a personalised recovery plan. "Every time I told him there was progress – he was over the moon, so I felt like he was truly on my side. I could tell he was genuinely happy I was

progressing which made me motivated to continue my journey to recovery. Talking to Robin, it was very different to any other service I'd had – his advice was personalised – I knew he was genuinely listening to me".

Greenwich Mental Health Hub encourages service users to take part ownership of their recovery plans. This approach gave David the confidence to continue his recovery, breaking down his recovery into small, personal and achievable goals: "It's like when you hear about people having an awful traffic car accident and they have to learn to walk again – I'm rebuilding myself mentally, building those strongholds. Robin taught me to take small steps and take it day by day"

Without the help that David received from Greenwich Mental Health Hub, he wouldn't be here today.

"I can't put a price on the help I received. I would have died by suicide. I couldn't have coped. Genuinely, I'd be dead. This service saved my life."

Community Mental Health Rehabilitation Plus

The Community Mental Health Rehabilitation Plus (CMHRES+) integrates local voluntary sector support workers within the existing Oxleas NHS Foundation Trust's Community Mental Health Rehabilitation Service.

Bridge have provided 2 seconded support workers to work alongside the clinical team. The Bridge staff are key in providing interventions and support to help individuals recover from complex mental health problems and restore their skills and confidence to live successfully in the community.

The aim of the pilot is to offer a greater continuity of support as people transition from hospital to home and from residential placements to more independent living as well as to provide focus on physical health and social care needs as well as clinical needs.

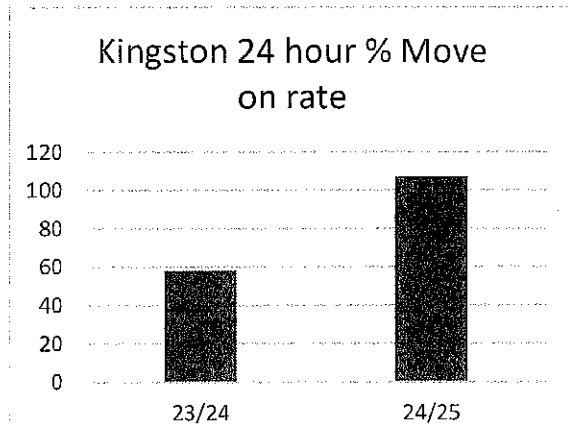
The CMHRES+ team carried out personalised and focused rehabilitation activities to increase:

- quality of life
- independence
- community connections and
- support the person to achieve their goals

These were community-based activities such as Recovery College, GCDA cookery, Charlton Athletic older people's group, Re-Instate (LD workshop), over 50's swimming, alongside group and individual activities within client homes. These sessions focused on Recovery and specific ADL activities to build skills.

24 hour complex care Kingston

Bridge is working with the South London Partnership providing support and accommodation for individuals with complex needs.



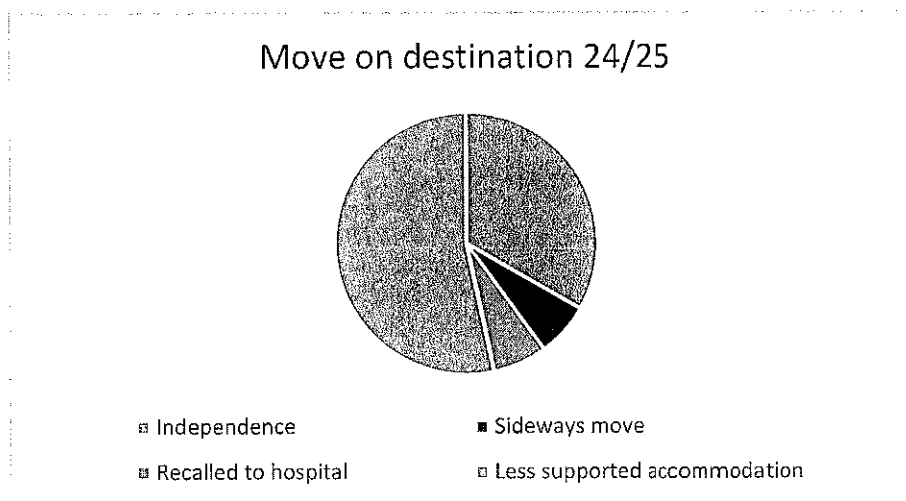
After a successful 9-month pilot in Kingston, launched in February 2023, Bridge won a further contract to provide support and accommodation in Kingston increasing the number of people supported to 14.

The service provides specialist enhanced rehabilitation support to adults typically aged 18-65 diagnosed with severe and enduring mental health needs. The service has an integrated clinical and voluntary sector shared model of care and support within an accommodation-based service.

The clinical element takes the form of in-reach, which includes psychiatry, occupational therapy, nursing, and psychology input. This is provided by the Southwest and St George's Mental Health Trust Community Rehabilitation Team.

The target average length of stay for individuals is 9 months with the aims and objectives of the project are to ensure that people are able to:

- Live as independently as possible
- Receive their support in the least restrictive way possible.
- Live in their own home by maintaining a tenancy/licence agreement, rental or ownership.
- Have choice and control over their Service, including how it is delivered and by whom.
- Receive a flexible service which responds to their individual preferences and needs.



A client's journey through 24 Complex Care

Bina was referred to Bridge following a period of significant mental health crisis. She presented with low mood, feelings of isolation, unresolved debts, and distress linked to family tensions and the condition of her home environment meaning she couldn't return home immediately.

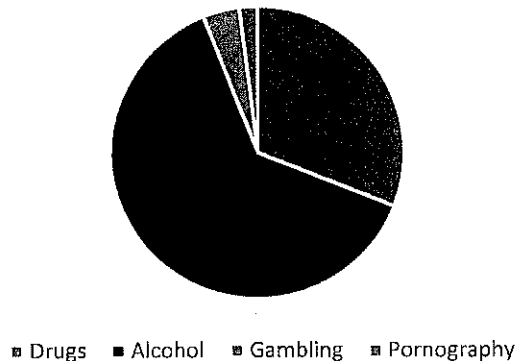
Bridge staff provided consistent emotional reassurance, supporting Bina with practical tasks such as to opening months of correspondence and helping her engage with issues she had been avoiding.

Staff supported her in contacting specific creditors, leading to her debts being cleared and restoring a sense of financial autonomy. A graded return to her home allowed Bina to re-acclimatise to independent living gradually.

Her home was significantly decluttered, making it safe for a full-time return with staff continuing weekly visits for six weeks after discharge. Bina came to Bridge in emotional distress and left with greater independence, confidence, restored dignity and a deepening sense of self belief.

Substance Misuse worker

Addiction types 24/25



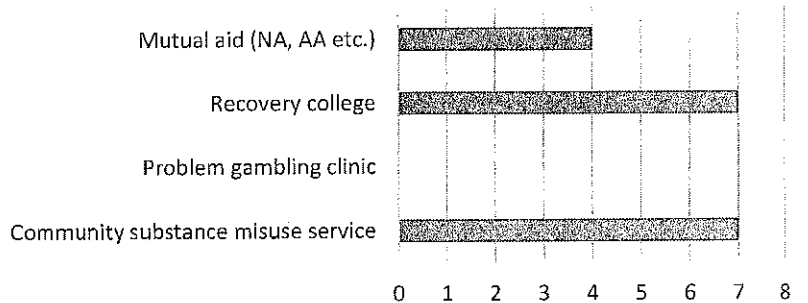
Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

However in order to further help clients who are struggling to understand their addiction and who need additional

support within their accommodation Bridge has 2 in-house substance misuse workers integrated into the staff team.

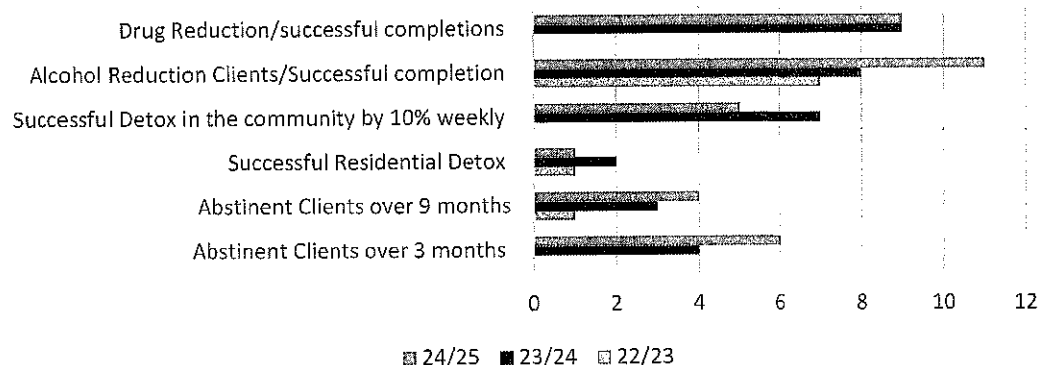
During 2024/25 our Substance Misuse workers supported a total of 67 clients with their addictions. The chart above shows the different kinds of addiction for which clients have received support:

Referrals 24/25



One of the key roles of the substance misuse workers is help support clients into community services to assist them in their recovery. This chart shows to which services clients have been referred.

Outcomes



This chart shows the

outcomes for clients accessing Bridge substance misuse services over the past 3 years.

A client's journey through addiction

When Becca was referred to Bridge's substance misuse worker she was using cannabis daily (£40 per day) and crack cocaine up to 3 times per week (around £100 per episode) resulting in her being issued with an eviction notice.

Becca was initially ambivalent about changing with little motivation and limited engagement in structured support. Her ongoing substance misuse was causing emotional dysregulation and social isolation and she had minimal contact with family.

Bridge's substance misuse worker supported Becca with harm minimisation strategies, preventing relapse, and better regulation of her emotions. Becca was encouraged to engage with community-based mutual aid support and became an active member of Cocaine Anonymous (CA).

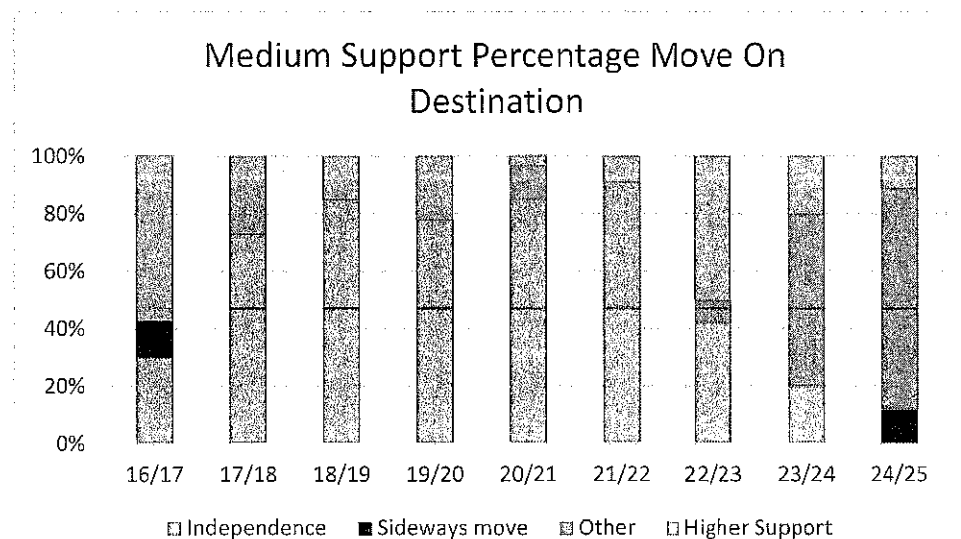
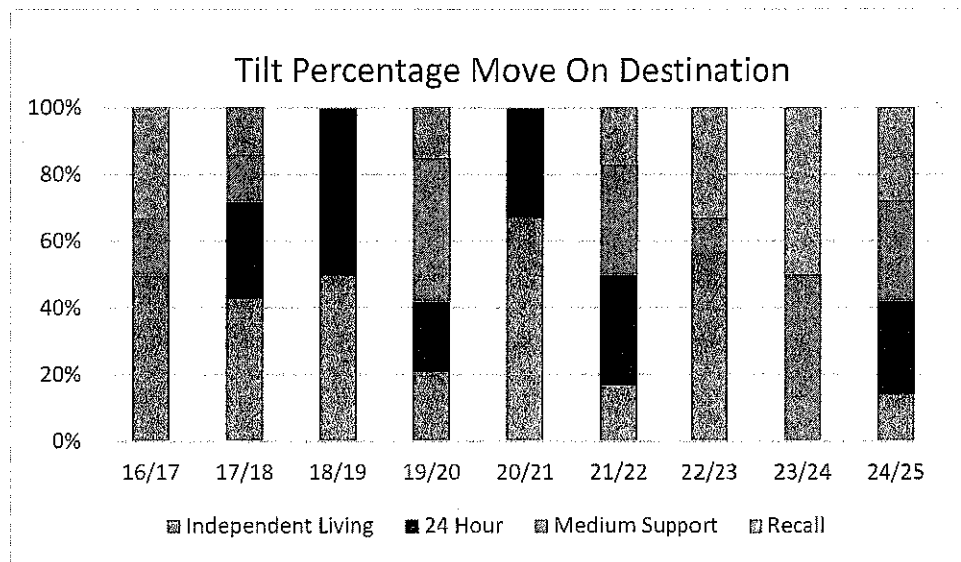
Becca has been abstinent from crack cocaine for over 150 consecutive days. She is volunteering in a local church helping run a soup kitchen and crucially family relationships have significantly improved. She has moved from service-dependence to community integration and self-led recovery.

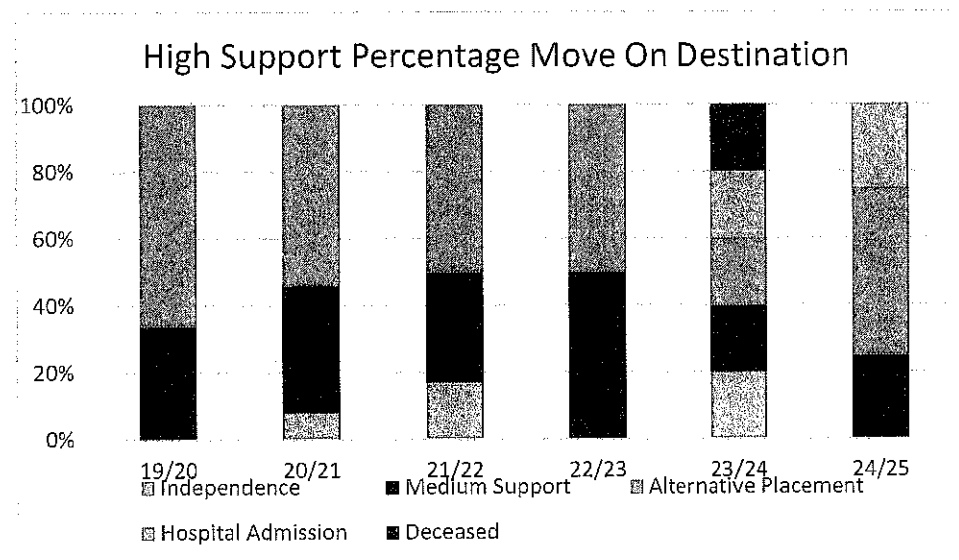
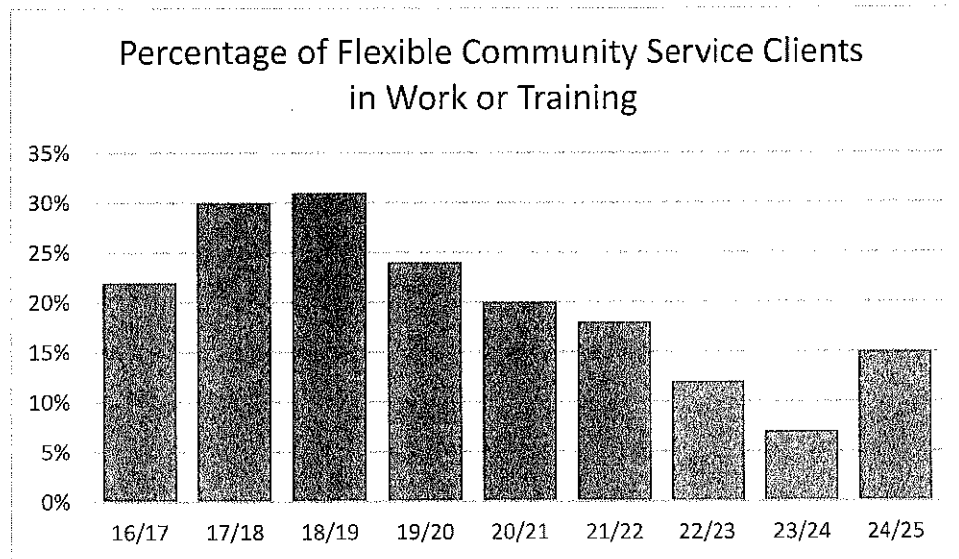
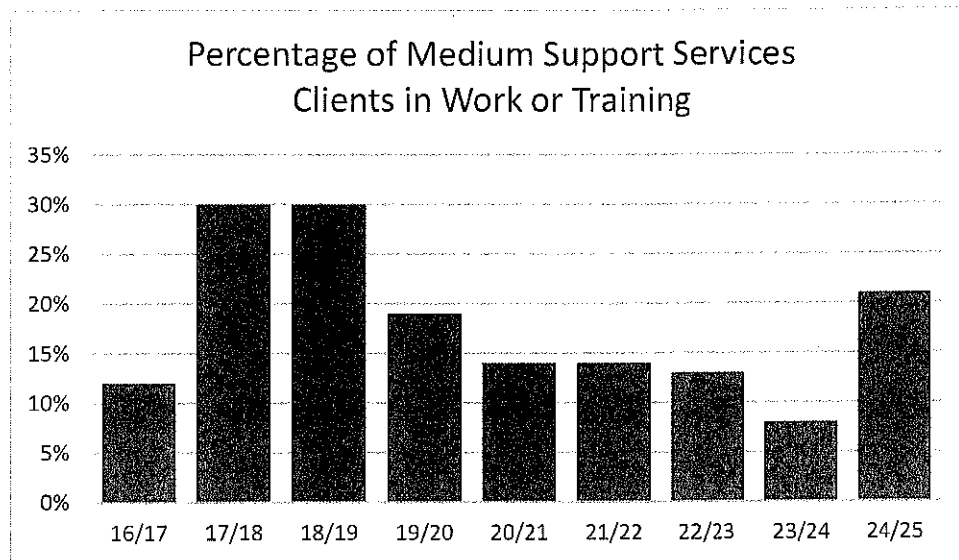
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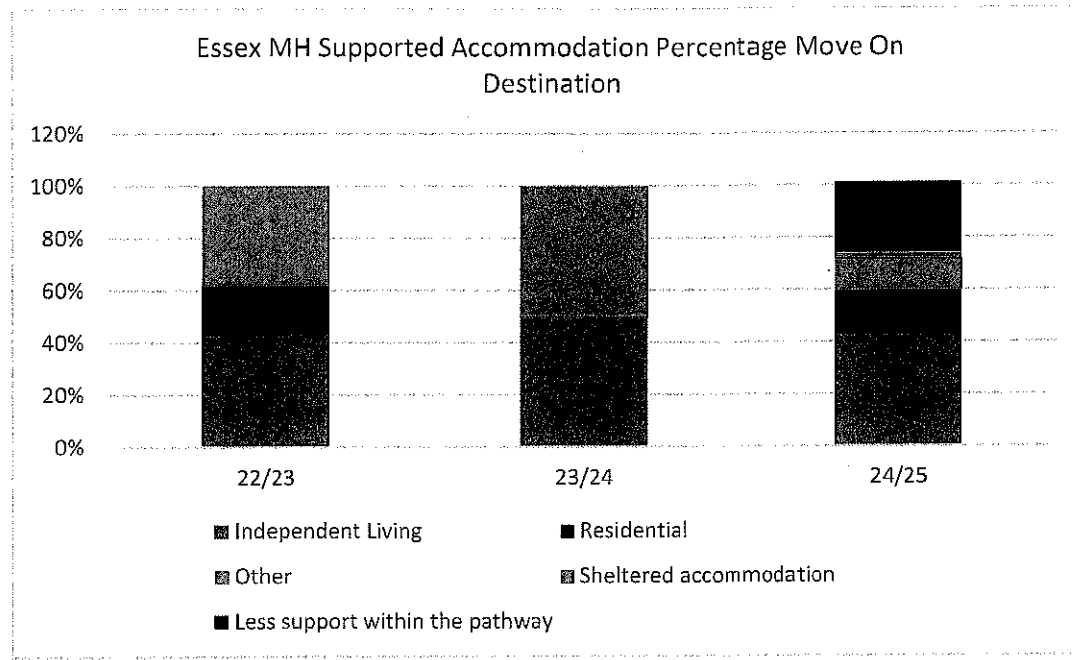
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

In line with all data collection and protection guidelines we seek feedback from a variety of sources including client surveys, family and friends' comments, etc. To improve, measure, and demonstrate the impact of our work we collate our understanding of our clients' needs and measure our clients' progress, enabling us to track the acquisition of a range of different skills and abilities.

Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation-based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we currently have in place.







Shaping future services

Throughout 24/25 Bridge has been a key partner with commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

In the Royal Borough of Greenwich, Bridge is an active member of the Mental Health Alliance which continues to develop a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

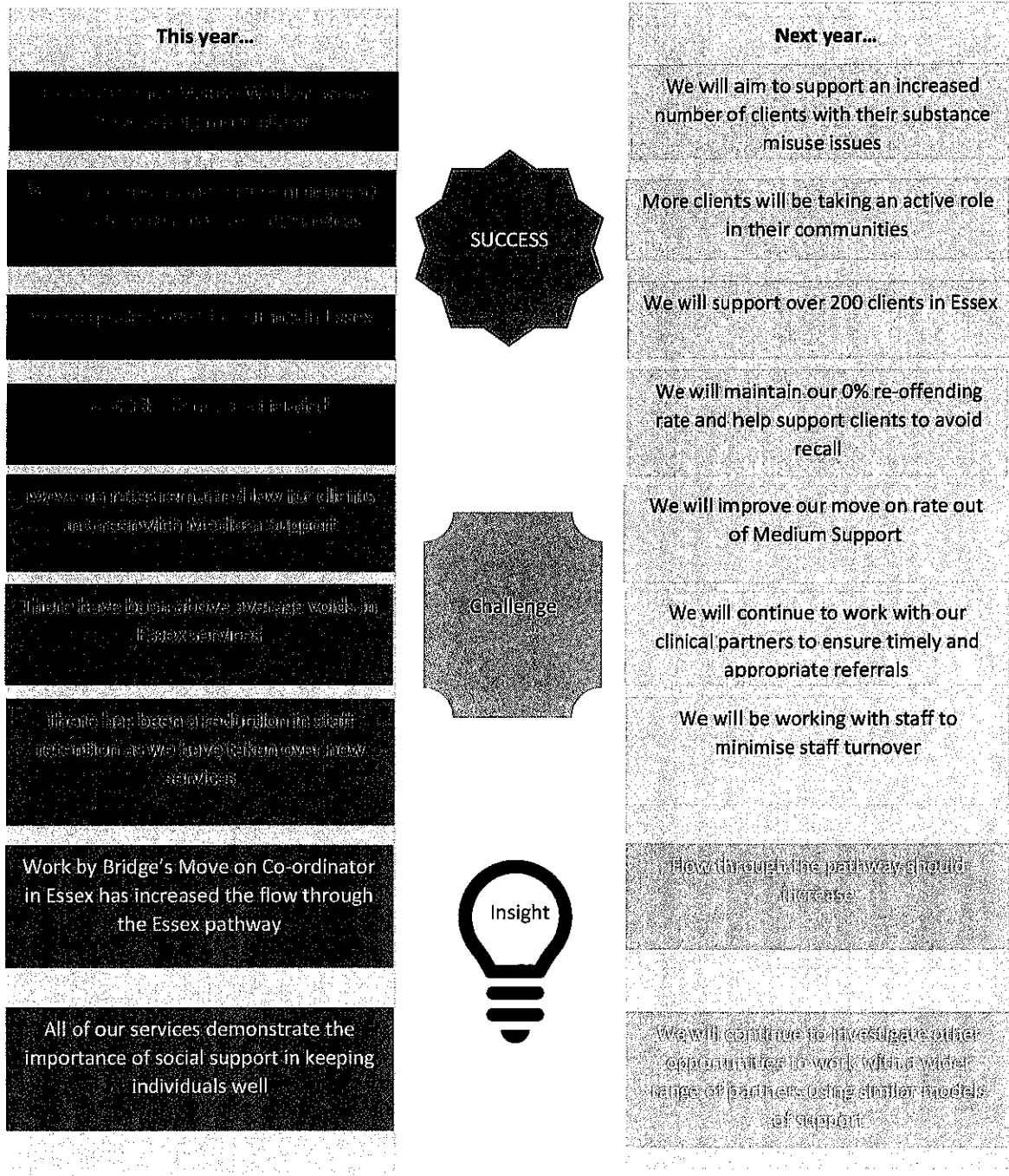
The post of Pathway co-ordinator has been extended by another year and continues to be funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

Bridge is now the largest supplier of mental health support and supported accommodation in Essex, running a complete pathway from 24 hour services down to low support services. We are in frequent contact with commissioners to look at ways in which we could improve the outcomes for individuals with severe and enduring mental illness outside of our pathway.

Our work with the South London Partnership ensured that Bridge grew the Complex Needs services in Kingston during 24/25 and we are actively delivering both the value for money and improved outcomes the South London Partnership needs. This service is seen an example of best practice in partnership working and we are looking to find other areas which would benefit from a similar service.

Our plans for 2025/2026

- We will work with existing commissioners to respond to contract renewal opportunities
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas inside or close to London
- We will offer our existing commissioners a wider range of services to better meet their client's needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business.
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.



Financial Review

The Directors of Bridge 86 Limited are charity trustees for the purposes of charity law. Under the Company's articles of association, they comprise the Board of Trustees and are referred to as **Trustees**.

The Trustees present their report and financial statements for the year ended 31 March 2025. In this Report, references to **Bridge Support**, **the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Income and Expenditure

The Group has made a surplus of £4,851 (2024: £18,142) during the year.

An impairment provision carried over from 2023/24, which had been made in the accounts of Bridge 86 Limited to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2025 of £286,761 (2024: £286,761). Stir Enterprises Ltd wholly owned by Bridge 86 Ltd will formerly be liquidated in the coming year.

Income for the year again increased substantially to £11,075,513 from £8,126,325 in 2024 (which had itself increased substantially). This was achieved through the full year effects of winning the tender for the High and Medium support services in North and West Essex and our New services in Essex Mid and South. New services in Kingston "Norbiton and Homersham" and subsequent price increases achieved in the year.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £11,070,662 (2024: £4,456,533). The costs of renting properties have increased to £1,279,657 (2024: £1,095,302).

Balance Sheet

The balance sheet cash holdings of £370,706 (2024: £1,119,279).

General Funds available stand at £1,182,800 (2024: £1,177,949).

Reserves Policy

At the end of the year reserves amounted to £1,182,800 (2024: £1,177,949) which represented 1.28 (2024: 1.74) months' worth of expenditure. The level of the Charity's reserves is considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2024, is to maintain unrestricted funds at a level equivalent to months expenditure. The reduction in the measure of the months' worth of expenditure held in reserves reflects the growth of the expenditure base to deliver the new contracts noted above.

The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2024, based on the same methodology considered in 2024. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 1.28 times (2024: 1.74 times).

Furthermore, they believe that there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

The increases in inflation and the cost-of-living crisis have resulted in the third successive significant increase in the hourly rates of pay published by the Living Wage Foundation. These increases amounted to 10.1% outside of London and by 8.2% in London in 2023 and were followed by further increases in hourly rates of 10% both within London and outside of London in 2024. As a member of the Living Wage Foundation Bridge Support has increased the salaries of its staff to these levels.

We have seen further increases in 2025 published by the Living Wage Foundation of 5% outside of London and 5.05% in London as well increase to our Employers NI costs which will result in further increase of 1.2% both taking effect from April 2025.

The risks of the impacts of higher levels of inflation and the cost-of-living crisis are monitored closely with the production of regular management accounts which are scrutinised by the Finance and Audit Sub-Committee and then Board, and where necessary remedial action taken. Living Wage increases have been discussed with commissioners to fund these increases.

Services for the support of 161 clients in the Mid and South of Essex have been tendered and were awarded to Bridge Support with effect from April 2024. Contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 31st July 2026 whilst we understand that these contracts will be subject to Direct award rather than competitive tendering.

Trustees have assessed other major risks to which the Charity is exposed, and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks.

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified key risks include achieving contract pricing uplifts for services and maintaining full capacity in projects to avoid the under-recovery of housing benefit.

Bridge has sought opportunities for providing support to clients in neighbouring areas and as a result is likely to provide further services in the southwest of London, building on the pilot which started in Kingston in February 2023.

Key Management Remuneration

The Remuneration Committee reviews the remuneration of the Executive Team, within the terms of the framework and policy agreed by the Board and makes appropriate recommendations.

Fundraising

Fundraising statement Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Any such amounts receivable is presented in our accounts as “Donations and legacies” and are all voluntary in nature.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees.

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2024 – none). Our terms of employment require staff to always behave reasonably; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

The Charity is a company limited by guarantee, incorporated in England and Wales under number 2162224 on 8th September 1987. Its governing documents are its Memorandum and Articles of Association, as amended by special resolution on 24th November 2010 and 27th January 2021. These documents set out the Charity’s objectives and the framework within which Bridge Support must operate to achieve these. The Articles of Association are subject to approval by the Charity Commission and are regularly reviewed by Trustees to ensure they remain up to date.

The objects of the Charity set out in its articles of association are to improve health, education and to relieve poverty for the public benefit particularly for those with mental health problems to assist them towards leading independent lives.

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the Charity Commission when making decisions in the day-to-day running of the Charity.

None of the Trustees has any beneficial interest in the Charity. All the Trustees are members of the Charity and guarantee to contribute £1 in the event of winding up.

The Articles of Association provide for Trustees to be elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. A Trustee may only serve three terms, each of three years, unless 75% of the Board of Trustees recommend that the Trustee be elected for a fourth and final term of three years.

The Charity has a formal application and interview process for appointing Trustees, which considers the nature of its work, the requirements of its beneficiaries, and seeks to ensure an effective mix of experience and skills on the Board.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged. All new Trustees are expected

to undertake an induction process that covers:

- Their obligations as both Trustees and members.
- The operational framework for the Charity.
- Resourcing and the current financial position as set out in the latest, published accounts.
- Future plans, and objectives.

The Board of Trustees (Directors) is responsible for setting the overall strategy and direction of the Charity, and for ensuring Bridge Support uses its resources effectively in pursuit of its strategy.

There is a framework of delegation in place to set out matters delegated to committees of the Board, the Chief Executive, and other staff. This is regularly reviewed and updated as necessary

The Board of Trustees meets at least six times each year as a Board and attend a Trustees Away Day. In addition to this, they are supported through the work of three committees. These are:

The Finance and Audit Sub-Committee, which.

- recommends to the Board the appointment of the external auditors,
- reviews Bridge Support's accounts and financial controls, and
- reviews the statements and actions on risk and internal controls.

The Risk and Safety Sub-Committee, which.

- ensures effective safeguarding policies and practices are in place and adhered to,
- oversees the review and reporting of serious incidents and
- monitors and manages strategic risks to the organisation

The Nominations and Remuneration Committee, which.

- evaluates and maintains the balance of skills, knowledge, experience, and diversity of the Board,
- periodically reviews the Board's structure and composition
- identifies and recommends potential candidates for Trustee appointments,
- develops role descriptions and required capabilities for Trustee appointments,
- determines and agrees with the Board on the framework and broad policy for the remuneration of the Executive Team.
- makes recommendations on the remuneration of the Executive Team to ensure alignment with organisational goals and market standards.

The Executive Team works closely with the Board of Trustees to help turn the Charity's vision and strategy into a reality. They are responsible for the day-to-day management of the organisation.

The Charity has no specific investment powers. Any surplus funds in addition to the funds required for the day-to-day requirements of the Charity are put on deposit with the Charity's bankers to maximise receivable interest.

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, Debbie Towersey, Chief Operating Officer, and Hasan Fahri, Operations Director.

Note: The Board of Trustees and Bridge Support Team wish to thank Jeremy Moon for his valued service as Finance Director. Jeremy has made a significant contribution to the development and growth of Bridge Support and will be greatly missed by all after his retirement in January 2025. Jeremy stated when leaving that

"Working for Bridge has been wonderful. I've been extremely proud and fortunate to work with such fantastic, dedicated, caring Directors and Staff." Everyone wishes Jeremy well and he will be greatly missed.

Mukesh Sharma has been appointed Finance Director with effect from 1st August 2025, and we all wish Mukesh well in his new role.

Biographical information on the current Executive Team can be found at:

<https://www.bridgesupport.org/meet-the-team/>

The Charity's governance is kept under review by the Trustees to make sure that its governance structures, policies, and procedures are fit for purpose as the Charity and the environment in which it operates evolve. In July 2023 the Trustees commissioned an external governance review by Bates Wells LLP who reported to the Board in January 2024. They noted that Bridge Support.

- has a very good approach to governance
- that the Board is engaged and proactive and led by a diligent Chair
- that the Board works well with the Executive team and there is appropriate questioning and challenge at Board meetings
- that policies are regularly reviewed and updated to reflect changes in law.
- Board meetings are well run and there is delegation from the Board and Committees and
- papers are high quality with lots of discussion.

The report noted 3 themes which the Board needs to consider.

- Succession planning for the Board
- Delegation at board level
- Serious Incident reporting

Each of these have now been acted upon, reflecting the recruitment of a new Chair, the processes to recruit new Trustees, and the restructuring and redefinition of sub committees of the Board, the objectives of which are detailed above.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Standards Comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable

company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees Annual Report is approved that in so far as the Trustees are aware:

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

Auditors

Price Bailey LLP have expressed their willingness to continue as Bridge Support's auditors.

In preparing this report the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006

The Trustees' annual report has been approved by the Trustees on 26th November 2025 and signed on their behalf by:



26th November 2025

..... Debbie Stump, Chair of Trustees

Independent auditor's report to the members of Bridge 86 Limited

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including 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 group and parent charitable company's affairs as at 31 March 2025, and of the group's 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 group and parent 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 group or parent 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.

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 during 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 during 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 included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained during the audit, we have not identified material misstatements in the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the group and parent 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 group and parent 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 based on 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 extent to which our procedures can detect irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent Charitable Company and the sector in which it operates and considered the risk of the group and parent Charitable Company not complying with the applicable laws and regulations including fraud particularly those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the group and parent Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the group and parent Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We reviewed expenditure on legal fees during the period and the risk register maintained by the charitable group.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved 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 group and parent charitable company's members and its trustees 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 group and parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 10 December 2025

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

		Unrestricted Funds	
		2025	2024
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	-	2,355
Trading activities	2b	8,900	-
Charitable activities:			
Support for clients	3	11,061,980	8,115,178
Investment income	4	4,633	8,792
Other income		-	-
Total income		11,075,513	8,126,325
Expenditure on:	5		
Raising Funds			
Trading Activities		-	858
Charitable activities:			
Higher Support (HS)		2,602,461	2,510,179
Flexible and Medium Support (FMS)		2,339,385	2,252,449
Essex County Council (ECC)		5,340,869	2,807,100
Recovery College (RC)		293,807	256,282
Development (Devel)		494,140	281,315
Total expenditure		11,070,662	8,108,183
Net income for the year	6	4,851	18,142
Net movement in funds		4,851	18,142
Total funds brought forward		1,177,949	1,159,807
Total funds carried forward		1,182,800	1,177,949

All of the above results are derived from continuing activities. The attached notes form part of these financial statements.

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2025

		Charity		Group	
	Note	2025	2024	2025	2024
		£	£	£	£
Fixed assets:					
Tangible assets	9	133,692	81,453	133,692	81,453
Intangible assets	9a	150,910		150,910	
Investments	10	2	2	-	-
		<u>284,604</u>	<u>81,455</u>	<u>284,602</u>	<u>81,453</u>
Current assets:					
Debtors	11	1,508,062	778,462	1,508,062	778,462
Cash at bank and in hand		<u>369,376</u>	<u>1,117,950</u>	<u>370,706</u>	<u>1,119,279</u>
		<u>1,877,438</u>	<u>1,896,412</u>	<u>1,878,768</u>	<u>1,897,741</u>
Liabilities:					
Creditors: amounts falling due within one year	12	979,569	800,246	980,569	801,246
Net current assets		<u>897,868</u>	<u>1,096,166</u>	<u>898,198</u>	<u>1,096,495</u>
Total assets less current liabilities		<u>1,182,472</u>	<u>1,177,621</u>	<u>1,182,800</u>	<u>1,177,949</u>
Total net assets		<u>1,182,472</u>	<u>1,177,621</u>	<u>1,182,800</u>	<u>1,177,949</u>
Funds	13				
Unrestricted funds:					
General funds		<u>1,182,472</u>	<u>1,177,621</u>	<u>1,182,800</u>	<u>1,177,949</u>
Total funds		<u>1,182,472</u>	<u>1,177,621</u>	<u>1,182,800</u>	<u>1,177,949</u>

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on

and signed on their behalf by:



26th November 2025

Debbie Stump
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2025

			Group		
	Note	2025	2025	2024	2024
		£	£	£	£
Net cash provided by / (used in) operating activities	14		(510,861)		(141,857)
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		4,633		8,792	
Purchase of Tangible and Intangible Assets		(242,345)		(59,006)	
Cash (used in) investing activities			(237,712)		(50,214)
Cash and cash equivalents at the beginning of the year			1,119,279		1,311,350
Cash and cash equivalents at the end of the year	15		370,706		1,119,279

Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2025	2024
Net movement in funds for the year	4,851	18,142
Interest, rent and dividends from investments	(4,633)	(8,792)
Non Operating Cash Flows Eliminated		
Depreciation	39,196	46,100
(Increase)/Decrease in stocks		-
(Increase)/Decrease in debtors	(729,599)	(138,621)
Increase/(Decrease) in creditors	179,324	(58,686)
Net cash generated by operating activities	(510,861)	(141,857)

Analysis of cash and cash equivalents

	Group	
	2025	2024
Cash and Deposits at the start of the year	1,119,279	1,311,350
(Decrease)/Increase in Cash and Deposits	(748,573)	(192,071)
Cash and Deposits at the end of the year	370,706	1,119,279

Analysis of changes in net debt

	Group	
	2025	2024
Cash and cash equivalents 01.04.2024	1,119,279	1,311,350
Cash flows	(748,573)	(192,071)
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2025	370,706	1,119,279

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

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 October 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note. All amounts are shown in pounds sterling.

The results of the trading subsidiary are consolidated into these accounts on a line by line basis.

Administrative details are shown on page 11 -

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. Stir Enterprises Limited ran Stir, a cafe in Woolwich, South-East London. As a result of the Coronavirus pandemic Stir closed on Friday, March 20th 2020 and has not re-opened. The Board of Bridge 86 Ltd has decided that Stir Enterprises Ltd will remain dormant until such time they wish to utilise the company as a vehicle for the Charity to trade. Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2025 amounting to £286,761 (2024: £286,761). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group.

The tender for one significant contract, the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st January 2025 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in North East and West Essex has been re-tendered and successfully won and two new large contracts for Mid and South Essex have been won via tender and have started in April 2024. Discussion for the extension of High Support services in South West London have been held and the contract for the Greenwich Mental Health Hub, which Bridge Support participates in, has been extended to 31st March 2027 with an option to extend it for a further two years. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful. **The strike off and shut down of Stir Enterprises has commenced post balance sheet date.**

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

d) Interest and investment income 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.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

f) Expenditure and irrecoverable VAT

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:

- Trading costs incurred by Stir Enterprises Ltd
- Expenditure on charitable activities which includes the costs of delivering services and educational activities undertaken to further the purposes of the charity and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

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, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture and Equipment	33%
Computer equipment	33%
Additions to Leased Buildings	33%

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid at the year end.

k) Cash at bank and in hand

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

l) 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.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

m) Pensions

The charity was a member of the London Government Pension Scheme which is administered by the London Borough of Greenwich. The defined benefit scheme was funded through payments to an administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Current and past service costs along with interest costs were recognised as charges against resources expended. Expected returns on pension scheme assets were shown against other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions were charged or credited to the statement of financial activities.

The asset or liability recognised in the balance sheet in respect of defined benefit pension plans was the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. The defined benefit obligation was calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation was determined by discounting the estimated future cash outflows using interest rates in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The charity also offers a defined contribution pension scheme for employees managed and run by The People's Pension. The assets of the scheme are held separately from those of the charity. The contributions payable are charged to the statement of financial activities.

n) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. There were no estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments are measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The investments note 10 details the historical cost of the investments and the unrealised gains to arrive at their fair value.

Bridge 86 Ltd. Trustee Report (incorporating the directors report)

Bridge 86 Ltd trading as Bridge Support Notes to the financial statements For the year ended 31 March 2025

2a	Income from donations and legacies	2025	2024
		£	£
	Donations	-	6
	Grants	-	2,349
		-	2,355

2b	Income from trading activities	2025	2024
		£	£
	Bridge Support Property Maintenance	8,900	-
		8,900	-

An amount of £8,900 was received from the landlord as reimbursement for property maintenance costs incurred by Bridge on a leased property.

3	Income from charitable activities	2025	2024
		£	£
	Support for clients		
	Royal Borough of Greenwich	2,362,719	2,195,098
	Oxleas NHS Foundation Trust	880,303	864,430
	Essex County Council	3,462,810	2,060,621
	Core Rents Receivable	2,465,223	1,506,246
	NHS CCG's	1,361,156	1,004,896
	MIND	371,332	369,852
	Housing service charges receivable	101,501	64,691
	Islington Council	56,936	49,344
	Total income from charitable activities	11,061,980	8,115,178

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service.

Income from Oxleas NHS Foundation Trust is for a contract awarded from 1st May 2022 for 5 years, following a competitive tendering process, for the support of clients at the Tilt project. Bridge Support was commissioned to provide the Bridge Back Home service from 1st April 2021 which continued through 2022/23 and has been recommissioned for a further 24 months.

Income from Essex County Council is for the award of contracts which were competitively tendered and started in November 2019. These contracts ended on 15th January 2023 following competitive tendering and the new 5 year contracts for the North East and West Essex were awarded to Bridge Support from 16th January 2023. Further Contracts extension in Essex Mid and South were commissioned from 15th April 2025. The increase in income from Essex County Council reflects the full year effect in 2024/25 of our current services plus new contracts in Essex Mid and South which commenced April 2024.

Income from NHS Clinical Care Groups (CCG's) includes a new pilot service which commenced in February 2023. Bridge was successful in tendering for the provision of 24 hour support to clients from two properties in the South West of London and income in 2024/25 reflects the full year effects of this contract. In addition income was received for financing the Recovery College.

The Greenwich Mental Health Hub started in 2021/22 and is provided jointly by Bridge Support together with Oxleas NHS Foundation Trust and Bromley, Lewisham & Greenwich MIND. Funding permitted an increase in staffing provided by Bridge Support in 2024/25

Income from Islington Council is for one client supported by the High Support Service.

There are no unfulfilled conditions for any of the above contracts.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2025

4	Income from investments	2025	2024
		£	£
	Bank interest	4,633	8,792
		4,633	8,792
5	Analysis of expenditure		

Higher Support includes TILT, High Support services at Sidcup and Wrotesley Roads and services to the South London Partnership in Kingston. Flexible and Medium Support includes the Flexible Community Support and Medium Support departments, the Bridge Back Home service, the Greenwich Mental Health Hub and the Community Mental Health Peers support services.

	Direct costs	Grant & other funding	Support costs	2025 £	2024 £
Trading Activities	-	-	-	-	858
Higher Support (HS)	2,166,914	-	435,547	2,602,461	2,510,179
Flexible and Medium Support (FMS)	1,853,775	-	485,610	2,339,385	2,252,449
Essex County Council (ECC)	4,785,171	-	555,698	5,340,869	2,807,100
Recovery College (RC)	218,713	-	75,094	293,807	256,282
Development (Devel)	43,574	-	450,566	494,140	281,315
TOTAL	9,068,147	-	2,002,515	11,070,662	8,108,183

Several factors have contributed to the rise in costs for Bridge Support during the 2024/25 financial year:

Expansion of Services in Essex

The full-year impact of the new contract with Essex County Council, supporting clients in the North East and West of Essex, has increased operational costs.

Additionally, new services launched in Mid and South Essex in April 2024 have further contributed to the rise in expenditure.

Living Wage Commitment

As a Living Wage employer, Bridge Support has implemented the latest recommendations from the Living Wage Foundation. This has resulted in an increase of up to 10% in the hourly salary rate for support workers.

Growth-Related Development Costs

As the organization has expanded, development costs have also risen to support the scaling of operations and infrastructure.

Prior Year comparatives	Direct costs	Grants	Support costs	2024 Total
	£	£	£	£
Trading Activities	858	-	-	858
Higher Support (HS)	1,950,110	-	560,069	2,510,179
Flexible and Medium Support (FMS)	1,715,240	-	537,209	2,252,449
Essex County Council (ECC)	2,525,160	-	281,940	2,807,100
Recovery College (RC)	187,702	-	68,580	256,282
Development (Devel)	57,986	2,349	220,980	281,315
Total	6,437,056	2,349	1,668,778	8,108,183

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2025

Support Costs	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	Total
	£	£	£	£	£	£
Staffing	268,360	299,206	342,391	46,269	277,614	1,233,840
Accommodation	29,705	33,119	37,900	5,122	30,729	136,575
Communications	76,485	85,277	97,585	13,187	79,123	351,657
Legal Fees	3,069	3,422	3,916	529	3,175	14,111
Consultancy & Marketing	7,761	8,653	9,902	1,338	8,029	35,683
Printing & Stationary	9,587	10,689	12,231	1,653	9,917	44,077
Audit Fees	3,579	3,991	4,567	617	3,703	16,457
Other costs	28,475	31,749	36,331	4,910	29,457	130,922
Depreciation	8,525	9,505	10,877	1,470	8,819	39,196
	<u>435,546</u>	<u>485,611</u>	<u>555,700</u>	<u>75,095</u>	<u>450,566</u>	<u>2,002,518</u>

Prior Year comparatives	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	2024 Total
	£	£	£	£	£	£
Staffing	366,912	351,936	184,704	44,928	144,768	1,093,248
Accommodation	37,817	36,273	19,037	4,631	14,921	112,679
Communications	62,616	60,060	31,521	7,667	24,706	186,570
Legal Fees	-	-	-	-	-	-
Consultancy & Marketing	18,945	18,172	9,537	2,320	7,475	56,449
Printing & Stationary	13,993	13,422	7,044	1,713	5,521	41,693
Audit Fees	6,200	5,947	3,121	759	2,446	18,473
Other costs	38,113	36,558	19,187	4,667	15,038	113,563
Depreciation	15,473	14,841	7,789	1,895	6,105	46,103
	<u>560,069</u>	<u>537,209</u>	<u>281,940</u>	<u>68,580</u>	<u>220,980</u>	<u>1,668,778</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £183,838 (2024: £163,817) and comprise:

	2025 £	2024 £
Staff costs	132,586	97,558
AGM and committee expenses	980	1,683
Auditor's fees	11,076	18,474
Depreciation	<u>39,196</u>	<u>46,102</u>
	<u>183,838</u>	<u>163,817</u>

Staff costs included within governance costs are the estimated costs of the Chief Executive, Strategic HR and Quality Director, Head of Operations, Pathways and Partnership Specialist, and Finance Director in the strategic management of the charity.

Bridge 86 Ltd. Trustee Report (incorporating the directors report)

Bridge 86 Ltd trading as Bridge Support Notes to the financial statements For the year ended 31 March 2025

6	Net income for the year	2025	2024
	This is stated after charging	£	£
	Operating lease rentals: Property	1,902,624	1,124,740
	Depreciation	39,196	46,102
	Auditor's remuneration	11,076	18,474

The significant increase in operating lease rentals in 2024/25 reflects Bridge Support's strategic expansion to meet the needs of new service contracts. Specifically:

Property Expansion in Essex and Kingston

To support the growing number of clients under new contracts, and extension to existing leased properties, Bridge Support has leased additional properties in Essex and Kingston.

7	Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel	2025	2024
	Staff costs were as follows:	£	£
	Salaries and wages	6,258,635	4,803,345
	Social security costs	575,932	427,233
	Employer's contribution to defined contribution pension schemes	144,495	110,376
		6,979,062	5,340,954

Staff Costs

The increase in staff costs during 2024/25 is primarily driven by the full-year impact of new services launched throughout the year. Key contributors include New Contracts:

North East and West Essex

Essex Mid and South

South London Partnership

Service Expansion:

These developments have required the recruitment of additional support staff, contributing to the overall rise in personnel-related expenditure.

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2025	2024
	No.	No.
£60,000 - £70,000	1	1
£70,000 - £80,000	1	1
£80,000 - £90,000	1	-
£110,000 - £120,000	-	-
£120,000 - £130,000	1	1
£150,000 - £160,000	1	1

Pension contributions for these employees amounted to £43,553 (2024 £35,396)

The total employee benefits including pension contributions of key management personnel were £574,538 (2024: £501,672). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £220).

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025	2024
	No.	No.
Charitable activities	245	199
Governance	1	1
	246	200

Employee Numbers

The increase in the average number of employees in 2025 reflects the full-year impact of several major service expansions.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2025

9 Tangible fixed assets						
	Leasehold Improvements	Café Equip	Charity and Group Fixtures & Fittings	Office Equip	Comp Equip	Total
Cost	£	£	£	£	£	£
Start of the year	89,689	8,921	20,250	201,107	289,185	609,152
Additions in year	-	-	-	68,379	23,056	91,435
Disposals in year	-	-	-	-	-	-
End of the year	89,689	8,921	20,250	269,486	312,241	700,587
Depreciation						
Start of the year	89,689	8,921	20,250	180,239	228,600	527,699
Charge for the year	1	-	-	16,419	22,777	39,196
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	196,658	251,377	566,896
Net book value						
At end of the year		-	-	72,828	60,864	133,692
At start of the year		-	-	20,866	60,587	81,453

All of the above assets are in line with Charitable purposes

9a Intangible Asset		
	Charity and Group Software Development	Total
Cost	£	£
Start of the year	-	-
Additions in year	150,910	150,910
Disposals in year	-	-
End of the year	150,910	150,910
Depreciation		
Start of the year	-	-
Charge for the year	-	-
Disposals in year	-	-
End of the year	-	-
Net book value		
At end of the year	150,910	150,910
At start of the year	-	-

Intangible Assets – Development of Internal Application

Bridge is currently undertaking the development of a bespoke digital application designed to support communication and engagement between staff, families, and clients. The application is intended to enhance operational efficiency and improve the overall service experience. In line with FRS 102 Section 18, development costs that meet the criteria for capitalisation are recognised as intangible assets. These costs will be amortised over the estimated useful life of the application once it is available for use. All Other assets are in line with Charity Activities

Bridge 86 Ltd. Trustee Report (incorporating the directors report)

Bridge 86 Ltd trading as Bridge Support Notes to the financial statements For the year ended 31 March 2025

10 Investments	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	<u>2</u>	<u>2</u>	<u>-</u>	<u>-</u>

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened.

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2024

	2025	2024
	£	£
Turnover	-	-
Other Income	-	-
Cost of sales	-	-
Gross profit	-	-
Selling Expenses	-	-
Administrative expenses	-	-
Other Costs	-	(858)
Operating loss	-	(858)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	-	(858)

Balance Sheet of Stir Enterprises Limited. as at 31st March 2025

	2025		2024	
	£	£	£	£
Current assets				
Cash at bank and in hand	1,330		1,330	
	<u>1,330</u>		<u>1,330</u>	
Creditors: amounts falling due within one year	(287,761)		(287,757)	
Net current assets		(286,427)		(286,427)
Net assets		<u>(286,427)</u>		<u>(286,427)</u>

The strike off and shut down of Stir Enterprise has commenced post balance sheet date.

11 Debtors	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	977,638	429,307	977,638	429,307
Other debtors	25,007	35,097	25,007	35,097
Prepayments	218,275	107,215	218,275	107,215
Accrued Income	287,142	206,843	287,142	206,843
Owed by subsidiary undertaking	-	-	-	-
	<u>1,508,062</u>	<u>778,462</u>	<u>1,508,062</u>	<u>778,462</u>

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision is included in the accounts of Bridge 86 Limited of £286,761 (2024: £286,761) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

The Increase in Trade Debtors is due to the transition from monthly to quarterly invoicing. This change led to a temporary increase in trade debtors, particularly involving Royal Borough of Greenwich. Due to timing differences invoices are typically settled within 30 days, often in the 1st week of the following month, contributing to the apparent increase.

Increases in Accrued income reflect delays in finalising the settlement of flexi income, plus the timing differences in Housing Benefit income. The strike off and shut down of Stir Enterprises has commenced post balance sheet date.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2025

12 Creditors: amounts falling due within one year	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	380,208	342,438	380,208	342,438
Taxation and social security	327,008	109,204	327,008	109,204
Other creditors	1,937	24,794	1,937	24,794
Accruals	123,238	37,020	124,238	38,020
Deferred income	147,178	286,790	147,178	286,790
	979,569	800,246	980,569	801,246

Creditors

Total creditors increased by £179,323 (22.4%) compared to the previous year. This rise is primarily attributable to increased costs across all service areas.

The increase in Taxation and Social Security liabilities reflects a 10% rise in the living wage, an increase in staffing levels, and timing differences between payroll processing and HMRC payment schedules.

Accruals rose by £86,218, (227%) largely due to year-end provisions, with a modest increase in both trade and other creditors.

These increases were partially offset by a £139,612 reduction in deferred income, which reflects the release of previously received funding that has now been recognised in the income statement.

Deferred income

	Charity and Group	
	2025	2024
	£	£
Balance at the beginning of the year	286,790	439,163
Amount released to income in the year	(761,160)	(182,873)
Amount deferred in the year	621,548	30,500
Balance at the end of the year	147,178	286,790

Deferred Income

Deferred income released during the year relates to several key service areas. This includes funding previously received to support the running costs of a property providing higher levels of support to clients, the costs of Drugs and Alcohol Support Workers, and overhead costs associated with the Recovery College. Additionally, part of the release relates to funding for a Pathway Co-ordinator, whose role is funded through to September 2025.

Also included in the release is one month's income resulting from the transition to quarterly invoicing, which led to a timing adjustment in income recognition.

13 Movements in funds

	Start of the year	Income	Charity Spend	Transfers	End of the year
	£	£	£	£	£
General funds	1,177,621	11,075,513	(11,070,662)		1,182,472
Total funds	1,177,621	11,075,513	(11,070,662)	-	1,182,472

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £286,761 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund					
General funds	1,159,479	8,126,325	(8,108,183)		1,177,621
Total funds	1,159,479	8,126,325	(8,108,183)	-	1,177,621

	Start of the year	Income	Group Spend	Transfers	End of the year
	£	£	£	£	£
General funds	1,177,949	11,075,513	(11,070,662)		1,182,800
Total funds	1,177,949	11,075,513	(11,070,662)	-	1,182,800

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund					
General funds	1,159,806	8,126,325	(8,108,183)		1,177,949
Total funds	1,159,806	8,126,325	(8,108,183)	-	1,177,949

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

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

	Charity	
	2025	2024
	£	£
Net income for the reporting period	4,851	18,142
(as per the statement of financial activities)		
Depreciation	39,196	46,100
Interest, rent and dividends from investments	(4,633)	(8,792)
(Increase)/Decrease in debtors	(729,600)	(138,621)
Increase/(Decrease) in creditors	179,324	(58,686)
Net cash (used in) operating activities	(510,861)	(141,857)

	Group	
	2025	2024
	£	£
Net income for the reporting period	4,851	18,142
(as per the statement of financial activities)		
Depreciation	39,196	46,100
Interest, rent and dividends from investments	(4,633)	(8,792)
(Increase)/Decrease in debtors	(729,600)	(138,621)
Increase/(Decrease) in creditors	179,324	(58,686)
Net cash (used in) operating activities	(510,861)	(141,857)

Bridge 86 Ltd. Trustee Report (incorporating the directors report)

Bridge 86 Ltd trading as Bridge Support Notes to the financial statements For the year ended 31 March 2025

15 Analysis of cash and cash equivalents

	Start of the year	Cash flows	Charity Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	895,845	(578,141)	-	317,704
Deposits (less than three months)	222,105	(170,433)	-	51,672
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,117,950	(748,574)	-	369,376

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	796,061	99,784	-	895,845
Deposits (less than three months)	513,956	(291,851)	-	222,105
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,310,017	(192,064)	-	1,117,950

	Start of the year	Cash flows	Group Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	897,174	(578,141)	-	319,033
Deposits (less than three months)	222,106	(170,433)	-	51,673
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,119,280	(748,574)	-	370,706

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	797,389	99,784	-	897,174
Deposits (less than three months)	513,955	(291,851)	-	222,106
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,311,344	(192,064)	-	1,119,279

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2025

16 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Charity and Group Property	
	2025	2024
Less than 1 year	1,426,250	1,171,886
1 - 5 years	3,222,619	2,844,732
Over 5 years	-	-
	<u>4,648,869</u>	<u>4,016,618</u>

The increase in lease commitments arises from leasing of 3 properties in Essex to provide accommodation for clients supported as a result of the new Mid and South contracts which commenced during the year and further 2 Properties in Kingston for 14 Clients in High Support services

17 Contingent assets or liabilities

There are no contingent assets or liabilities

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

19 Related party transactions

There were no related party transactions during the year (2024: £0)

20 Post Balance Sheet Event

Subsequent to the year end, the company's wholly owned subsidiary, Stir Enterprises Limited, was formally placed into Liquidation.

Reference and Administrative Details

Trustees

George Wilkinson (Resigned 27 th November 2024)	Chair
Debbie Stump (Appointed 27 th November 2024)	Chair
Beez Fedia	Deputy Chair
Dave Baldock (Resigned 27 th November 2024)	
Sarah Boundy (Resigned 2 nd May 2025)	
Nicola Williams (Resigned 27 th November 2024)	
Nikola Blair	
Retnadevi Thevarajah	
Craig Leyland	
Rhodri Jenkins (Appointed 30 th October 2025)	

Chief Executive and Company Secretary: Raymond Sheehy

Company number: 02162224

Charity number: 802227

Registered office: Deepdene House,
30b Bellegrove Road,
Welling,
Kent DA16 3PY

Auditors: Price Bailey LLP
24 Old Bond Street,
London
W1S 4AP

Bankers: Lloyds Bank plc
Bexleyheath Business Centre,
130 The Broadway,
Bexleyheath, Kent. DA6 7DP

Solicitors: Russell-Cook LLP
2, Putney Hill,
London SW15 6AB

BRIDGE 86 LIMITED

England & Wales - Charity number 802227

Accounts



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2024

Company number:	02162224
Charity Registration Number:	802227

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Feedback from our clients and partners...

"I am writing to express my deepest gratitude to Bridge for the unwavering support and assistance provided to me and my family during an exceptionally challenging time. In particular, I would like to extend my heartfelt thanks to our support worker for her remarkable dedication and tireless efforts in aiding us. She has been the linchpin in our support network, going above and beyond to ensure that we received the assistance we needed. Her diligence in navigating benefit entitlements, pursuing answers, and facilitating support from organisation such as Haig Housing and the Royal British Legion has been truly invaluable."

"Some words I received today from the mental health nurse at the local medical practise. When I accompanied my client for his injection the nurse said " I have never seen him being as well supported as he is now he has moved to Bridge services." She said " the change in his demeanor and mood has increased in a positive way and I am so happy to see him finally get the best support possible, that he has always needed." She thanked us all as a staff team for meeting his needs and going the extra mile."

"Being at Bridge has been very helpful and an invaluable step in coming out of hospital. The staff have remained very professional, kind and supportive. I have valued their input and consideration of my needs. I am really grateful for the help I have received at a very stressful period in my life. Thank you"

"I would like to take this opportunity to express my gratitude for the service that your support worker provided for one of my service users. Your support worker worked very hard with my service user and went above and beyond to support him. My service user had issues with his housing and his mental health, which your support worker proactively assisted with, and was a very influential and supportive ally. He helped him with a range of practical support, (form filling etc) and the relentless assistance he gave regarding the housing issues were greatly appreciated."

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

This Trustees' report and the financial statements detail both the achievements and progress that Bridge Support has made in the past 12 months as well as the very real challenges that it has faced. New services have been opened, existing services have been consolidated, and above all more clients supported. All this at a time when the financial constraints on our commissioners and partners have been extremely severe. These have affected us as well. Nonetheless the words of our clients, and the details of their various journeys through our services, that you will find throughout the report, say it all.

Our aim at Bridge is straightforward: to help and support our clients to enjoy the same freedom, opportunities and everyday pleasures that most people take for granted. We understand that people with multiple disadvantages are most at risk of being socially excluded – and that mental health conditions can be both a cause and a consequence of social exclusion. This drives us to develop new services, to move into new areas, and to think deeply about how best Bridge may help address this. None of this is easy and none of this would be possible without the dedication and hard work of everyone who works for Bridge; without the leadership of Raymond and his executive team, and without the challenge and support that the board of Trustees, past and present, have provided. I would like to thank each and every one of you for what you do.

This will be my last message to you as chair. In the past nine years I have seen Bridge grow to become the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich, the sole provider of mental health supported accommodation in Essex, a provider of 24 hour complex care in South West London, as well as providing courses and workshops for people who are currently or have previously lived with mental illness, their families and carers in its Recovery College in Woolwich. We continue to provide 24 hour support at our forensic Tilt project as well as at our two hostels in Sidcup Road and Wrotesley Road, we have developed Bridge Back Home to support people being discharged from hospital, and have played a key role in developing and supporting both the Greenwich Mental Health Hub and the Community Mental Health Rehabilitation and Enablement Plus Service.

I am not the only Trustee standing down and I would like to thank Dave Baldock, who has steered the Finance and Audit Committee for the past nine years, and Nicola Williams for all their support and hard work on the Trustee Board. At the same time we have been able to recruit new Trustees and are very pleased that Craig Leland, Nikola Blair, and Retna Theverajah have joined the Board.

It has been an enormous privilege to have been able to play a small part in all of this and I am delighted that as I stand down, Debbie Stump, our new chair, will take this forward. I wish her, and everyone at Bridge, the very best for the future.

Raymond Sheehy, Chief Executive of Bridge Support



In reflecting on the last year at Bridge, I have thought about a number of challenges that have kept us vigilant and ever mindful of how we are doing throughout the year. Working in a financially sustainable way is being challenged by the ever-increasing cost of living pressures, utility bills and the increases in the costs of doing business, whether through suppliers or equipment costs. There are increasing demands to create more service for less resource where contract prices have not reflected the real-world changes to inflation. Our staff and our clients have seen the pound in their pocket not go as far as before these pressures were brought to bear.

The business development challenges were numerous. Reaching more people, developing new projects or winning new work through tenders have remained a high priority. Securing existing contracts and maintaining the Bridge culture and ethos continue to underpin our growth. Making sure that we are a first choice for potential employees who want to work in mental health and support remains a goal and a challenge. Add this to the London Living Wage and Living Wage increases as a major factor in financial and organisational planning, so again this year we engaged with the staff on how best to help and maintain our years-long commitment to being a Living Wage Foundation member. What becomes obvious in what I have set out above is that it becomes increasingly clear that our main challenges going forward are financial.

Against this backdrop there have been notable successes for Bridge, its staff and the clients. Bridge has continued to grow and has become the only provider of supported living mental health services across the whole of Essex. The success in winning the Mid and South Essex tender late last year and the mobilisation of the new contract in April this year has delivered success for Bridge, opportunities for staff and real change and movement for the clients we have begun working with. There is a real sense of hope and optimism that the clients we now work with in these areas are moving on with their lives and are going to need less of us in the future as they move towards independence. A big thanks goes to everyone either working in the service or those working on and supporting the bid.

In terms of our existing contracts, in the Royal Borough of Greenwich we continue to provide medium and flexible community support services on a contract that has seen another extension to August 2026. Our 24-hour services continue to be at capacity and have become another important part of our 'pathway' offer. TILT continues to be successful by the many metrics it is measured and the goal of replicating it in another area is something which is becoming closer to becoming a reality.

The Bridge Back Home service continues to produce results, most notably the high success rate of patients not returning to hospital so frequently once we have worked with them to get them back home after a delayed discharge has kept them there too long despite being ready. Our Recovery College is in its tenth year next year and using its educational 'CHIME' (Connectedness, Hope and Optimism, Identity, Meaning, Empowerment) model continues to be an example of what can be produced outside of the traditional NHS Recovery College model. The Greenwich Community Mental Health Hub of which we are a key partner of three organisations continues to develop towards offering the 'no wrong door' for people in Greenwich with a mental health problem.

We continue to meet and consult with all our stakeholders to try and deliver what is best in terms of what our clients tell us they need. Clients and staff have been surveyed, organisational team days have happened at staff, manager and Trustee level and the information gathered all feeds back into

our plans for the next year and beyond. Thank you to everyone who has been a part of what we have done this year.

My last reflection is saved for the work that the Trustees do in supporting all that we do at Bridge. We have some new Trustees to whom I welcome with great enthusiasm. We have some leavers, in particular Dave Baldock and Nicola Williams to whom I wish good luck in whatever you do and offer my thanks for what you have done. We will also have a new Chair and I look forward to our work together in service of what Bridge is striving to achieve in the best interests of our clients.

Finally, George Wilkinson will be standing down after three consecutive terms as Chair of Bridge Support. We have spoken weekly for many years and he has been a huge source of support, encouragement and wise counsel to me in all the time that we have known each other. Words to not do justice in terms of what he has done for Bridge but if a measure of achievement is that if you leave something on all counts better than when you found it, then George has excelled in a way that even he probably didn't think was possible. My thanks to him and to everyone that has been a part of Bridge both this year and in all previous years.

About Bridge Support

Bridge Support provides a clear, proven pathway for people with long term mental health problems, to progress towards living a more fulfilling role within the community. Our aim is simple; we help our clients along a path that leads to them enjoying the same freedom, opportunities and everyday pleasures that most people take for granted.

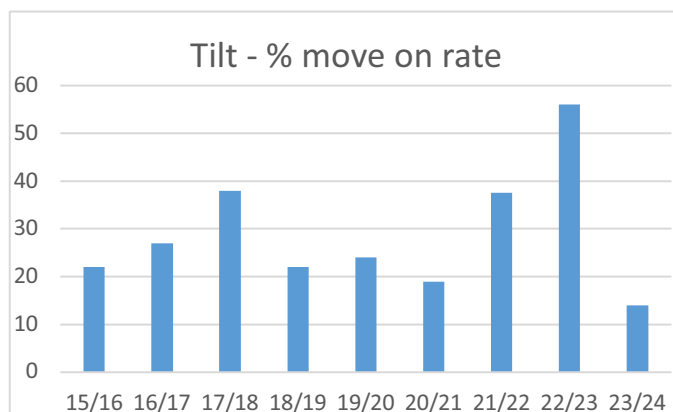
A charitable organisation, based in South London, Bridge Support has grown steadily for nearly 40 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich and the sole provider of mental health supported accommodation in Essex as well as expanding our reach into South West London. We were originally founded to 'bridge' the huge gap in support between psychiatric hospital and community integration. With community care now very much the preferred option we offer a full range of services from supported accommodation, visiting support and a Recovery College.

Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends of our clients that has been successful. We believe that wherever possible, co-creation should be a key element of the service we provide. We capture views, opinions and suggestions through formal feedback mechanisms such as surveys, steering groups, suggestion boxes, quarterly reports and also through informal discussions.

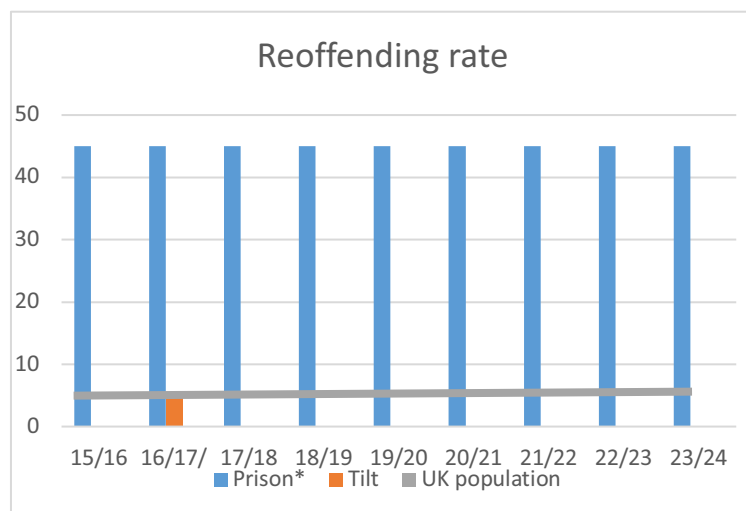
Tilt Project

Based in South East London since September 2013, our unique high support forensic hostel facility offers round the clock support for men. Bridge Support operates this scheme in partnership with Oxleas NHS Foundation Trust with a dedicated clinical team from the Bracton Centre. The project supports ex-offenders with long term mental health issues to move successfully to independent living. The founding principles of the Tilt project were based on the Tilt Report (Tilt et al, 2000) with the concept of the model dating back to 2003 as a response to the need to move people out of long term forensic mental health services.

Bridge Support provides 24 hour social support with Oxleas providing a high level of clinical support with daily input from a community in-reach team, care co-ordination and an identified responsible clinician. The project utilises strategies that are recognised to be important for community rehabilitation of patients with offending histories, such as: community readiness assessments, engaging clients in shared goals, the presence of social networks and peer relationships and continuity of staff.



Together with the clinical team, we identify those patients in medium or low secure hospitals who would benefit from reintegration into the community via Tilt. Our approach of active and early involvement in 'move-on' planning, coupled with robust joint management of risk means that the project is able to reduce the length of stay for men in medium or low secure services.



This year the average length of stay at the project has remained the same as the last couple of years at 3 years. 50% of residents who moved on went to independent living with 50% being recalled back to hospital.

The reoffending rate for current and past residents at the project is less than 5% and in 2023/24 we maintained our 0% reoffending rate.

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

Ashad moved into the Tilt Project after a number of years of being in mental health services.

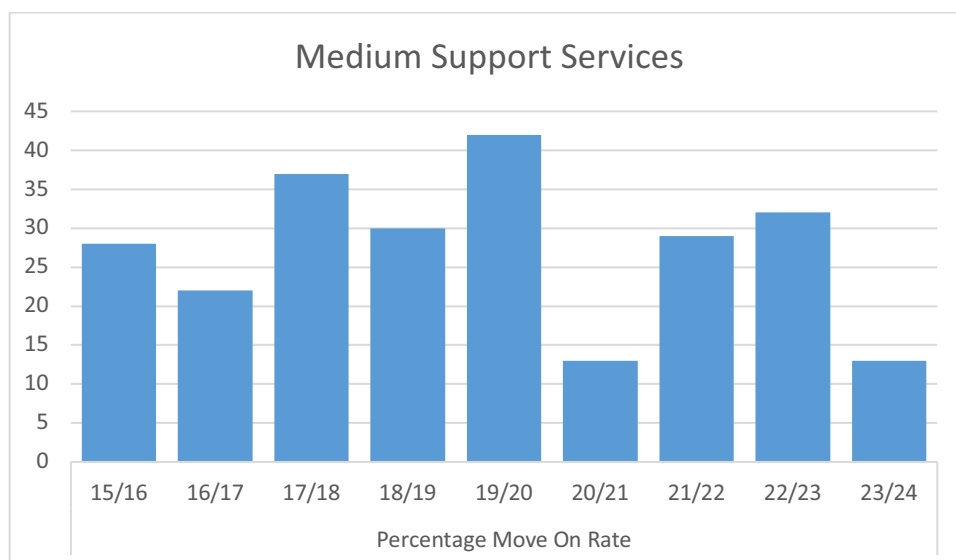
Whilst at Tilt resident Ashad initially struggled to maintain a safe, clean and tidy room and required ongoing staff support this. He also needed support with his finances as he was very reluctant to spend his money on essential items.

Throughout his stay at Tilt resident Ashad maintained positive relationships with staff and residents. He was supported to engage with a weekly online photography educational community which became very important to him.

Ashad progressed well and moved into a bedsit, before successfully transitioning to a medium support service near to his parents.

Medium Support

Bridge Support provides 43 units of high-quality accommodation as part of the Royal Borough of Greenwich Mental Health Pathway. The accommodation is staffed 9am-9pm seven days a week and is a variety of one-bedroom flats, studios and shared houses. We provide clients with support to improve their independent living skills, get involved in social and leisure activities and access specialist services within a mutually supportive environment. Our aim is to prepare clients for a successful move to independent living within two years.



Our move on rate in 2023/24 is considerably lower than last year. The trend which we observed last year of more people becoming acutely unwell and experiencing crisis has continued. This has resulted in fewer people being able to gain the skills they need to move on to more independence and their length of stay in our services increasing. We are working with our partners at Oxleas NHS Foundation Trust to review the interventions offered in order to help people stay well for longer.

A client's journey through Medium Support

Stella moved into Medium Support after a 9 month stay in hospital. Her confidence was low and she was anxious about living on her own as she had lived with her mother prior to her admissions.

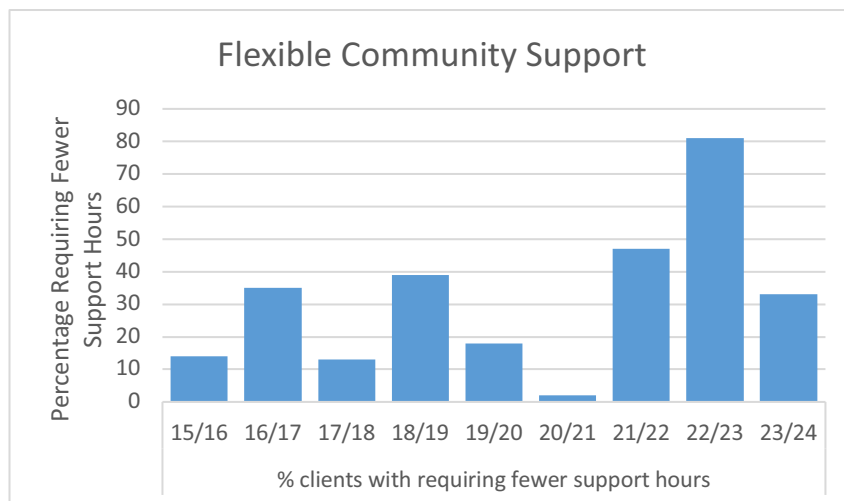
Staff have worked with Stella to increase her independence and improve her everyday living skills, such as maintaining her flat, and relearning her budgeting skills. Stella is a keen cook and staff have supported her to batch cook. She frequently takes part in cooking activities where she helps support other clients.

To increase her social confidence, staff supported Stella to the recovery college, where she attends the allotment weekly. And for the last nine months, she has been volunteering in a local charity shop once a week.

Stella is now preparing to move on. She has been using her budgeting skills to save up some money so she can buy furniture when she moves into her new home.

Flexible Community Support

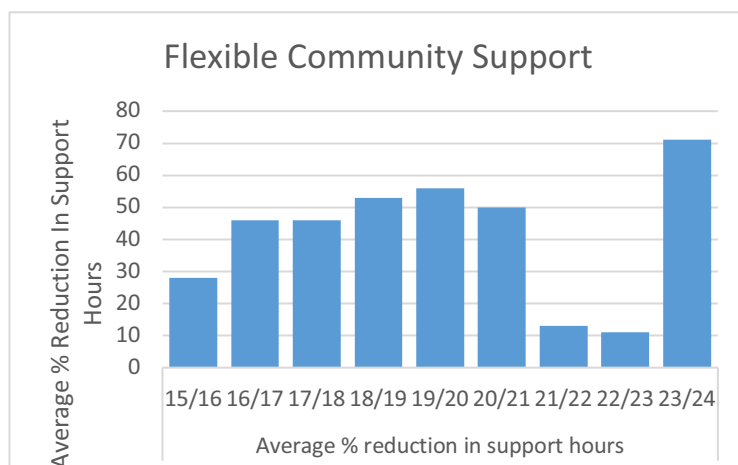
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from one to 20 hours of support depending on need. For many of our clients their recovery journey is not linear, and Bridge Support takes a proactive and consistent approach to fluctuations in clients' mental health - increasing support when needed and taking a step back when clients are managing well.



In 2023/24, FCS supported 149 clients (2022/23: 123) with the aim to enable our clients to live well and as independently as possible. During the year 30 clients successfully moved on from the service with the majority going on to live independent of a support service and discharged back to primary care. We review client progress every month to ensure that

we are encouraging independence, promoting self-reliance and providing the most appropriate amount of support needed.

In 23/24, our average hourly rate per client is slightly higher than last year 2 hours compared to 1.8 hours per week. This is likely to be due to an increase in new referrals who suffer from physical health issues as well as mental ill health combined with existing clients becoming more physically unwell as they age.



In discussion with Royal Borough of Greenwich, and where appropriate, we have been moving clients to the least amount of support possible for example fortnightly, monthly or support on demand - where clients contact us when they have a support need, usually assistance in accessing a benefit or attending a medical appointment.

In 2023/24, the proportion of clients receiving fortnightly, monthly or on demand support has increased to 41% (2022/23:30%). This is due to the excellent work the team have been doing over the past year in supporting historical clients that are progressing along their journey. This client group have met the majority of their support goals and are being moved on to lower levels of support to increase their independence.

A client's journey with Flexible Community Support

Sharika was 16 when she was first admitted to a children's mental health ward and spent a couple of years in and out of wards. She was referred to FCS after she enrolled at university. She has also been recently diagnosed with autism and an eating disorder



Due to the Covid-19 pandemic university was mostly online and Sharika struggled with the lack of face to face interaction. Bridge staff worked with her to improve her social inclusion firstly going for walks and then expanding into other small activities.



Sharika's support worker also provided her with emotional support building Sharika's confidence to face the world; encouraging her, listening, advising and just showing her that she would be supported through even the most trying times.



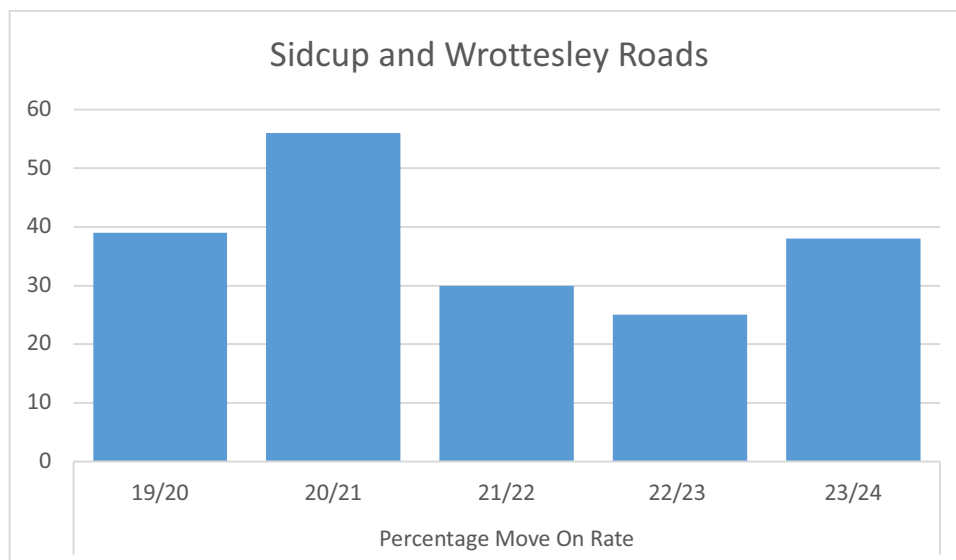
Sharika gained in confidence and stated to leave her home unsupported - attending appointments, doing shopping independently. On an emotional level, she was supported to manage her negative thoughts and gain an understanding in how she interpreted life.



Sharika persevered and graduated from university with a first. She will be spending some time volunteering for a charity before working out her next steps.

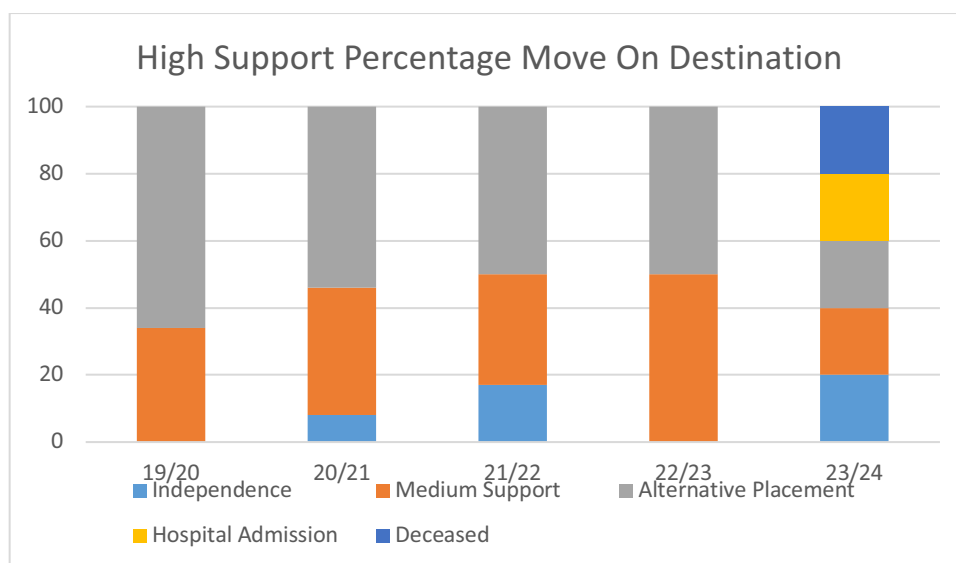
Sidcup Road & Wrottesley Road

Sidcup Road and Wrottesley Road are non-commissioned services with places available for spot purchases by local authorities or Integrated Care Boards. Bridge identified there was a gap in the market for 24-hour accommodation which built on, and improved, clients' existing daily living skills.



Both services provide specialist move-on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside the care programme approach provided by the client's clinical team, to strengthen engagement, identify aspirations and provide support that facilitates progress along their recovery pathway.

The aim at Sidcup Road & Wrottesley Road is to move clients on to lower support wherever possible. The chart below shows 2 clients moving on to lower support with other clients needing an alternative placement or a long stay hospital admission. Very sadly one client died.



A client's journey through Wrotesley Road/Sidcup Road services

Johnny has been in services since his teenage years, having spent time in various institutions and hospitals until he moved to Bridge in 2022.

When he arrived, he had no independent living skills. Staff worked with Jonny to develop his cooking skills so he could prepare healthy home cooked meals.

Over the two years he has been with Bridge, Jonny has lost 6 stone in weight and with the support of staff has started exercising. Jonny also began to take part in more community activities and make friends.

Due to his mental health struggles since adolescence, Jonny struggled at school. With staff support he has recently gone back to college to retake his Maths and English GCSEs. Staff are now supporting him to step down to Medium Support.

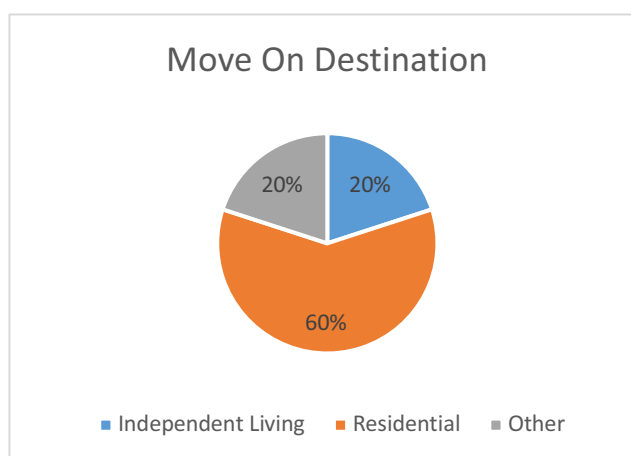
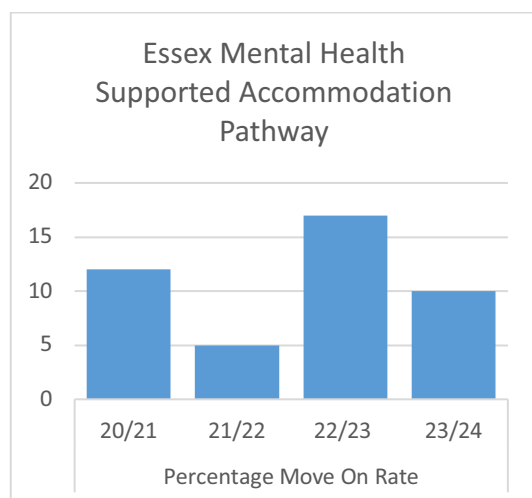
Essex County Council Mental Health Accommodation Services

In 2019 Bridge Support won the contract to support 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. In May 2022 Essex County Council tendered for the provision of mental health accommodation services (including the Support to Independence units) for West and North East Essex. Bridge won the tender across both locations.

In October 2023 Bridge won a further tender for the provision of mental health accommodation services in Mid and South Essex for services which commenced in April 2024. We now support over 150 clients in Essex.

Bridge now provides a Mental Health Supported Accommodation pathway with low, medium and high supported accommodation schemes working in partnership with a number of different accommodation providers. Our aim is to prepare clients for a successful move to lower support or on to independent living within two years, providing support to improve their daily living skills, get involved in social and leisure activities and improve the management of their mental health.

In 23/24 clients moved out of the mental health pathway into independent accommodation in the community as well as sheltered accommodation which better suited their needs. We also had a number of clients whose support needs were best met by a move to residential placements.



As Bridge now provides a pathway of different levels of supported accommodation, clients have been moving through the pathway into the most appropriate accommodation for their support needs. In 23/24 we saw 17 clients move to lower support accommodation within the pathway.

A client's journey through Support to Independence

Alisha moved into Essex services after spending a total of 7 years in hospital and multiple suicide attempts. Whilst in hospital she spent a lot of time in her room in bed and not doing anything on the ward due to lack of motivation.

Alisha was extremely anxious when she first moved in. She needed support in all aspects of her daily living skills due to becoming easily overwhelmed which in the past had lead to self-harming.

Alisha is now independent with all her daily living skills and requires far less support from staff. She can use public transport independently no longer having the panic attacks she had before.

Alisha goes to voluntary work every week, slimming world, the gym and has taken part in a sponsored walk for charity. She will shortly be stepping down into lower support service.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1,200 enrolled students with over 2,000 course places offered over the year.

Unlike many other Recovery Colleges, Bridge Support's Recovery College is located in the heart of Woolwich and not on an NHS site. The College works to increase students' confidence and part of this is to train and equip a number of students to use their personal experience and skills to deliver courses. Over 70% of workshops and courses are delivered by peer trainers.

In 23/24 3 new peer tutors started teaching and 60% of all Recovery College courses were delivered by our peer tutors. The Recovery College magazine was also revamped this year and a peer tutor is now the editor of the magazine.

An example of the amazing impact the Recovery College has is outlined below. It is the continuing story of the Recovery College student whose words we featured in last year's Annual Report:

My two-year journey

Last year I wrote "A year in Recovery" where I spoke about joining the Bridge team after a short stay in Oxleas. I mentioned how after attending the Recovery college & working with my support worker I was able to integrate back into society, travel without fear over time & communicate; interacting with others once more which I am extremely grateful for to this day.

As I now reflect on the end of my two-year journey in building my life I am amazed at my progress once again & at the challenges I've faced.

At the start of the year journey, I continued to adjust & adapt, build on myself & I continued goal setting & becoming better than I was the day before. I took on courses out of my comfort zone, I gained knowledge & skills. I soon realised that this interest became hobbies.

As the year progressed, I started my peer training, this gave me confidence, in time it lifted my self-esteem & it gave me another chance to connect with my peers further. I found that it gave me hopes and opportunities.

Around the same time, I learned how to use the coffee machine & was able to get to know my peers even more & opened up a door to enable me to communicate with everyone, learn their likes and dislikes which gave me back my passion...

Connecting with others. Since then, I have passed my peer training, I've taught diamond art and done sessions on journaling! I've learned that in fact when I say "I can't" I learned "I can". When I told myself "it's too hard" I re-phased "let me try a different way"

I also got a new support worker! She is my rock; she is my lifeline & when I need help, she is there. She encourages, she supports, she advises but most importantly when I'm having a bad day she listens, no judgement, no tut tut but a kind ear, a breath & we work out how to move forward. She goes above and beyond – she is my rock in the storm, my laughter is the sunshine.

I've also moved flat thanks to Bridge who were there every step of the way, by my side & still are today! It's scary on your own but really, I'm never alone, I have family, friends & support across the bridge team.

Unfortunately, in November I was in ICU with a respiratory virus & I saw my fate.

I am very lucky to be here sharing my story. The amount of messages, cards & phone calls showed me how loved I really am.

I am very grateful & for the first time I say out loud " I'm starting to like myself once more"

All that's left for me to say is.

Last year I wrote the following.

- 1. Team Bridge saved me*
- 2. My support worker and the recovery college helped me grow*
- 3. But I was the one who walked through the door.*

This year I close on the following.

- 1. Team Bridge nurtured the caterpillar*
- 2. My support worker & the recovery college gave the caterpillar the skills & tools it needed*
- 3. But I was the one who decided to become the butterfly.*

Bridge Back Home

Bridge Back Home offers intensive social care support to people who are in crisis. The service works closely with consultants and clinical staff to assess and provide ongoing provisions of home and social care support to facilitate discharge. It started as a pilot project to support patients in crisis. With ongoing funding from Royal Borough of Greenwich, Bridge Back Home continues to provide specific short term social support in the community for up to 12 weeks to resolve any issues that may be affecting individuals' mental health. Individuals are mainly referred from Greenwich Home Treatment Team but referrals have also been received from the wards at Oxleas House to expedite discharge.

Bridge Back Home staff provide help to clients with many areas of life that are the stressors likely to trigger or worsen a mental health crisis. The team works closely with partnership agencies and generally provides support in the following areas:

- Housing needs
- Financial needs (including benefits application, budget planning and debt management)
- Social inclusion (onward referrals to Recovery College, Greenwich MIND, GLLAB, WDP Greenwich, 12 step programs, Health Wise Scheme, Community Hub, Men in Sheds etc)
- Advocating on behalf of clients for the best mental health support package available
- Welfare checks and emotional support

During 23/24 the team have supported over 348 (345 22/23) individuals. Individuals were asked to complete a questionnaire regarding their mental health, quality of life, mood and ability to self-manage at the beginning of their support and on their discharge. From a sample of 39% of clients the improvement in scores for each area was:

- an increase of 56% in their mental health
- an increase of 59% in quality of life
- an increase of 74% in mood
- an increase of 50% in their ability to self manage

Overall the service achieved a satisfaction rating of 95%.

A client's journey through Bridge Back Home

Mikel attempted to take his own life after a relationship breakdown and spent some time in ICU. He was referred to Bridge Back Home to support him with housing, as he was homeless and sofa surfing at his mother's.

Mikel was unable to continue staying at his mother due to their volatile relationship and he needed support to get his own home.

Bridge Back Home staff completed a referral to housing and he was accepted on a priority band to bid for a property. This really helped to relieve the pressure on his relationship with his mother.

He is now back at work as a prison officer and goes to gym to maintain his wellbeing. He is on the way to securing housing and has improved his relationship with his mother as well.

Feedback from individuals supported by Bridge Back Home

"So, to start with, I hit rock bottom. I came out of hospital with support from Oxleas home treatment team. Into the Travelodge. Just really lost in life to be honest.

Then I met my support worker, at the Greenwich centre in Woolwich. He was, and is a very understanding considerate person, and was just what I needed at the time. Very professional down to the finest point. He answered any concerns or queries that I had. He met me, always calming my worries with any advice and support he could give. A great guy with a big heart.

I can only thank you for him for the services, he definitely has contributed towards my recovery and set me on the right path helping me with setting my foundations."

"I would like to say how much the Bridge team have helped me so much, and I cannot put it into words on how much my support worker has been moral support for me, in all ways when I have been so low and no one else to talk to.

He and the Bridge team have been a great help to me with their caring and helpful advice. Also managing my financial crisis and with everything in a day to life person, also helping me to get bidding from the council, but in all who cannot deal and bear the normal things in life.

The Bridge team are amazing. I just want to say that the whole team at Bridge are such lovely people for helping people like me and other people that need help. I think that this organization is great, and we need people like this to help us. Many thanks, to you all Bridge."

Greenwich Mental Health Hub

Greenwich Mental Health Hub is a community based service provided in partnership with Oxleas Foundation NHS Trust and Bromley, Lewisham and Greenwich MIND. The service is intended to operate as a front-door to mental health support, bringing clinicians and voluntary services together to offer a holistic service.

The hub offers:

- Comprehensive brief intervention programme (with interventions typically 4-8 weeks and up to 12 weeks)
- Social prescribing support to facilitate access to mainstream resources and activities
- Straightforward process for re-engagement post-discharge if required
- Multi Disciplinary Team meetings including representatives from Improving Access to Psychological Therapies/secondary care to facilitate frictionless movement between services

The expected outcomes of the hub include:

- Reduced waiting times to access support.
- Reduced average length of engagement – people are supported to quickly move through the service, having received the input they need.
- Increased engagement in community resources and activities.
- Reduced escalation of mental health problems as a result of unaddressed issues such as debt, housing, unemployment and social isolation.
- Increased self-management skills for people with mental health problems.
- Reduced health inequalities, in particular for people from a BAME background.

In 23/24 the Voluntary Sector Organisations, Bridge Support and Bromley, Lewisham and Greenwich MIND supported over 1,200 people in total.

Community Mental Health Rehabilitation Plus

The Community Mental Health Rehabilitation Plus (CMHRES+) integrates local voluntary sector support workers within the existing Oxleas NHS Foundation Trust's Community Mental Health Rehabilitation Service.

Bridge have provided 2 seconded support workers to work alongside the clinical team. The Bridge staff are key in providing interventions and support to help individuals recover from complex mental health problems and restore their skills and confidence to live successfully in the community.

The aim of the pilot is to offer a greater continuity of support as people transition from hospital to home and from residential placements to more independent living as well as to provide focus on physical health and social care needs as well as clinical needs.

The CMHRES+ team carried out personalised and focused rehabilitation activities to increase:

- quality of life
- independence
- community connections and
- support the person to achieve their goals

These were community-based activities such as Recovery College, GCDA cookery, Charlton Athletic older people's group, Re-Instate (LD workshop), over 50's swimming, alongside group and individual activities within client homes. These sessions focused on Recovery and specific ADL activities to build skills.

Feedback from individuals supported by CMHRES+

'I loved putting together and mixing up the ingredients in the bowl and seeing the cookies when it was done baking.'

'I have my own bank card, also my freedom pass all by myself.'

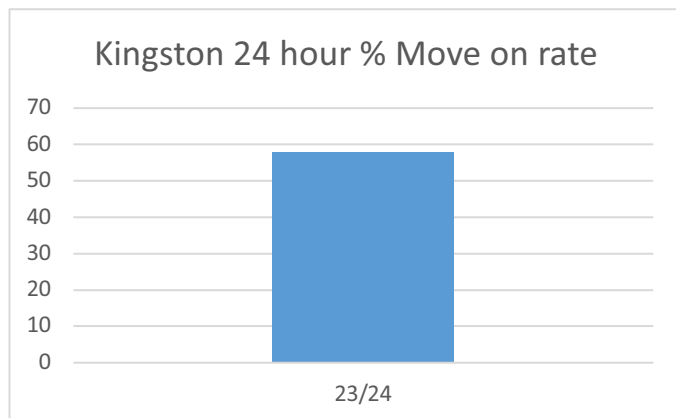
'They are helping me out for my recovery.'

'I loved when they come over, they make me smile.'

'I wish they could come round more, that talk and laugh with me. It's good to have different people visiting. New faces.'

24 hour complex care Kingston

Bridge is working with the South London Partnership providing support and accommodation for individuals with complex needs.



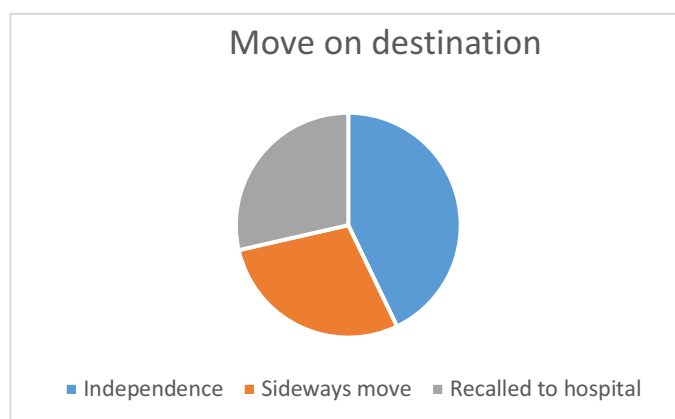
After a successful 9 month pilot in Kingston, launched in February 2023, Bridge won 2 contracts to provide increased support and accommodation in Kingston and in a second area in South East London. This will increase the number of people supported from 12 to 14 in each area. Bridge is currently in the process of locating a suitable properties for this enlarged service.

The service provides specialist enhanced rehabilitation support to adults typically aged 18-65 diagnosed with severe and enduring mental health needs. The service has an integrated clinical and voluntary sector shared model of care and support within an accommodation based service.

The clinical element takes the form of in-reach, which includes psychiatry, occupational therapy, nursing, and psychology input. This is provided by the South West and St George's Mental Health Trust Community Rehabilitation Team.

The target average length of stay for individuals is 9 months with the aims and objectives of the project are to ensure that people are able to:

- Live as independently as possible
- Receive their support in the least restrictive way possible.
- Live in their own home by maintaining a tenancy/licence agreement, rental or ownership.
- Have choice and control over their Service, including how it is delivered and by whom.
- Receive a flexible service which responds to their individual preferences and needs.



A client's journey through 24 Complex Care

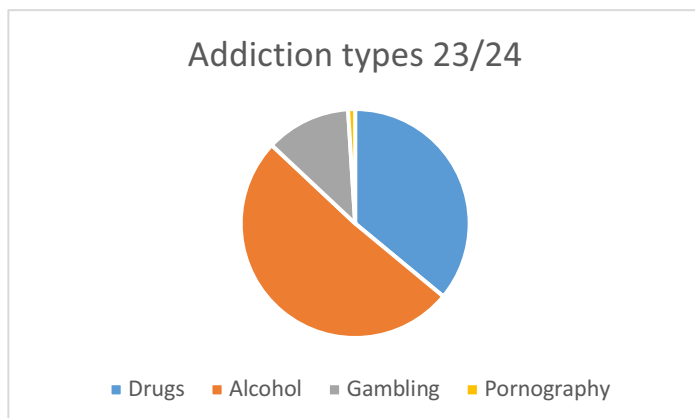
Harri came to Kingston 24 hour services after spending 5 months in hospital. Prior to his admission he had been living in the community but was unable to look after himself. He was not compliant with his mental health medication, very poor self care and substance misuse issues.

Staff worked with Harris to create a weekly personal hygiene plan and prompted him to have showers and wash his clothes regularly. He started looking after his beard and bought an electric shaver to keep it trimmed.

Harri had a kidney condition which was heavily affected by his substance misuse so he was referred to our COMHAD worker who worked with him to reduce and eventually stop drinking alcohol.

With his new found daily living skills Harri was ready to return to his flat. Staff liaised with his local council to ensure repairs were completed and utilities were working properly. After 10 months with Bridge Harri returned home.

Substance Misuse worker



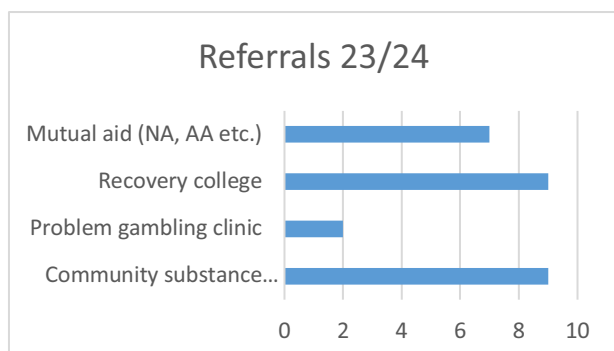
Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

In order to further help clients who are struggling to understand their addiction

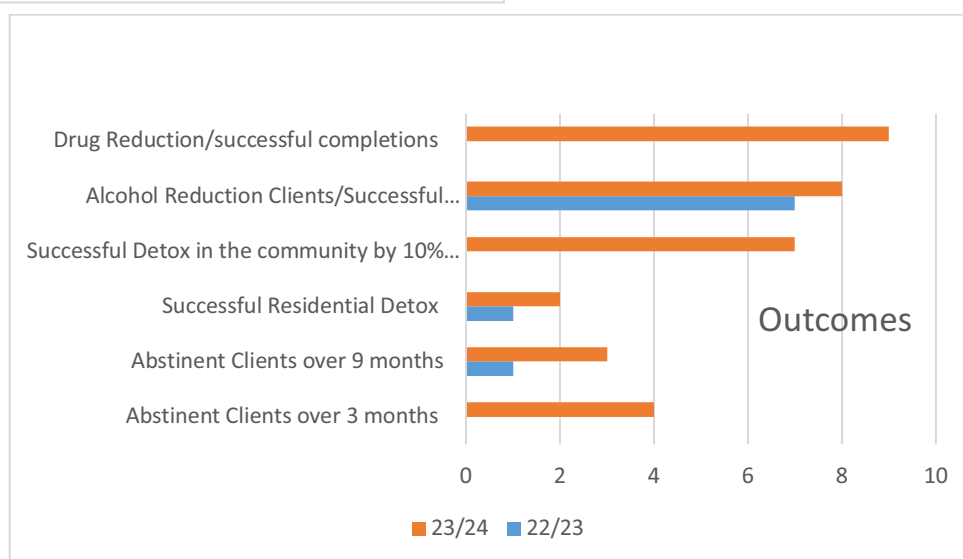
and who need additional support within their accommodation last year we have increased the number of in-house substance misuse workers to 2.

During 2023/24 our Substance Misuse workers supported a total of 69 clients with their addictions. The following chart shows the different kinds of addiction for which clients have received support:

Referrals



One of the key roles of the substance misuse workers is help support clients into community services to assist them in their recovery. This chart shows to which services clients have been referred.



A client's journey through addiction

Over a 3-year period Steve's gambling had spiralled out of control. He was admitted to a crisis house after family intervened to stop him taking his own life. He was referred to Bridge Back Home on discharge but continued to gamble.

His Bridge support worker referred Steve to the in-house substance misuse team. On assessment Steve displayed symptoms usually shown by those in withdrawal from alcohol or drugs; he was physically shaking. The team had never seen such a severe case.

The substance misuse team started working with Steve with and agreed visits 3 times a week. As part of his recovery program Steve agreed to attend at least one Gamblers Anonymous meeting a week and engage with Gamble Aware through telephone calls.

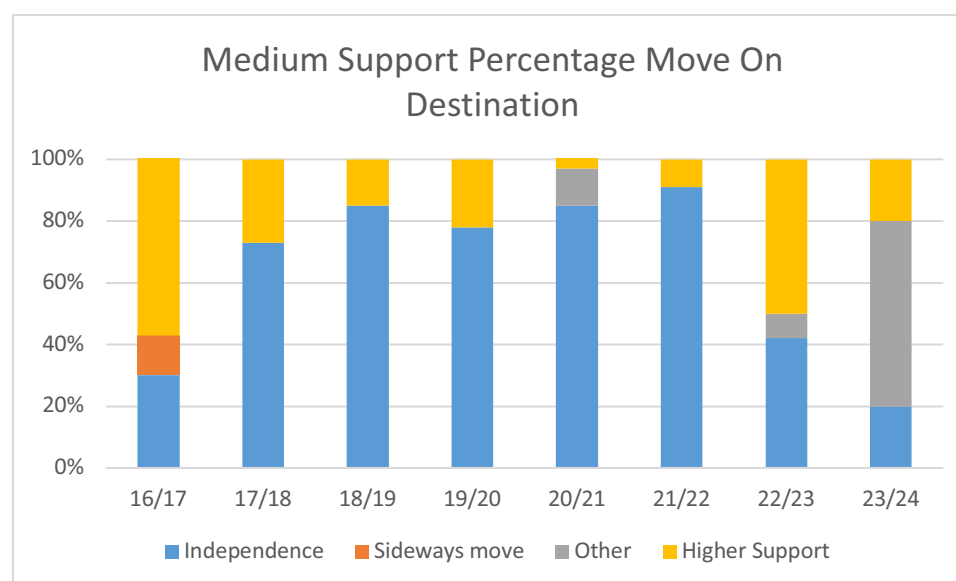
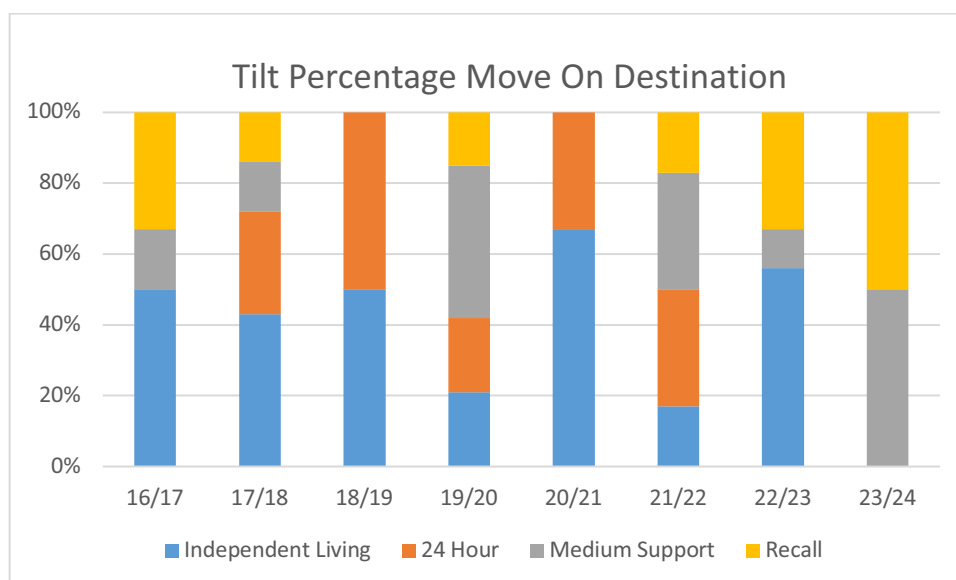
Steve recently celebrated his 1-year anniversary free from gambling. He continues to remain abstinent. On the anniversary Steve wrote a letter to Bridge to say thank you and he made it clear that without Bridge and the substance misuse team he would have taken his own life.

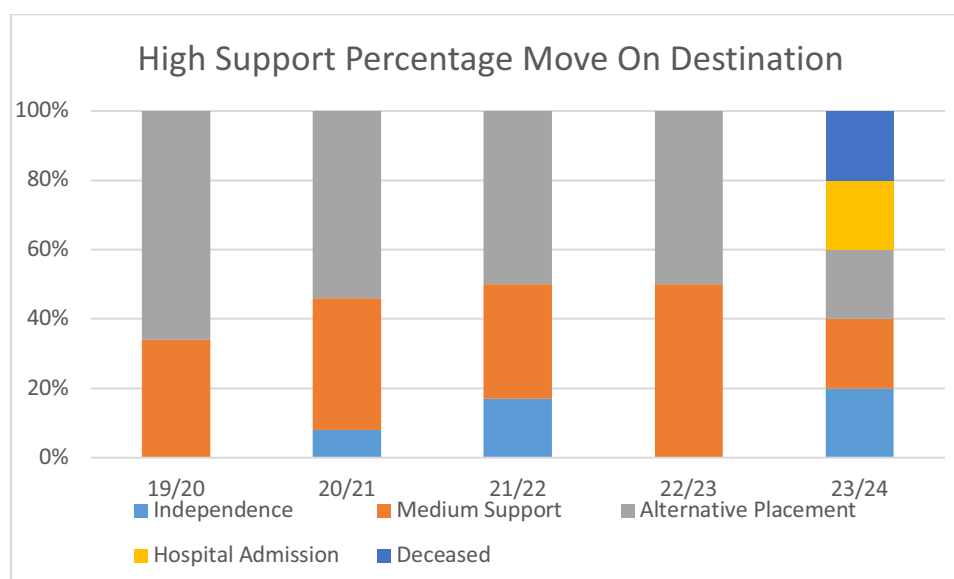
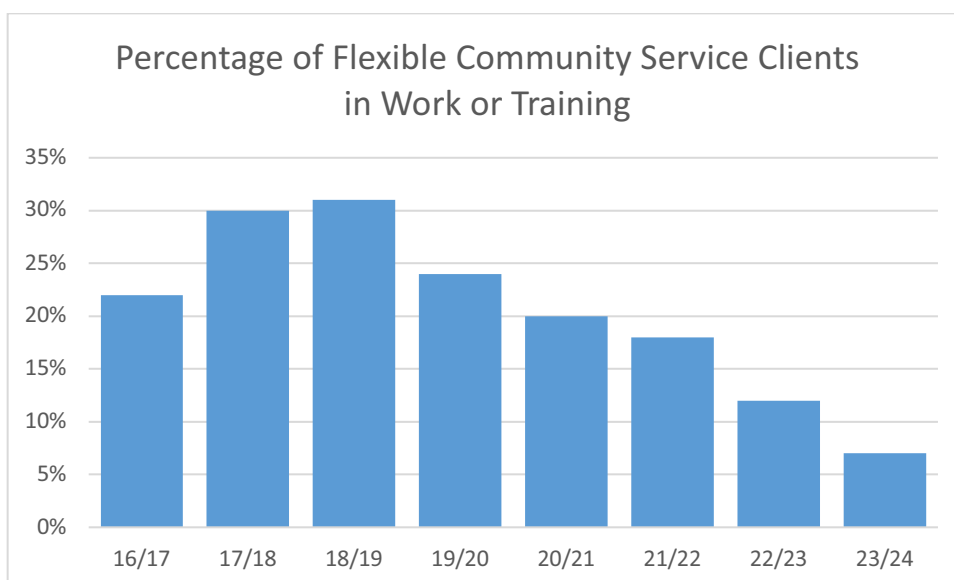
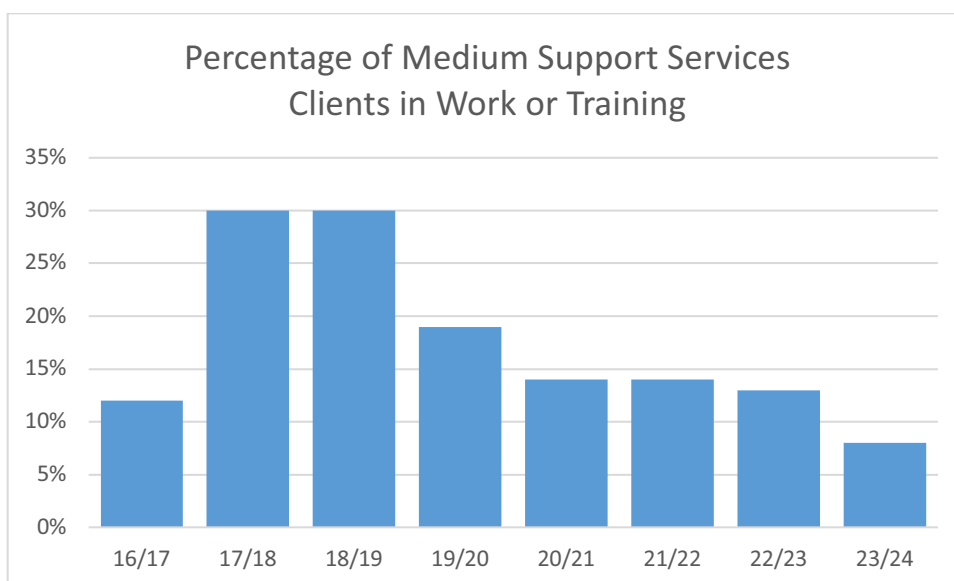
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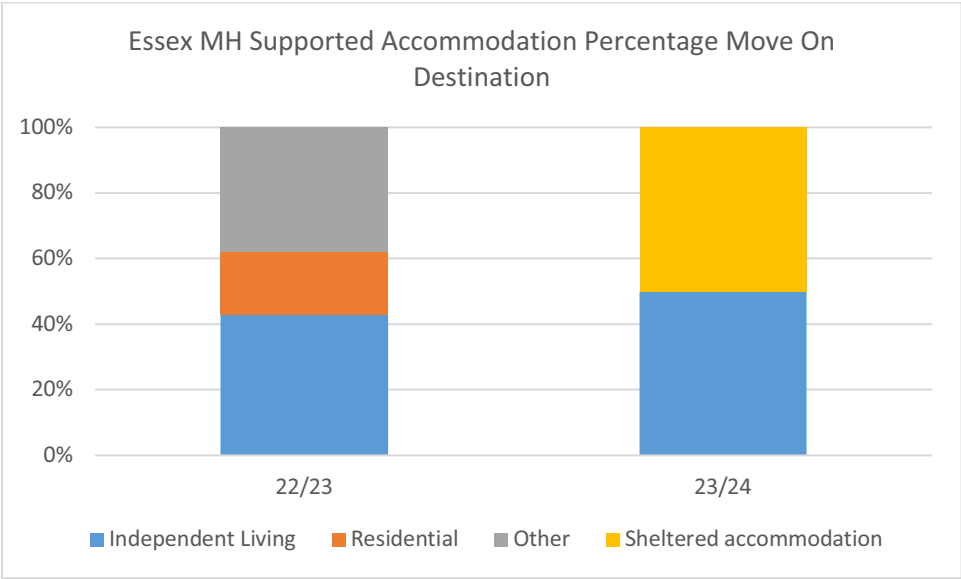
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

In line with all data collection and protection guidelines we seek feedback from a variety of sources including client surveys, family and friends' comments, etc. To improve, measure, and demonstrate the impact of our work we collate our understanding of our clients' needs and measure our clients' progress, enabling us to track the acquisition of a range of different skills and abilities.

Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we currently have in place.







Shaping future services

Throughout 23/24 Bridge has been a key partner with commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

In the Royal Borough of Greenwich, Bridge is an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

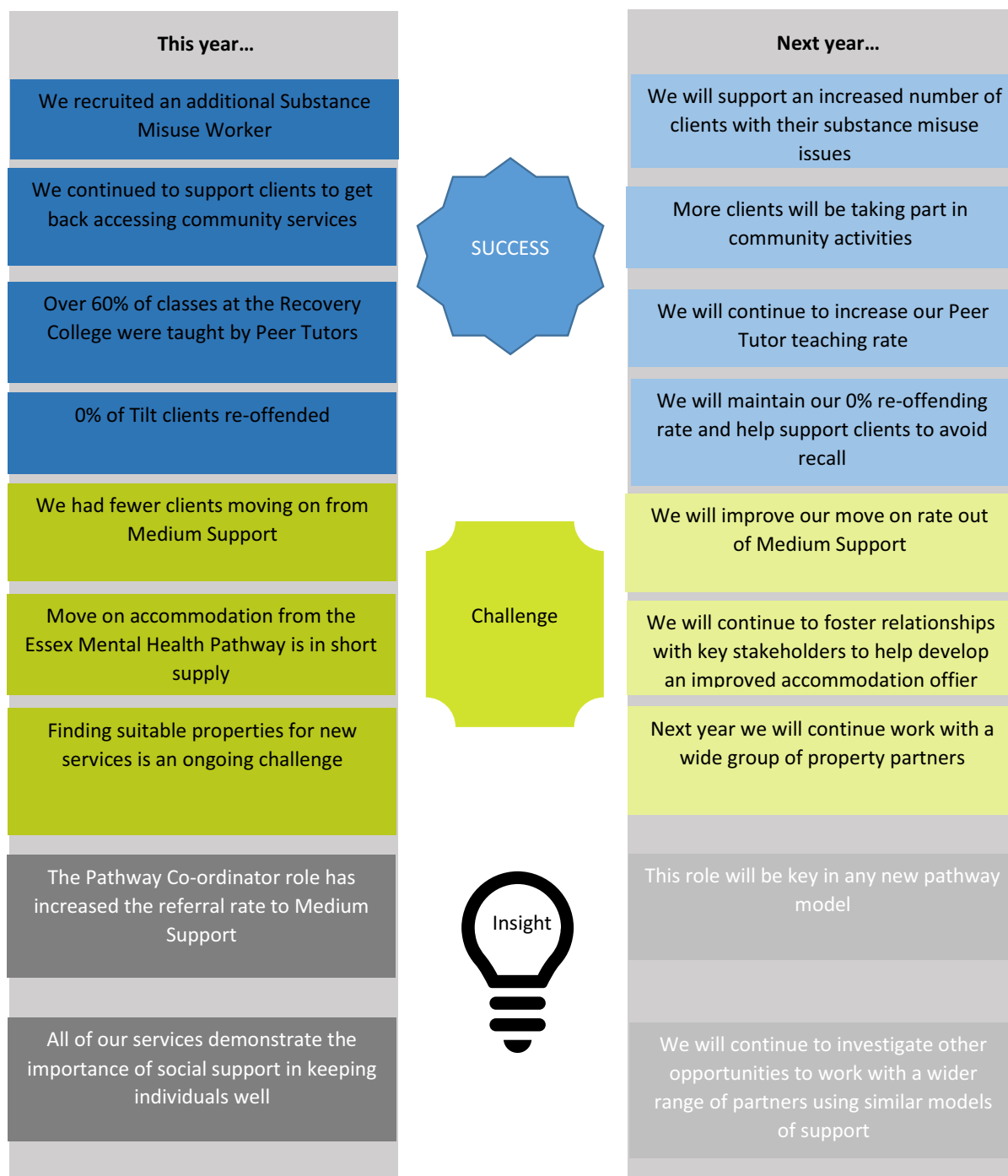
The post of Pathway co-ordinator has been extended by another year and continues to be funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

The work that Bridge completed in conjunction with Essex County Council for a more progressive mental health pathway led to the service being tendered. As mentioned previously Bridge have been awarded the contract for accommodation based mental health services in North East and West Essex.

Similarly the work with the South London Partnership has led to Bridge being selected to run services both in Kingston and South East London with new services due to start in 24/25.

Our plans for 2024/2025

- We will work with existing commissioners to respond to contract renewal opportunities.
- We will start the contracts we have won in Mid and South Essex which will mean we will provide support and accommodation to over 150 individuals.
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas inside or close to London
- Following the successful tender for supporting clients with high support needs in Kingston and South East London we will open new services once properties are secured.
- We will also be offering our existing commissioners a wider range of services to better meet their needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business.
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.



Financial Review

The Directors of Bridge 86 Limited are charity trustees for the purposes of charity law. Under the Company's articles of association, they comprise the Board of Trustees and are referred to as **Trustees**.

The Trustees present their report and financial statements for the year ended 31 March 2024. In this Report, references to **Bridge Support**, **the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Income and Expenditure

The Group has made a surplus of £18,142 (2023: £36,010) during the year. The consolidated surplus consisted of a loss of £858 (2023: £936) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £19,000 (2023: £36,946) for Bridge Support itself.

As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably, and that the cafe would stay closed until trading conditions permit its reopening. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2024 of £286,761 (2023: £285,903). Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.

Income for the year again increased substantially to £8,126,325 from £5,127,172 in 2023 (which had itself increased substantially). This was achieved through the full year effects of winning the tender for the High and Medium support services in North and West Essex and the full year effects of winning the tender for opening a High support pilot for 12 clients of the South London Partnership of three South London Clinical Care Groups.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £4,456,533 (2023: £2,879,463). The costs of renting properties have increased to £1,095,302 (2023: £609,613).

Balance Sheet

The balance sheet remains strong with cash holdings of £1,117,950 (2023: £1,130,019).

General Funds available stand at £1,177,949 (2023: £1,159,807).

Bridge Support had been a participating employer in the Royal Borough of Greenwich pension scheme. During the previous financial year, to March 31st 2023, the Charity settled the adjusted full cessation liability of the scheme amounting to £120,000 following the death of the last member.

Reserves Policy

At the end of the year reserves amounted to £1,177,949 (2023: £1,159,807) which represented 1.74 (2023: 2.73) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2024, is to maintain unrestricted funds at a level equivalent to three months expenditure. The reduction in the measure of the months' worth of expenditure held in reserves is a reflection of the growth of the expenditure base to deliver the new contracts noted above.

The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2024, based on the same methodology considered in 2015, 2017, 2021 and 2022. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 1.73 times (2022: 2.28 times).

Furthermore they believe that there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

The increases in inflation and the cost of living crisis have resulted in the second successive significant increase in the hourly rates of pay published by the Living Wage Foundation. These increases amounted to 10.1% outside of London and by 8.2% in London in 2023 and were followed by further increases in hourly rates of 10% both within London and outside of London in 2024. As a member of the Living Wage Foundation Bridge Support has increased the salaries of its staff to these levels.

The risks of the impacts of higher levels of inflation and the cost of living crisis are monitored closely with the production of regular management accounts which are scrutinised by the Finance and Audit Sub-Committee and then Board, and where necessary remedial action taken. Living Wage increases have been discussed with commissioners to fund these increases.

Services for the support of 161 clients in the Mid and South of Essex have been tendered and were awarded to Bridge Support with effect from April 2024. Contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 31st January 2025 whilst we understand that these contracts will be subject to Direct award rather than competitive tendering.

Trustees have assessed other major risks to which the Charity is exposed, and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks.

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified key risks include achieving contract pricing uplifts for services and maintaining full capacity in projects to avoid the under-recovery of housing benefit.

Bridge has sought opportunities for providing support to clients in neighbouring areas and as a result is likely to provide further services in the south west of London, building on the pilot which started in Kingston in February 2023.

Key Management Remuneration

The Remuneration Committee reviews the remuneration of the Executive Team, within the terms of the framework and policy agreed by the Board and makes appropriate recommendations.

Fundraising

Fundraising statement Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Any such amounts receivable are presented in our accounts as “Donations and legacies” and are all voluntary in nature.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees.

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2023 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

The Charity is a company limited by guarantee, incorporated in England and Wales under number 2162224 on 8th September 1987. Its governing documents are its Memorandum and Articles of Association, as amended by special resolution on 24th November 2010 and 27th January 2021. These documents set out the Charity’s objectives and the framework within which Bridge Support must operate to achieve these. The Articles of Association are subject to approval by the Charity Commission and are regularly reviewed by Trustees to ensure they remain up to date.

The objects of the Charity set out in its articles of association are to improve health, education and to relieve poverty for the public benefit particularly for those with mental health problems to assist them towards leading independent lives.

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the Charity Commission when making decisions in the day-to-day running of the Charity.

None of the Trustees has any beneficial interest in the Charity. All of the Trustees are members of the Charity and guarantee to contribute £1 in the event of winding up.

The Articles of Association provide for Trustees to be elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. A Trustee may only serve three terms, each of three years, unless 75% of the Board of Trustees recommend that the Trustee be elected for a fourth and final term of three years.

The Charity has a formal application and interview process for appointing Trustees, which takes into account the nature of its work, the requirements of its beneficiaries, and seeks to ensure an effective mix of experience and skills on the Board.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged. All new Trustees are expected to undertake an induction process that covers:

- Their obligations as both Trustees and members;
- The operational framework for the Charity;

- Resourcing and the current financial position as set out in the latest, published accounts;
- Future plans and objectives.

The Board of Trustees (Directors) is responsible for setting the overall strategy and direction of the Charity, and for ensuring Bridge Support uses its resources effectively in pursuit of its strategy.

There is a framework of delegation in place to set out matters delegated to committees of the Board, the Chief Executive, and other staff. This is regularly reviewed and updated as necessary

The Board of Trustees meets at least six times each year as a Board and attend a Trustees Away Day. In addition to this, they are supported through the work of three committees. These are:

The Finance and Audit Sub-Committee, which;

- recommends to the Board the appointment of the external auditors,
- reviews Bridge Support's accounts and financial controls, and
- reviews the statements and actions on risk and internal controls.

The Safety and Risk Sub-Committee, which;

- ensures effective safeguarding policies and practices are in place and adhered to,
- oversees the review and reporting of serious incidents and
- monitors and manages strategic risks to the organisation

The Nominations and Remuneration Committee, which;

- evaluates and maintains the balance of skills, knowledge, experience, and diversity of the Board,
- periodically reviews the Board's structure and composition
- identifies and recommends potential candidates for Trustee appointments,
- develops role descriptions and required capabilities for Trustee appointments,
- determines and agrees with the Board on the framework and broad policy for the remuneration of the Executive Team.
- makes recommendations on the remuneration of the Executive Team to ensure alignment with organisational goals and market standards.

The Executive Team works closely with the Board of Trustees to help turn the Charity's vision and strategy into a reality. They are responsible for the day-to-day management of the organisation.

The Charity has no specific investment powers. Any surplus funds in addition to the funds required for the day to day requirements of the Charity are put on deposit with the Charity's bankers to maximise receivable interest.

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, Debbie Towersey, Chief Operating Officer, and Hasan Fahri, Operations Director. Biographical information on the current Executive Team can be found at:

<https://www.bridgesupport.org/meet-the-team/>

The Charity's governance is kept under review by the Trustees to make sure that its governance structures, policies, and procedures are fit for purpose as the Charity and the environment in which

it operates evolve. In July 2023 the Trustees commissioned an external governance review by Bates Wells LLP who reported to the Board in January 2024. They noted that Bridge Support;

- has a very good approach to governance
- that the Board is engaged and proactive and led by a diligent Chair
- that the Board works well with the Executive team and there is appropriate questioning and challenge at Board meetings
- that policies are regularly reviewed and updated to reflect changes in law.
- Board meetings are well run and there is delegation from the Board and Committees and
- papers are high quality with lots of discussion.

The report noted 3 themes which the Board needs to consider;

- Succession planning for the Board
- Delegation at board level
- Serious Incident reporting

Each of these have now been acted upon, reflecting the recruitment of a new Chair, the processes to recruit new Trustees, and the restructuring and redefinition of sub committees of the Board, the objectives of which are detailed above.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Standards Comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees Annual Report is approved that in so far as the Trustees are aware:

- There is no relevant audit information of which the parent charitable company's auditor is unaware
- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

Price Bailey LLP have expressed their willingness to continue as Bridge Support's auditors.

In preparing this report the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006

The Trustees' annual report has been approved by the Trustees on 2024 and signed on their behalf by:



George Wilkinson (Fri, 29th Nov 2024
15:00:43 GMT)

..... George Wilkinson, Chair of Trustees

29 Nov 2024

Independent auditor's report to the members of Bridge 86 Limited

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including 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 group and parent charitable company's affairs as at 31 March 2024, and of the group's 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 group and parent 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 group or parent 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.

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 included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the group and parent 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 group and parent 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent Charitable Company and the sector in which it operates and considered the risk of the group and parent Charitable Company not complying with the applicable laws and regulations including fraud in particular those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the group and parent Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the group and parent Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We reviewed expenditure on legal fees during the period and the risk register maintained by the charitable group.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved 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 group and parent charitable company's members and its trustees 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 group and parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read 'M. Cooper-Davis'.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 5 December 2024

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2024

		Unrestricted Funds	
		2024	2023
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	2,355	2,734
Trading activities	2b	-	-
Charitable activities:			
Support for clients	3	8,115,178	5,120,989
Investment income	4	8,792	3,669
Other income		-	780
Total income		8,126,325	5,128,172
Expenditure on:	5		
Raising Funds			
Trading Activities		858	936
Charitable activities:			
Higher Support (HS)		2,510,179	1,748,609
Flexible and Medium Support (FMS)		2,252,449	2,035,594
Essex County Council (ECC)		2,807,100	950,989
Recovery College (RC)		256,282	211,903
Development (Devel)		281,315	144,131
Total expenditure		8,108,183	5,092,162
Net income for the year	6	18,142	36,010
Other recognised gains and losses:			
Actuarial Gains/(losses) on defined benefit pension schemes		-	-
Net movement in funds		18,142	36,010
Total funds brought forward		1,159,807	1,123,797
Total funds carried forward		1,177,949	1,159,807

All of the above results are derived from continuing activities. The attached notes form part of these financial statements.

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2024

		Charity		Group	
	Note	2024 £	2023 £	2024 £	2023 £
Fixed assets:					
Tangible assets	9	81,453	68,549	81,453	68,549
Investments	10	2	2	-	-
		81,455	68,551	81,453	68,549
Current assets:					
Debtors	11	778,462	639,841	778,462	639,841
Cash at bank and in hand		1,117,950	1,310,019	1,119,279	1,311,349
		1,896,412	1,949,860	1,897,741	1,951,190
Liabilities:					
Creditors: amounts falling due within one year	12	800,246	858,932	801,246	859,932
Net current assets		1,096,166	1,090,928	1,096,495	1,091,258
Total assets less current liabilities		1,177,621	1,159,479	1,177,948	1,159,807
Total net assets		1,177,621	1,159,479	1,177,948	1,159,807
Funds	13				
Unrestricted funds:					
General funds		1,177,621	1,159,479	1,177,948	1,159,807
Total funds		1,177,621	1,159,479	1,177,948	1,159,807

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

There is no separate holding charitable company income statement (profit and loss account) included within these financial statements. The profit of the charitable company for the financial year ending 31 March 2024 was £18,142 (2023 - £36,010).

Approved by the trustees on 29 Nov 2024

and signed on their behalf by:



George Wilkinson (Fri, 29th Nov 2024)

George Wilkinson
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2024

			Group		
	Note	2024	2024	2023	2023
		£	£	£	£
Net cash provided by / (used in) operating activities	14		(141,857)		(314,835)
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		8,792		3,669	
Purchase of fixed assets		(59,006)		(52,679)	
Cash (used in) investing activities			(50,214)		(49,010)
Cash and cash equivalents at the beginning of the year			1,311,349		1,675,194
Cash and cash equivalents at the end of the year	15		<u>1,119,278</u>		<u>1,311,349</u>

Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2024	2023
Net movement in funds for the year	18,142	36,010
Interest, rent and dividends from investments	(8,792)	(3,669)
Non Operating Cash Flows Eliminated		
Depreciation	46,100	58,538
(Increase)/Decrease in stocks	-	-
(Increase)/Decrease in debtors	(138,621)	(243,105)
Increase/(Decrease) in creditors	(58,686)	(162,609)
Net cash generated by operating activities	<u>(141,857)</u>	<u>(314,835)</u>

Analysis of cash and cash equivalents

	Group	
	2024	2023
Cash and Deposits at the start of the year	1,311,350	1,675,195
(Decrease)/Increase in Cash and Deposits	(192,071)	(363,845)
Cash and Deposits at the end of the year	<u>1,119,279</u>	<u>1,311,350</u>

Analysis of changes in net debt

	Group	
	2024	2023
Cash and cash equivalents 01.04.2023	1,311,350	1,675,195
Cash flows	(192,071)	(363,845)
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2024	<u>1,119,279</u>	<u>1,311,350</u>

See note 15 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

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 October 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note. All amounts are shown in pounds sterling.

The results of the trading subsidiary are consolidated into these accounts on a line by line basis.

Administrative details are shown on the last page of the annual report.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. Stir Enterprises Limited ran Stir, a café in Woolwich, South-East London. As a result of the Coronavirus pandemic Stir closed on Friday, March 20th 2020 and has not re-opened. The Board of Bridge 86 Ltd has decided that Stir Enterprises Ltd will remain dormant until such time they wish to utilise the company as a vehicle for the Charity to trade. Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2024 amounting to £286,761 (2023: £285,903). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group.

The tender for one significant contract, the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st January 2025 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in North East and West Essex has been re-tendered and successfully won and two new large contracts for Mid and South Essex have been won via tender and have started in April 2024. Discussion for the extension of High Support services in South West London have been held and the contract for the Greenwich Mental Health Hub, which Bridge Support participates in, has been extended to 31st March 2027 with an option to extend it for a further two years. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful.

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

d) Interest and investment income 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.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

f) Expenditure and irrecoverable VAT

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:

- Trading costs incurred by Stir Enterprises Ltd
- Expenditure on charitable activities which includes the costs of delivering services and educational activities undertaken to further the purposes of the charity and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

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, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture and Equipment	33%
Computer equipment	33%
Additions to Leased Buildings	33%

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid at the year end.

k) Cash at bank and in hand

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

l) 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.

m) Pensions

The charity was a member of the London Government Pension Scheme which is administered by the London Borough of Greenwich. The defined benefit scheme was funded through payments to an administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. During the year the charity settled the adjusted full cessation liability of the scheme amounting to £120,000 following the death of the last member of the scheme

Current and past service costs along with interest costs were recognised as charges against resources expended. Expected returns on pension scheme assets were shown against other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions were charged or credited to the statement of financial activities.

The asset or liability recognised in the balance sheet in respect of defined benefit pension plans was the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. The defined benefit obligation was calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation was determined by discounting the estimated future cash outflows using interest rates in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The charity also offers a defined contribution pension scheme for employees managed and run by The People's Pension. The assets of the scheme are held separately from those of the charity. The contributions payable are charged to the statement of financial activities.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

n) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. There were no estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments are measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The investments note 10 details the historical cost of the investments and the unrealised gains to arrive at their fair value.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

2a Income from donations and legacies	2024	2023
	£	£
Donations	6	12
Grants	2,349	2,722
	2,355	2,734

The Grants received are for "Warm Spaces" awarded by the Royal Borough of Greenwich. It enabled facilities at the Recovery College to be available to those requiring assistance in response to cost of living pressures.

2b Income from trading activities	2024	2023
	£	£
Stir Enterprises Limited	-	-
	-	-

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. Stir Enterprises Ltd is dormant and did not generate any income in 2023/24 or 2022/23

3 Income from charitable activities	2024	2023
	£	£
Support for clients		
Royal Borough of Greenwich	2,195,098	1,871,026
Oxleas NHS Foundation Trust	864,430	1,082,649
Essex County Council	2,060,621	836,549
Core Rents Receivable	1,506,246	735,737
NHS CCG's	1,004,896	317,281
MIND	369,852	205,820
Housing service charges receivable	64,691	36,277
Islington Council	49,344	35,650
Total income from charitable activities	8,115,178	5,120,989

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service.

Income from Oxleas NHS Foundation Trust is for a contract awarded from 1st May 2022 for 5 years, following a competitive tendering process, for the support of clients at the Tilt project. Bridge Support was commissioned to provide the Bridge Back Home service from 1st April 2021 which continued through 2022/23 and has been recommissioned for a further 24 months. Commissioning arrangement for the Bridge Back Home service changed on 1st July 2023, with responsibility for commissioning moving from Oxleas NHS Foundation Trust to the Royal Borough of Greenwich.

Income from Essex County Council is for the award of contracts which were competitively tendered and started in November 2019. These contracts ended on 15th January 2023 following competitive tendering and the new 5 year contracts for the North East and West Essex were awarded to Bridge Support from 16th January 2023. The increase in income from Essex County Council reflects the full year effect in 2023/24 of these new, larger contracts.

Income from NHS Clinical Care Groups (CCG's) includes a new pilot service which commenced in February 2023. Bridge was successful in tendering for the provision of 24 hour support to clients from two properties in the South West of London and income in 2023/24 reflects the full year effects of this contract. In addition income was received for financing the Recovery College and on 2022/23 for the support to clients in the Kitcheners Flats. This contract ended in that year.

The Greenwich Mental Health Hub started in 2021/22 and is provided jointly by Bridge Support together with Oxleas NHS Foundation Trust and Bromley, Lewisham & Greenwich MIND. Funding permitted an increase in staffing provided by Bridge Support in 2023/24

Income from Islington Council is for one client supported by the High Support Service.

There are no unfulfilled conditions for any of the above contracts.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

4	Income from investments	2024	2023
		£	£
	Bank interest	8,792	3,669
		8,792	3,669

5 Analysis of expenditure

Higher Support includes TILT, High Support services at Sidcup and Wrotesley Roads and services to the South London Partnership in Kingston. Flexible and Medium Support includes the Flexible Community Support and Medium Support departments, the Bridge Back Home service, the Greenwich Mental Health Hub and the Community Mental Health Peers support services.

	Direct costs	Grant & other funding	Support costs	2024	2023
				£	£
Trading Activities	858	-	-	858	936
Higher Support (HS)	1,950,110	-	560,069	2,510,179	1,748,609
Flexible and Medium Support (FMS)	1,715,240	-	537,209	2,252,449	2,035,594
Essex County Council (ECC)	2,525,160	-	281,940	2,807,100	950,989
Recovery College (RC)	187,702	-	68,580	256,282	211,903
Development (Devel)	57,986	2,349	220,980	281,315	144,131
TOTAL	6,437,056	2,349	1,668,778	8,108,183	5,092,162

Increases in costs arise due to the full year effect of the new contract for Essex County Council supporting clients in the North East and West of Essex and the full year effect of the new contract started in Higher Support including the pilot for High support services in two properties in Kingston. In addition, as a Living Wage employer Bridge Support has adopted the recommendations of the Living Wage Foundation. This has increased the hourly salary rate for support workers in 2023/24 by up to 10% . Development costs have risen as Bridge Support has grown in size.

Prior Year comparatives

	Direct costs	Grants	Support costs	2023 Total
	£	£	£	£
Trading Activities	936	-	-	936
Higher Support (HS)	1,300,744	-	447,865	1,748,609
Flexible and Medium Support (FMS)	1,614,601	-	420,993	2,035,594
Essex County Council (ECC)	825,587	-	125,402	950,989
Recovery College (RC)	152,188	-	59,715	211,903
Development (Devel)	1,078	2,722	140,331	144,131
Total	3,895,134	2,722	1,194,306	5,092,162

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

Support Costs	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	Total
	£	£	£	£	£	£
Staffing	366,912	351,936	184,704	44,928	144,768	1,093,248
Accommodation	37,817	36,273	19,037	4,631	14,921	112,679
Communications	62,616	60,060	31,521	7,667	24,706	186,570
Legal Fees	-	-	-	-	-	-
Consultancy & Marketing	18,945	18,172	9,537	2,320	7,475	56,449
Printing & Stationary	13,993	13,422	7,044	1,713	5,521	41,693
Audit Fees	6,200	5,947	3,121	759	2,446	18,473
Other costs	38,113	36,558	19,187	4,667	15,038	113,563
Depreciation	15,473	14,841	7,789	1,895	6,105	46,103
	560,069	537,209	281,940	68,580	220,980	1,668,778

Prior Year comparatives

	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	2023 Total
	£	£	£	£	£	£
Staffing	240,052	225,648	67,214	32,007	75,216	640,137
Accommodation	39,557	37,183	11,076	5,274	12,394	105,484
Communications	35,436	33,310	9,922	4,725	11,103	94,496
Legal Fees	2,800	2,632	784	373	877	7,466
Consultancy & Marketing	13,624	12,807	3,815	1,817	4,269	36,332
Printing & Stationary	12,593	11,837	3,526	1,679	3,946	33,581
Audit Fees	5,715	5,372	1,600	762	1,791	15,240
Other costs	76,136	71,569	21,319	10,151	23,857	203,032
Depreciation	21,952	20,635	6,146	2,927	6,878	58,538
	447,865	420,993	125,402	59,715	140,331	1,194,306

Included within support costs and allocated to relevant services are costs of governance amounting to £163,817 (2023: £142,842) and comprise:

	2024 £	2023 £
Staff costs	97,558	66,504
AGM and committee expenses	1,683	2,560
Auditor's fees	18,474	15,240
Depreciation	46,102	58,538
	163,817	142,842

Staff costs included within governance costs are the estimated costs of the Chief Executive, Strategic HR and Quality Director, Head of Operations, Pathways and Partnership Specialist, and Finance Director in the strategic management of the charity.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

6 Net income for the year	2024	2023
This is stated after charging	£	£
Operating lease rentals: Property	1,124,740	653,299
Depreciation	46,102	58,538
Auditor's remuneration	18,474	15,240

The significant increase in operating lease rentals compared to 2023 reflects the increase in the numbers of properties in Essex and in Kingston Bridge Support have leased in order to support the additional clients in these new contracts.

7 Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel	2024	2023
Staff costs were as follows:	£	£
Salaries and wages	4,803,345	3,149,982
Social security costs	427,233	292,207
Employer's contribution to defined contribution pension schemes	110,376	73,061
	<u>5,340,954</u>	<u>3,515,250</u>

The increase in staff costs reflects the full year effect of the new services started during the year, and in particular the new contracts for North East and West Essex, the South London Partnership and the increase in numbers of staff working in the Greenwich Mental Health Hub.

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2024	2023
	No.	No.
£70,000 - £80,000	1	2
£80,000 - £90,000	1	-
£90,000 - £100,000	-	1
£130,000 - £140,000	1	1
£150,000 - £160,000	1	-

Pension contributions for these employees amounted to £35,397 (2023 £21,267)

The total employee benefits including pension contributions of key management personnel were £501,672 (2023: £413,245). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2023: £nil). George Wilkinson was reimbursed travelling expenses incurred of £220 (2023: £83) and Deborah Okutubo received travelling expenses amounting to £0 (2023: £7). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024	2023
	No.	No.
Charitable activities	199	134
Governance	1	1
	<u>200</u>	<u>135</u>

The increase in the average number of employees in 2024 is as a result of the full year effect of the new contracts in North East and West Essex and for the South London Partnership.

No staff were employed by Stir Enterprises Ltd.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

9 Tangible fixed assets

	Charity and Group					Total £
	Leasehold Improvements £	Café Equip £	Fixtures & Fittings £	Office Equip £	Comp Equip £	
Cost						
Start of the year	89,689	8,921	20,250	184,515	246,771	550,146
Additions in year	-	-	-	16,592	42,414	59,006
Disposals in year	-	-	-	-	-	-
End of the year	<u>89,689</u>	<u>8,921</u>	<u>20,250</u>	<u>201,107</u>	<u>289,185</u>	<u>609,152</u>
Depreciation						
Start of the year	89,193	8,921	20,250	170,823	192,412	481,599
Charge for the year	496	-	-	9,418	36,186	46,100
Disposals in year	-	-	-	-	-	-
End of the year	<u>89,689</u>	<u>8,921</u>	<u>20,250</u>	<u>180,241</u>	<u>228,598</u>	<u>527,699</u>
Net book value						
At end of the year	<u>-</u>	<u>-</u>	<u>-</u>	<u>20,866</u>	<u>60,587</u>	<u>81,453</u>
At start of the year	<u>496</u>	<u>-</u>	<u>-</u>	<u>13,692</u>	<u>54,359</u>	<u>68,547</u>

All of the above assets are used for charitable purposes.

10 Investments

	Charity		Group	
	2024 £	2023 £	2024 £	2023 £
Investment in Subsidiary	2	2	-	-
	<u>2</u>	<u>2</u>	<u>-</u>	<u>-</u>

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. See also Note 1b above.

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2024

	2024 £	2023 £
Turnover	-	-
Other Income	-	-
Cost of sales	-	-
Gross profit	-	-
Selling Expenses	-	-
Administrative expenses	-	-
Other Costs	(858)	(936)
Operating loss	(858)	(936)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	<u>(858)</u>	<u>(936)</u>

Balance Sheet of Stir Enterprises Limited. as at 31st March 2024

	2024 £		2023 £	
Current assets				
Cash at bank and in hand	1,330		1,330	
	<u>1,330</u>		<u>1,330</u>	
Creditors: amounts falling due within one year	(287,757)		(286,899)	
Net current assets		(286,427)		(285,569)
Net assets		<u>(286,427)</u>		<u>(285,569)</u>

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

11 Debtors	Charity		Group	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	429,307	537,043	429,307	537,043
Other debtors	35,097	18,751	35,097	18,751
Prepayments	107,215	72,309	107,215	72,309
Accrued Income	206,843	11,738	206,843	11,738
Owed by subsidiary undertaking	-	-	-	-
	778,462	639,841	778,462	639,841

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £286,761 (2023: £285,903) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

The decrease in Trade Debtors is due to the reduction in amounts owed by Oxleas NHS Foundation Trust who have settled all amounts due within 2023/24 compared with a slightly delayed payment at the end of 2022/23, an increase in amounts due by Essex County Council as a result of the larger North East and West Essex contracts, and a reduction owed by the Royal Borough of Greenwich reflecting timing differences in their cycle of payments.

Increases in Accrued income reflect delays in finalising the settlement of flexi income, contractual amounts due by Essex County Council, which have been paid in 2024/25, and for the timing of payments for housing benefit for amounts due in both Essex and in London and which are always paid in arrears. These amounts have now also been paid.

12 Creditors: amounts falling due within one year	Charity		Group	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	342,438	169,814	342,438	169,814
Taxation and social security	109,204	87,291	109,204	87,291
Other creditors	24,794	31,600	24,794	31,600
Accruals	37,020	131,064	38,020	132,064
Deferred income	286,790	439,163	286,790	439,163
	800,246	858,932	801,246	859,932

Creditors have reduced slightly compared to 2023. This is mostly due to the reduction in deferred income (see below), an increase in Trade Creditors principally due to an overpayment of a contract by a Debtor, and reductions in Accruals following the release of accruals made in 2022/23 for increases in rents and service charges which have now been billed, and the release of a rent accrual for which no invoice has been received and which relates to 2020.

Deferred income	Charity and Group	
	2024	2023
	£	£
Balance at the beginning of the year	439,163	509,444
Amount released to income in the year	(182,873)	(70,281)
Amount deferred in the year	30,500	-
Balance at the end of the year	286,790	439,163

Deferred income releases in the current year related to an element of the running costs of one of the properties supporting clients needing higher levels of support, the costs of Drugs and Alcohol Support workers, overhead costs of the Recovery College and part of the funding for a Pathway Co-ordinator whose funding extends until September 2024.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

13 Movements in funds

	Start of the year	Income	Charity Spend	Transfers	End of the year
	£	£	£	£	£
General funds	1,159,479	8,126,325	(8,108,183)	-	1,177,621
Total funds	1,159,479	8,126,325	(8,108,183)	-	1,177,621

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £286,761 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(280,000)	-	-	280,000	-
General funds	1,403,469	5,128,172	(5,092,162)	(280,000)	1,159,479
Total funds	1,123,469	5,128,172	(5,092,162)	-	1,159,479

	Start of the year	Income	Group Spend	Transfers	End of the year
	£	£	£	£	£
General funds	1,159,806	8,126,325	(8,108,183)	-	1,177,948
Total funds	1,159,806	8,126,325	(8,108,183)	-	1,177,948

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(280,000)	-	-	280,000	-
General funds	1,403,796	5,128,172	(5,092,162)	(280,000)	1,159,806
Total funds	1,123,796	5,128,172	(5,092,162)	-	1,159,806

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

	Charity	
	2024	2023
	£	£
Net income for the reporting period	18,142	36,010
(as per the statement of financial activities)		
Depreciation	46,100	58,538
Items charged to the SOFA related to the Pension scheme	-	-
Interest, rent and dividends from investments	(8,792)	(3,669)
(Increase)/Decrease in debtors	(138,621)	(243,105)
Increase/(Decrease) in creditors	(58,686)	(1,000)
Net cash (used in) operating activities	(141,856)	(153,226)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

	Group	
	2024	2023
	£	£
Net income for the reporting period	18,142	36,010
(as per the statement of financial activities)		
Depreciation	46,100	58,538
Items charged to the SOFA related to the Pension scheme	-	-
Interest, rent and dividends from investments	(8,792)	(3,669)
(Increase)/Decrease in stocks		
(Increase)/Decrease in debtors	(138,621)	(243,105)
Increase/(Decrease) in creditors	(58,686)	(162,609)
Net cash (used in) operating activities	(141,857)	(314,835)

15 Analysis of cash and cash equivalents

	Charity			End of the year
	Start of the year	Cash flows	Other Changes	
	£	£	£	£
Cash at bank and in hand	796,061	99,784	-	895,845
Deposits (less than three months)	513,956	(291,851)	-	222,105
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,310,017	(192,067)	-	1,117,950

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	1,163,581	(367,520)	-	796,061
Deposits (less than three months)	510,287	3,669	-	513,956
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,673,868	(363,851)	-	1,310,017

	Group			End of the year
	Start of the year	Cash flows	Other Changes	
	£	£	£	£
Cash at bank and in hand	797,389	99,785	-	897,174
Deposits (less than three months)	513,955	(291,849)	-	222,106
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,311,344	(192,064)	-	1,119,280

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	1,164,909	(367,520)	-	797,389
Deposits (less than three months)	510,286	3,669	-	513,955
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,675,195	(363,851)	-	1,311,344

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2024

16 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Charity and Group Property	
	2024	2023
Less than 1 year	1,171,886	565,131
1 - 5 years	2,844,732	1,098,922
Over 5 years	-	-
	<u>4,016,618</u>	<u>1,664,053</u>

The increase in lease commitments arises from leasing of 6 properties in Essex to provide accommodation for clients supported as a result of the new North East and West Essex contracts which commenced during the year.

17 Contingent assets or liabilities

There are no contingent assets or liabilities

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

19 Related party transactions

There were no related party transactions during the year (2023: £0)

20 Post Balance Sheet Event

There were no post balance sheet events

Reference and Administrative Details

Trustees

George Wilkinson	Chair
Beez Fedia	Deputy Chair
Dave Baldock	
Sarah Boundy	
Deborah Okutubo (resigned 30/04/2024)	
Nicola Williams	
Nikola Blair (appointed 27/03/2024)	
Retnadevi Thevarajah (appointed 27/03/2024)	
Craig Leyland (appointed 27/03/2024)	

Chief Executive and Company Secretary: Raymond Sheehy

Company number: 02162224

Charity number: 802227

Registered office: Deepdene House,
30b Bellegrove Road,
Welling,
Kent DA16 3PY

Auditors: Price Bailey LLP
24 Old Bond Street,
London
W1S 4AP

Bankers: Lloyds Bank plc
Bexleyheath Business Centre,
130 The Broadway,
Bexleyheath, Kent. DA6 7DP

Solicitors: Russell-Cook LLP
2, Putney Hill,
London SW15 6AB

BRIDGE 86 LIMITED

England & Wales - Charity number 802227

Accounts



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2023

Company number:	02162224
Charity Registration Number:	802227

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Since being supported by Bridge I have...

"taken part in many activities such as Food Champion, Football at the Meridian, Gardening Project, House Meeting Secretary. I have improved my confidence and hope that helped me to stop drinking alcohol. I am able to pay my service charge regularly and am not in arrears."

"learned to budget, stopped taking drugs, cut down on my alcohol intake, I started college and I have done some courses and I learned to be more independent. And I hope to move on to my own flat in the community as soon as possible"

"improved in my mental health. I have more confidence. I have done many courses in the community. I have found the help to move on soon to my own flat in the community."

"arrived from Hospital to my supported accommodation with Bridge, I have been supported by staff to handle my benefits, my medication and living needs. I have also been supported by staff and keyworker in tackling my housing benefit debt with the council and live an independent life away from hospital"

"been stable, lively, express myself more, feeling good and happy"

"been given dignity and respect as a human being to the point of being able to learn for myself, build confidence in a way to live in the community with minimal support from Bridge."

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

Welcome to this year's Trustees Annual Report. In it you will find both details about all our services and their impact, and, equally important, what our clients say about Bridge and the support we offer them.

Reflecting on the past year, I want to take a moment to share some of our highlights and also reflect on the challenges for Bridge.

We successfully re-tendered for the Tilt Project in South East London and, just over six weeks ago, we celebrated 20 years of operating this Project and 10 years at Lodge Hill SE2. Tilt is a unique high support forensic hostel. Operated in partnership with Oxleas NHS Foundation Trust, the Project supports ex-offenders with long term mental health issues to move successfully to independent living. The figures in our Report demonstrate the effectiveness of the Project: in the year ended March 2023, an average length of stay of three years, a move on rate of 56%, and we maintained our 0% re-offending rate.

For me, one of Bridge's enduring strengths has been our willingness to collaborate with our NHS and our local authority partners, to make a real and enduring difference in the lives of our clients. Two recent examples are the Greenwich Mental Health Hub, where with Oxleas NHS Foundation Trust and Bromley, Lewisham and Greenwich MIND we offer a front door to mental health support to make it easier than ever for local people to access mental health support close to home, so they can thrive in their lives and community; and a pilot project with the South London Partnership for a 24 hour complex needs hostel in Kingston in South West London, providing specialist enhanced rehabilitation support to adults with enduring mental health needs.

This past year has also seen Bridge building out our mental health accommodation services in Essex. Our services in West and North East Essex went live in January 2023, supporting 107 clients in total, and later in the year we successfully tendered to provide more services in Mid and South Essex. This will mean that when all services are up and running in early 2024 we will be managing the whole mental health pathway for high, medium and low support in Essex. One of the real pleasures for me, and for my Trustee colleagues who were able to be there, was to meet staff from our Essex services and the Kingston project at the recent staff away day in Stratford.

Collaboration with our NHS and local authority partners has also allowed us to shape new services. Bridge Back Home, a service we designed with Oxleas NHS Foundation Trust to provide short term social support in the community, has now supported over 345 individuals. We have also been able fully to re-open our Recovery College in Woolwich. During the Covid-19 pandemic we moved our courses online, but we are now back, delivering courses in person. Not only do we have some 1,200 enrolled students, with over 2,000 places offered over the year, but more than 70% of the College's workshops and courses are delivered by peer trainers.

The growth we have seen in our services brings its own challenges. As an organisation we now have many more moving parts, and the management of risk across our services is an increasingly important issue for the Trustees. Similarly, to ensure that our governance framework remains fit for the next stage of Bridge's development, we have recently commissioned an independent Governance Review, that should be completed before year end. Finally, we are in the process of recruiting new Trustees for Bridge.

As the Report notes, helping people with long term mental illness to recovery can be a difficult and time-consuming process. None of what we do would be possible without the leadership of Raymond and his Executive Team, and the hard work and commitment of all the staff at Bridge. On behalf of the Trustees, I would like to thank each and every one of them for everything they do, day in and day out, to improve the lives of those people we support. They should be rightly proud of all that they have achieved. I also want to take this opportunity to thank my fellow Trustees both for the support they have given me over this past year, and for the very real contribution they each make to Bridge.

Raymond Sheehy, Chief Executive of Bridge Support



In welcoming you to the 2022-23 Annual Report it gives me some time to reflect on what a tremendous year we have had. Following on from the successful re-tender of our ground-breaking TILT forensic project in May 2022, in September 2023 we were able to celebrate 20 years of the project being delivered by Bridge. The date also marked our 10th anniversary of TILT transferring to the Goldie Leigh site in South East London where we have one of the most successful and best

designed forensic services of its kind anywhere in the UK. It was a pleasure to see staff and residents past and present coming together to mark the event.

Our success in re-tendering for TILT also marked a point in our development where almost all of our other major contracts were up for re-tender themselves. This was keenly felt across the staff, the managers and Directors and the Trustees. What I can report here is that:

- Our Essex services were successfully re-tendered and expanded in the North East and West of Essex
- Medium Support and Flexible Community Support have entered a negotiated process of new contracting with the RBG
- Bridge Back Home Team secured a new contract term
- The Recovery College has had a further contract term agreed
- The Community Mental Health Rehabilitation and Support (COMHRES+) team have had their pilot term renewed
- The Greenwich Mental Health Hub (GMHH) have moved to a permanent premises and are embedded in the local RBG system
- Bridge won the tender for a Complex Needs Rehabilitation Service in Kingston with the South London Partnership (SLP)
- Bridge won another tender in Essex to provide all the supported living services in the two remaining areas of Essex, the Mid and South of Essex

We are now in conversations with Councils, the NHS and Integrated Care Boards (ICBs) across our neighbouring regions and beyond to use our models to meet the needs of people with mental health problems across a wider area. Close to home, an expansion of the Complex Needs Rehabilitation Service has been tendered across the SLP and we are hopeful of some expansion there. Kent County Council, Kent NHS Trusts and Kent ICBs are beginning to show some real interest in Bridge and as an area of work we are ideally placed to explore these potential opportunities. This year also marked a wider interest in Bridge at Government level with me and three colleagues being invited to Number 10 Downing Street to meet the Minister of State for Social Care Helen Whately to discuss our models

of delivery. In particular we were asked to discuss the challenges of delayed hospital discharge, recovery colleges and prevention, flexible community support and forensic services, offender management strategies and reoffending rates in this area. My reflections on all of this are that due to the absolute dedication of staff, managers, Directors and Trustees Bridge has had a year of growth, recognition and chance to try and support a growing number of people that we can serve to be the very best of themselves. To see a growing number of our clients living with the confidence and resilience to get on with their lives with meaning and purpose is the greatest reward we can have.

The continuing challenge is not only to keep going, but also to work with our partners so that the needs of our clients were still being met and that our staff feel supported to continue working safely and as effectively through the next year. I am thankful and pleased to say that our staff stepped up to the challenge yet again this year and I have witnessed first-hand their commitment and determination in supporting each other and the clients to keep moving forward.

Lastly, we have come together as an organisation many times this year to check-in with each other and to plan our future direction. There have been Trustee away days, manager and director away days and staff away days to make this happen. One of the biggest discussions coming from these days is a real commitment to describe and develop the Bridge culture and ethos that has been so crucial in getting us to where we are. The challenges of making sure that we are a first choice for potential employees who want to work in mental health and support. The risks and opportunities of continued growth. The risks that all these challenges present both strategically and operationally. All these have been discussed and planned for. The emerging cost of living crisis, the energy prices and the cost of fuel all impacted on how Bridge can plan to support staff, with London Living Wage and Living Wage also a major factor in financial and organisational planning. In this respect we engaged with the staff on how best to help and maintained our years-long commitment to being a Living Wage Foundation member.

This year we have been able to get through the remaining remnants of Covid uncertainty, keep clients safe and we have also provided them with an increasing range of support and accommodation options. We have met the challenges our staff face by maintaining our commitment to them by agreeing to maintain our status as a Living and London Living Wage Foundation member. We have met head-on the persistent challenges of (among many) lack of property for people with mental health problems, flexible and responsive services to people in their own homes, delayed discharge of people clinically assessed as ready to leave hospital and those who wish to support themselves to live a full life in their own community. We have talked to our clients across the services we provide and we have put their ideas into practice. There have been more 'compliments' from clients than in any year I can remember.

I am pleased to say that this year we have built ever stronger relationships with partners and commissioners and our track record of securing existing and new services have provided opportunities to do more of what we do well as well as a whole host of opportunities for our staff to develop. This has all been possible through the dedication of the staff, the support of the Board of Trustees and the management at all levels of Bridge who play a vital part in the planning and delivery of such high quality services. Once again, to everyone a heartfelt thanks.

About Bridge Support

Bridge Support provides a clear, proven pathway for people with long term mental health problems, to progress towards living a more fulfilling role within the community. Our aim is simple; we help our clients along a path that leads to them enjoying the same freedom, opportunities and everyday pleasures that most people take for granted.

A charitable organisation, based in South London, Bridge Support has grown steadily over 30 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich. We expanded into Essex in 2019 and in 2022 were successful in bidding for an increased number of supported accommodation services. We were originally founded to 'bridge' the huge gap in support between psychiatric hospital and community integration. With community care now very much the preferred option we offer a full range of services from supported accommodation, visiting support and a Recovery College.

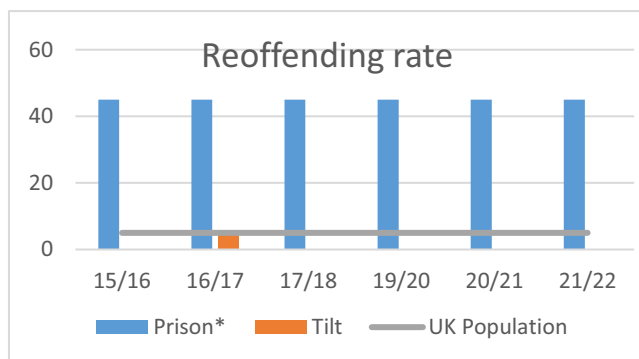
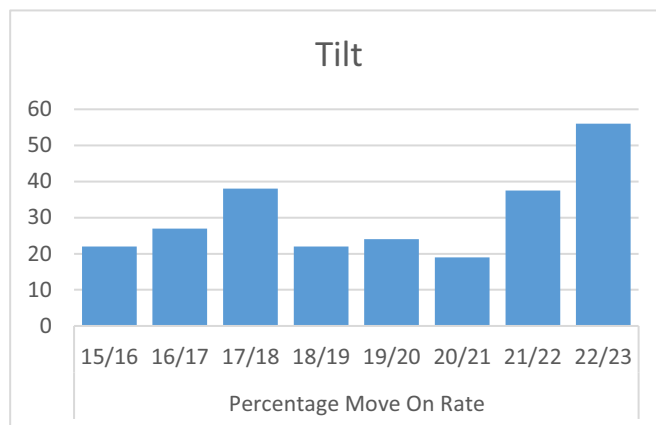
Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends of our clients that has been successful. We believe that wherever possible, co-creation should be a key element of the service we provide. We capture views, opinions and suggestions through formal feedback mechanisms such as surveys, steering groups, suggestion boxes, quarterly reports and also through informal discussions.

Tilt Project

Based in South East London since September 2013, our unique high support forensic hostel facility offers round the clock support for men. Bridge Support operates this scheme in partnership with Oxleas NHS Foundation Trust with a dedicated clinical team from the Bracton Centre. The project supports ex-offenders with long term mental health issues to move successfully to independent living. The founding principles of the Tilt project were based on the Tilt Report (Tilt et al, 2000) with the concept of the model dating back to 2003 as a response to the need to move people out of long term forensic mental health services. In March 2022 Bridge were successful in retendering for the Tilt Project and were awarded with a new 5 year contract.

Bridge Support provides 24 hour social support with Oxleas providing a high level of clinical support with daily input from a community in-reach team, care co-ordination and an identified responsible clinician. The project utilises strategies that are recognised to be important for community rehabilitation of patients with offending histories, such as: community readiness assessments, engaging clients in shared goals, the presence of social networks and peer relationships and continuity of staff.

Together with the clinical team, we identify those patients in medium or low secure hospitals who would benefit from reintegration into the community via Tilt. Our approach of active and early involvement in 'move-on' planning, coupled with robust joint management of risk means that the project is able to reduce the length of stay for men in medium or low secure services.



This year the average length of stay at the project has remained the same as last year at 3 years – an increase of around 7 months compared to pre Covid. 66% of residents who moved on went to independent living or less supported accommodation with 33% being recalled back to hospital.

The reoffending rate for current and past residents at the project is less than 5% and in 2022/23 we maintained our 0% reoffending rate.

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

Bill moved into the Tilt Project after a long history of being in mental health services.



Bill worked hard to develop his activities of daily living skills keeping his room clean, cooking for himself and managing his finances, he struggled with social interaction.



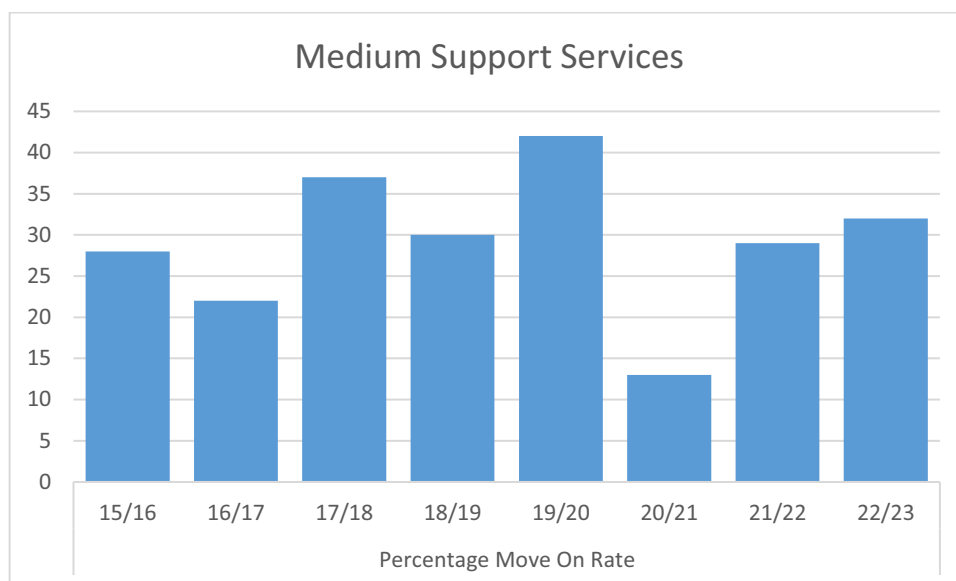
With staff support he began attending football training, increasing the amount of time he spent with his peers and gaining in self confidence.



Bill's move to independence was delayed by the Covid-19 pandemic and he managed his disappointment really well. He moved into his own flat in March 2023.

Medium Support

Bridge Support provides 43 units of high-quality accommodation as part of the Royal Borough of Greenwich Mental Health Pathway. The accommodation is staffed 9am-9pm seven days a week and is a variety of one-bedroom flats, studios and shared houses. We provide clients with support to improve their independent living skills, get involved in social and leisure activities and access specialist services within a mutually supportive environment. Our aim is to prepare clients for a successful move to independent living within two years.



Our move on rate in 2022/23 remains at a similar rate as last year returning to the rates, we saw pre pandemic. However, we've observed more people who have become acutely unwell and experienced crisis requiring inpatient stays to stabilise them and leading to them requiring higher levels of support when they move back into the community. These moves were either agreed by Bridge and OXLEAS or determined after long stays in hospital.

A client's journey through Medium Support

Erica moved into Medium Support from temporary accommodation. Her daily living skills were poor and her relationship with her family and daughter had broken down.

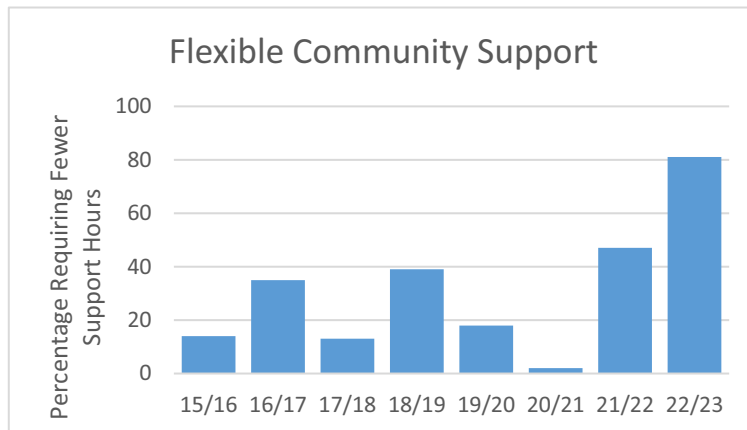
Erica was suspicious of staff to begin with, so staff worked hard to gain her trust. With staff support and encouragement Erica began to have more structure in her life and develop her skills.

Erica worked on rebuilding her relationship with her family and began to visit her family and daughter on a regular basis. Attending the Recovery College her confidence increased and eventually she was able to take on a part time job.

Erica moved into her own flat and received support from Flexible Community Support. She continued to progress in her recovery moving to support on demand so she can contact Bridge if or when she needs any support in the future.

Flexible Community Support

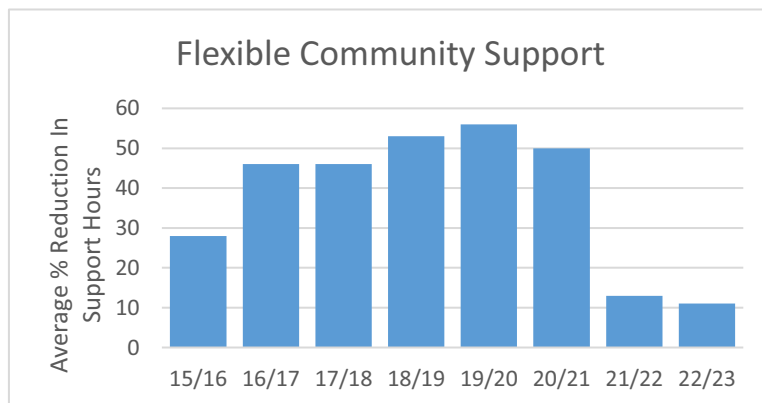
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from one to 20 hours of support depending on need. For many of our clients their recovery journey is not linear, and Bridge Support takes a proactive and consistent approach to fluctuations in clients' mental health - increasing support when needed and taking a step back when clients are managing well.



In 2022/23, FCS supported over 123 clients (2021/22: 130) with the aim to enable our clients to live well and as independently as possible. During the year 31 clients successfully moved on from the service with the majority going on to live independent of a support service and discharged back to primary care.

We review client progress every month to ensure that we are encouraging independence, promoting self-reliance and providing the most appropriate amount of support needed. By measuring the reduction in the amount of support given, we can demonstrate a client's move towards increasing independence.

Post the Covid-19 pandemic, we found a significant number of clients using their self-management skills developed with staff support and encouragement in the lockdown periods. This increased resilience has resulted in 47% of clients needing less support. In 22/23, our average hourly rate per client remained at a very similar number as last year 1.8 hours compared to 1.76 hours per week.



In discussion with Royal Borough of Greenwich, and where appropriate, we have been moving clients to the least amount of support possible for example fortnightly, monthly or support on demand - where clients contact us when they have a support need, usually assistance in accessing a benefit or attending a medical appointment.

In 2022/23, the proportion of clients receiving fortnightly, monthly or on demand support has increased to 30% (2021/22:42%). This is due to the excellent work the team have been doing over the past year in supporting historical clients that are progressing along their journey. This client group have met the majority of their support goals and are being moved on to lower levels of support to increase their independence.

A client's journey with Flexible Community Support

Terri was referred to Flexible Community Support after she became unwell. She had a history of alcohol abuse and self harm.

Terri had nearly completed her nursing degree before she became unwell. A number of years later, during which time she had been supported by Bridge, she was better able to manage her mental health and in a position to restart her studies.

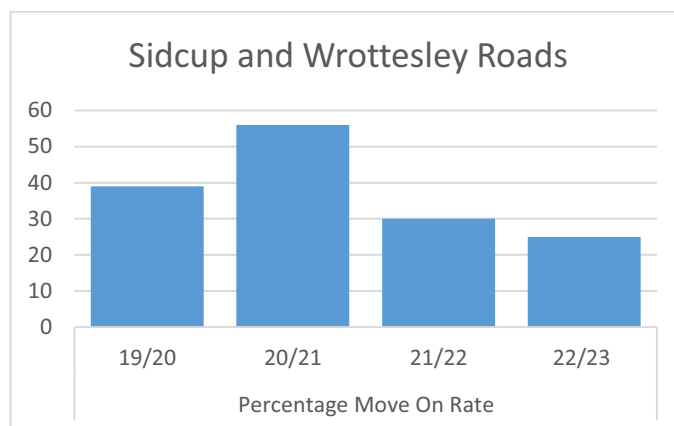
However despite Bridge staff's best efforts Terri found the course hard and she started using alcohol as a coping mechanism.

After another admission to hospital, staff supported Terri back to continue her studies. It wasn't all plain sailing and there were some real ups and downs.

In 2023 Terri graduated and is now a fully qualified nurse.

Sidcup Road & Wrotesley Road

Sidcup Road and Wrotesley Road are non-commissioned services with places available for spot purchases by local authorities or Integrated Care Boards. Bridge identified there was a gap in the market for 24-hour accommodation which made use of, and improved, clients' existing daily living skills.



Both services provide specialist move-on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside the care programme approach provided by the client's clinical team, to strengthen engagement, identify aspirations and provide support that facilitates progress along their recovery pathway.

The aim at Sidcup Road & Wrotesley Road is to move clients on to lower support. This chart shows that in 22/23 client move on was split equally between Medium Support and Alternative Placement. 1 client needed higher support and sadly another client died.

A client's journey through Wrotesley Road/Sidcup Road services

Naina was referred after spending all her adolescent life in mental health residential placements. Consequently she had missed out on accessing education in the community.

Staff spent time building trust with Naina, helping to grow her confidence as she made the transition from an institution to a community-based project.

Support staff and the ST&R worker worked with her on a one-to-one basis to teach how to cook and learn other basic skills as she'd never had the opportunity previously. Staff also felt Naina would benefit from psychological input and worked with her Care Co-ordinator to access this.

Thanks to Naina's commitment and hard work she has built up the tools to be able to move on to Medium Support. She is now in education and experiencing having friends for the first time.

Essex County Council Mental Health Accommodation Services

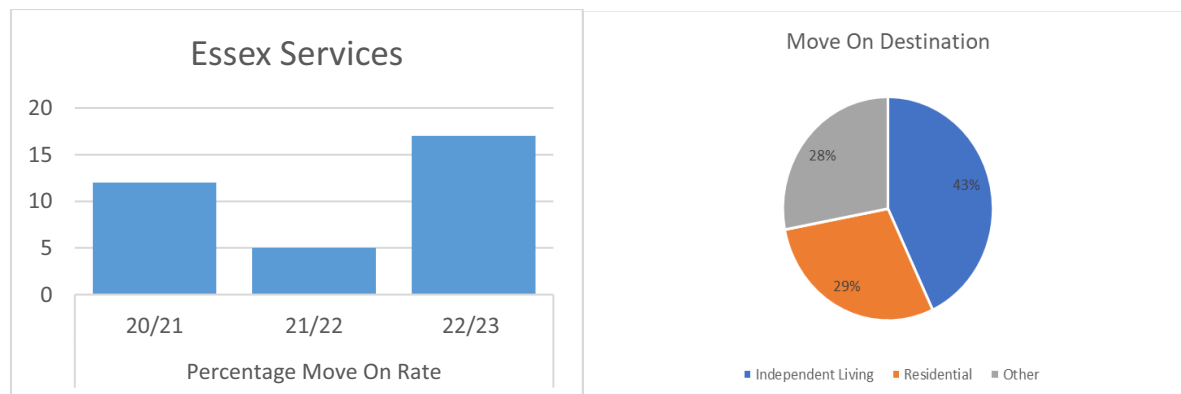
In 2019 Bridge Support won the contract to support 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council.

In May 2022 Essex County Council tendered for the provision of mental health accommodation services (including the Support to Independence units) for West and North East Essex. Bridge won the tender across both locations. After a mobilisation period Bridge started provision of services on 16 January 2023 and now supports 107 clients across the two areas.

Bridge now provides low, medium and high supported accommodation schemes working in partnership with a number of different accommodation providers. Our aim is to prepare clients for a successful move to lower support or on to independent living within two years, providing support to improve their daily living skills, get involved in social and leisure activities and improve the management of their mental health.

Figures below refer to the 3 services delivered under the Support to Independence as the new services only started in January 2023.

Move on rates in 22/23 have increased as the impact of the Covid-19 pandemic reduced and people were supported to more appropriate accommodation. Bridge will be able to have more impact over move on since the start of the new services in January 2023 and the creation of a pathway with increased flow.



A client's journey through Support to Independence

Shanice moved in after an unsettled period living in the community. Her difficulty in sleeping meant her neighbours were disturbed by her during the night.

Shanice's key worker worked with her closely to make sure she felt comfortable. After a number of meetings with professionals Shanice's medication was changed and there were regular conversations about the importance of taking medication when prescribed.

With an improved medication regime Shanice's sleep pattern improved and she was able to be more active during the day. She started exploring the local activities and with support got back in touch with her daughter.

Shanice now manages her own weekly shop, prepares healthy meal for herself and is getting ready to move back into the community with continued medication support.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1,200 enrolled students with over 2,000 places offered over the year.

Unlike many other Recovery Colleges, Bridge Support's Recovery College is located in the heart of Woolwich and not on an NHS site. The College works to increase students' confidence and part of this is to train and equip a number of students to use their personal experience and skills to deliver courses. Over 70% of workshops and courses are delivered by peer trainers.

An example of the amazing impact the Recovery College has on those it touches is narrated by a student below:

My Journey: Walk through the door and watch yourself grow.

All I had to do was open the door and watch how I would grow.

A year ago, I was fresh out of hospital, Bridge awaiting me; working alongside me and all I had to do was walk through the door!

With my hands sweating, my heart beating so fast I thought it was about to jump out and run back home under my covers where it was safe, where I was hidden, my mind racing with questions, negative words how bad I'd be, how I would mess up, but here I was at the door one foot in and being greeted by the Recovery College team. I had spent months with my support worker, building me up going out on public transport, learning how to be within the community, asking for coffee in public and now I was starting a journey where I would learn new skills, hobbies and interests, I'd learn to communicate again and build trust, friendships and gain some sense of meaning back in my life.

Where am I today?

Today I am able to crochet, know different styles of art, relax and do diamond art, build herb boxes and bird feeders from scratch, through DIY classes. I've recently made a lampshade; and now I can watch movies at home and relax for a short period. I am able to speak in groups, listen and share advice. I am finally able to laugh, smile and be me, I feel like I belong, I'm accepted and that I have somewhere to go. Somewhere to turn to and people who don't judge being around me. I feel needed and I feel like maybe just maybe I can be someone again that's confident, strong and someone who can grow.

Today I can eat better, exercise and enjoy the open air, I can meet my new friends for lunch, I can look forward to learning new skills....

For the future I don't know much, that can be overwhelming still, I would say I'm halfway on my journey, I still have things to work on. But in time I'd like to get into mental health- share my story and help others that much I do know.

Who would have thought all I had to do was walk through the door and watch myself grow.

- *Team Bridge saved me.*
- *Recovery College & support worker Claire helped me grow.*

- *I stepped through the door.*

Other quotes from Recovery College students

The Recovery College gives me a place to go where I am not judged!

Attending the Recovery College has helped me to take control of my mental health. For example – since attending the Recovery College I am able to take control by planning my week & days. I am in control of making new friends and deciding on taking time outside of the college which helps me socialise & and maintain social skills, this enables me to keep check on how I am feeling and stops me from spending time alone or in bed sleeping.

Attending the Recovery College has helped me to take control of my mental health. I am now able to speak about my mental health without shame & think of ways to manage better it.

Ladies Circle (a peer lead group) has helped me so much in my recovery. I feel I can talk and never feel judged. I feel comfortable in ladies circle the group makes you feel welcome and you can share any problem is never too small and we are there for each other – Ann Kane

Meeting people in a similar situation as me helps and to be able to speak without judgement. Also if you have a problem they will try and help you 100%. I love it.

Bridge Back Home

Bridge Back Home is a pilot project commissioned by Oxleas NHS Foundation Trust to support patients in crisis. Bridge Back Home provides specific short term social support in the community for up to 12 weeks to resolve any issues that may be affecting individuals' mental health. Individuals are mainly referred from Greenwich Home Treatment Team but referrals have also been received from the wards at Oxleas House to expedite discharge.

Bridge Back Home staff provide help to clients with many areas of life that are the stressors likely to trigger or worsen a mental health crisis. The team works closely with partnership agencies and generally provides support in the following areas:

- Housing needs
- Financial needs (including benefits application, budget planning and debt management)
- Social inclusion (onward referrals to Recovery College, Greenwich MIND, GLLAB, WDP Greenwich, 12 step programs, Health Wise Scheme, Community Hub, Men in Sheds etc)
- Advocating on behalf of clients for the best mental health support package available
- Welfare checks and emotional support

During the pilot the team have supported over 345 individuals. Individuals were asked to complete a questionnaire regarding their mental health, quality of life, mood and ability to self-manage at the beginning of their support and on their discharge. From a sample of 39% of clients the improvement in scores for each area was:

- an increase of 88% in their mental health
- an increase of 89% in quality of life
- an increase of 90% in mood
- an increase of 66% in their ability to self manage

Overall the service achieved a satisfaction rating of 95%.

Given the outcomes of the Bridge Back Home Service and the continuing referrals, Bridge are working together with Oxleas and Royal Borough of Greenwich to obtain funding to turn the pilot into an ongoing service.

A client's journey through Bridge Back Home

Steve was referred to Bridge Back Home via Greenwich Home Treatment Team for support with housing and finance. He is an army veteran who was homeless with a diagnosis of PTSD, depression and personality disorder.

Bridge Back Home staff supported Steve to make contact with Veteran Aid for help with accommodation and accompanied him to the assessment.

Veteran Aid were able to offer Steve long term accommodation as well as substance misuse support and counselling to help him deal with his complex PTSD.

Steve moved into Veteran Aid accommodation within 2 weeks of receiving support from Bridge Back Home. He now has hope for the future and can start to better manage his mental health.

Feedback from individuals supported by Bridge Back Home

"Since I have started to see someone from Bridge some things have changed for me, for example relationship with my family, managing my needs and also budgeting has improved. I rate my experience with Bridge 10/10."

"I really wanted to basically say, what an excellent, outstanding & amazing (going way beyond the call of duty service & support) that I have received from a member of your team. And she, herself has brought me from my lowest point in my life, to normality & reality. Not only has she helped me to find stability with my Mental Health, she helped me to find a new perspective on life & how precious it really is. The support & help that I received from her is way beyond outstanding to say the least. You are helping people's lives. For me personally I wouldn't have done this without you."

"I was referred to your amazing team a few months back now. I am being discharged from the team and I couldn't be discharged without letting you know my experience. My support worker is amazing. I was street homeless when I met her, and she fought tooth and nail to get me where I am today - she persisted with the council even when I had given up and I am finally in a hostel with a roof over my head waiting to be placed in permanent accommodation and I have her to thank for that. I have worked with a lot of support workers in my life, and she is by far the best I have ever worked with. From where I was when I was first referred to where I am now is nothing short of a miracle and I only have my support worker and your amazing team to thank for that."

Greenwich Mental Health Hub

Greenwich Mental Health Hub is a community based service provided in partnership with Oxleas Foundation NHS Trust and Bromley, Lewisham and Greenwich MIND. The service is intended to operate as a front-door to mental health support, bringing clinicians and voluntary services together to offer a holistic service.

The hub offers:

- Comprehensive brief intervention programme (with interventions typically 4-8 weeks and up to 12 weeks)
- Social prescribing support to facilitate access to mainstream resources and activities
- Straightforward process for re-engagement post-discharge if required
- Multi Disciplinary Team meetings including representatives from Improving Access to Psychological Therapies/secondary care to facilitate frictionless movement between services

Feedback from an individual supported by Greenwich Mental Health Hub

"I was offered support and I chose telephone meetings rather than face to face. The mental health adviser really listened to me and I felt I could be myself and really talk to her. She really helped me in other ways by giving me lots of information of places that could be of help to me. She even put me in contact with a benefit welfare advisor. I really felt she cared and I looked forward to our telephone meetings. The help she gave me was above and beyond. Now I'm in contact with a benefit welfare advisor and he is helping me so much with PIP and other bills. He has taken a huge weight off my shoulders and knowing he is there to help has given me so much peace. I cannot express enough how much his help is appreciated. I never knew there was help like this out there with Greenwich Mental Health Hub. I feel supported and life feels less stressful with his help. Greenwich Mental Health Hub has been a God send for me. I'm so grateful for their help."

A client's journey through Greenwich Mental Health Hub

Mel presented at the hub with depression, anxiety and OCD but also recent issues including dealing with cancer and the death of her mother. She also had past trauma as a result of childhood abuse.

She was supported to engage with Cruse Bereavement Support and MacMillan Cancer Support. She was also supported to access the grief café to help her deal with bereavement.

Mel had a PIP assessment in July 2023 which was rejected and which really heightened her anxiety. She was then referred to the hub's Benefits Advisor for support with the appeal process.

She was also referred to the Managing Emotions skills workshop online and has engaged very well. As part of the workshop she has also worked on a wellbeing plan and a crisis management plan.

She now regularly attends the Recovery College, is in the process of appealing the PIP assessment and feels as if she is a lot more capable of managing her own emotions through self care techniques.

Community Mental Health Rehabilitation Plus Pilot

The Community Mental Health Rehabilitation (CMHR) Plus Pilot integrates local voluntary sector support workers within the existing Oxleas NHS Foundation Trust's Community Mental Health Rehabilitation Service.

For the pilot Bridge have provided 2 seconded support workers to work alongside the clinical team. The Bridge staff are key in providing interventions and support to help individuals recover from complex mental health problems and restore their skills and confidence to live successfully in the community.

The aim of the pilot is to offer a greater continuity of support as people transition from hospital to home and from residential placements to more independent living as well as to provide focus on physical health and social care needs as well as clinical needs.

In 2022-2023, CMHRES+ worked with 27 clients intensively and stepped down 3 clients to Medium Support. The team carried out personalised and focused rehabilitation activities to increase:

- quality of life
- independence
- community connections and
- support the person to achieve their goals

These were community-based activities such as Recovery College, GCDA cookery, Charlton Athletic older people's group, Re-Instate (LD workshop), over 50's swimming, alongside group and individual activities within client homes. These sessions focused on Recovery and specific ADL activities to build skills.

Feedback from individuals supported by CMHRES+

'I loved putting together and mixing up the ingredients in the bowl and seeing the cookies when it was done baking.'

'I have my own bank card, also my freedom pass all by myself.'

'They are helping me out for my recovery.'

'I loved when they come over, they make me smile.'

'I wish they could come round more, that talk and laugh with me. It's good to have different people visiting. New faces.'

A client's journey through Greenwich Mental Health Hub

Pat was living in a high cost 24 hour supported living placement. She had been identified as needing help with her self care, cooking, clean, communication and social inclusion as she was heavily reliant on staff.

CMHRES plus staff helped Pat to access activities such as badminton, swimming sessions and community cooking sessions. She was also supported to get involved in voluntary work.

The staff also formed a positive working relationship with Pat's mother who played a significant role in her life. The staff supported Pat's mother to approach her role as a carer with a more rehabilitative focus.

Pat was referred to the Greenwich Supported Accommodation Pathway for medium support. Staff continued to work with her for a number of weeks after she moved in to ensure a smooth transition. Pat is enjoying her new accommodation.

24 hour complex care Kingston

Bridge are working with the South London Partnership on a 12 month pilot providing support and accommodation for individuals with complex needs.

The pilot, launched in February 2023, provides specialist enhanced rehabilitation support to adults typically aged 18-65 diagnosed with severe and enduring mental health needs. The services has an integrated clinical and voluntary sector shared model of care and support within an accommodation based service.

The clinical element takes the form of in-reach, which includes psychiatry, occupational therapy, nursing, and psychology input. This is provided by the South West and St George's Mental Health Trust Community Rehabilitation Team.

The target average length of stay for individuals is 9 months.

The aims and objectives of the Pilot are to ensure that people are able to:

- Live as independently as possible
- Receive their support in the least restrictive way possible.
- Live in their own home by maintaining a tenancy/licence agreement, rental or ownership.
- Have choice and control over their Service, including how it is delivered and by whom.
- Receive a flexible service which responds to their individual preferences and needs.

Successful Outcomes:

The SLP were initially planning to commission a report of the effectiveness of the Pilot before going out to tender a block contract for the initial pilot service and 2 further services across South London. However, the SLP have tendered for all 3 services before the report has been conducted which we believe demonstrates that they are satisfied with the effectiveness of the service.

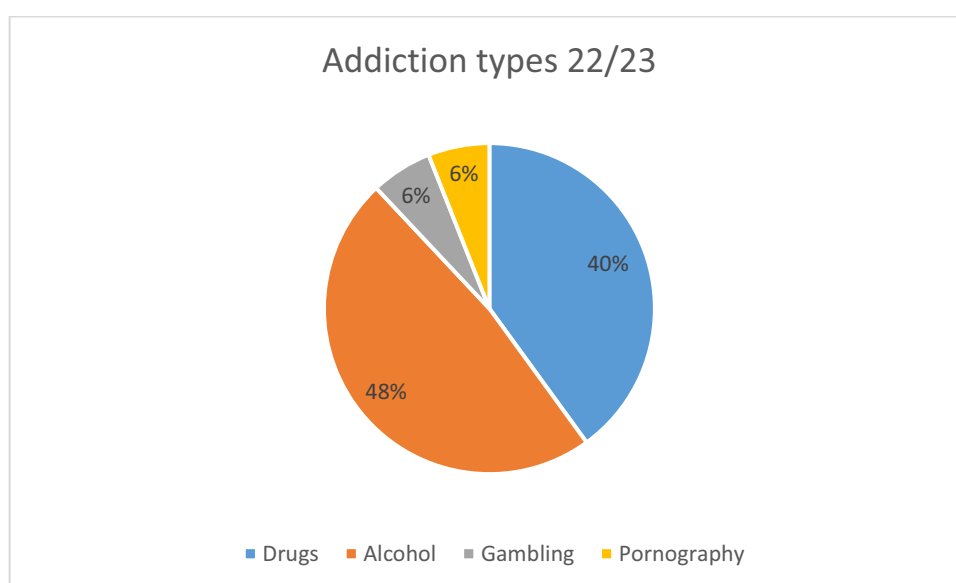
Staff at the service successfully supported a client who had entered the service directly from an inpatient unit in March 2023 to transition back into the community and in September 2023 they moved back into their own flat.

Substance Misuse worker

Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

In order to help clients who are struggling to understand their addiction and who need additional support within their accommodation last year we made the role of an in-house substance misuse worker permanent after a trial period.

During 2022/23 the Substance Misuse worker supported a total of 64 clients with their addictions. The following chart shows the different kinds of addiction for which clients have received support:



Referrals

Referrals made to Via (previously known as WDP) 8, the Recovery College 8, and Mutual Aid such as Narcotics Anonymous where clients attended meetings, 5

Outcomes

One client was abstinent over 9 months, there was one successful Residential Detox, seven clients reduced alcohol intake and/or successfully completed the course of reduction and four reduced drugs intake and/or successfully completed the course of reduction.

A client's journey through addiction

Denise was referred from Bridge Back Home - she was living in a house that was more or less derelict with no heating, rotten floorboards and missing windows. She was consuming 2 litres of vodka daily.

Over time the substance misuse worker helped Denise reduced her consumption to a small bottle of vodka daily. A referral was made to community substance misuse services but her attendance was sporadic due to ill health.

After being admitted to hospital with extreme dehydration and possible kidney failure, the substance misuse worker and the community substance misuse worker were able to negotiate a place at a residential rehabilitation centre.

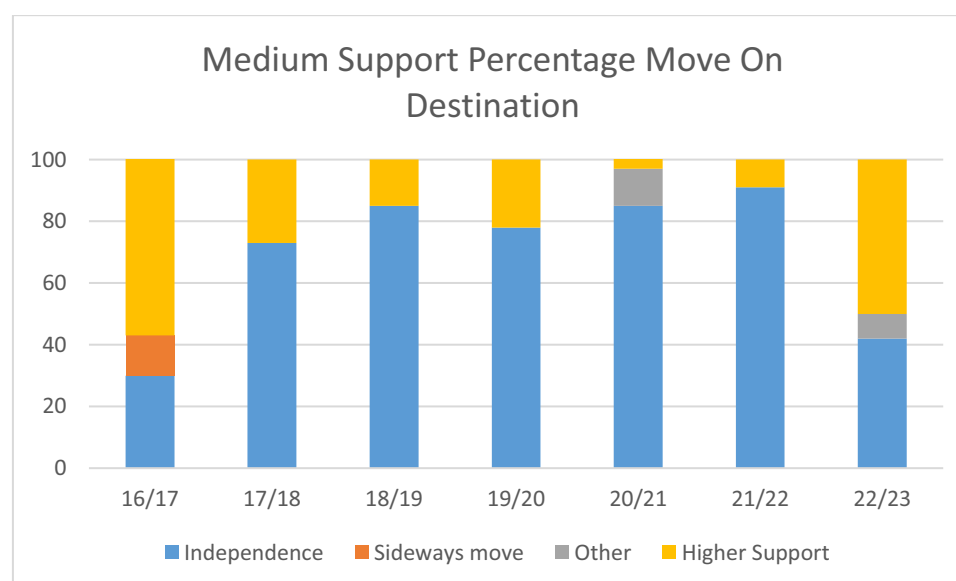
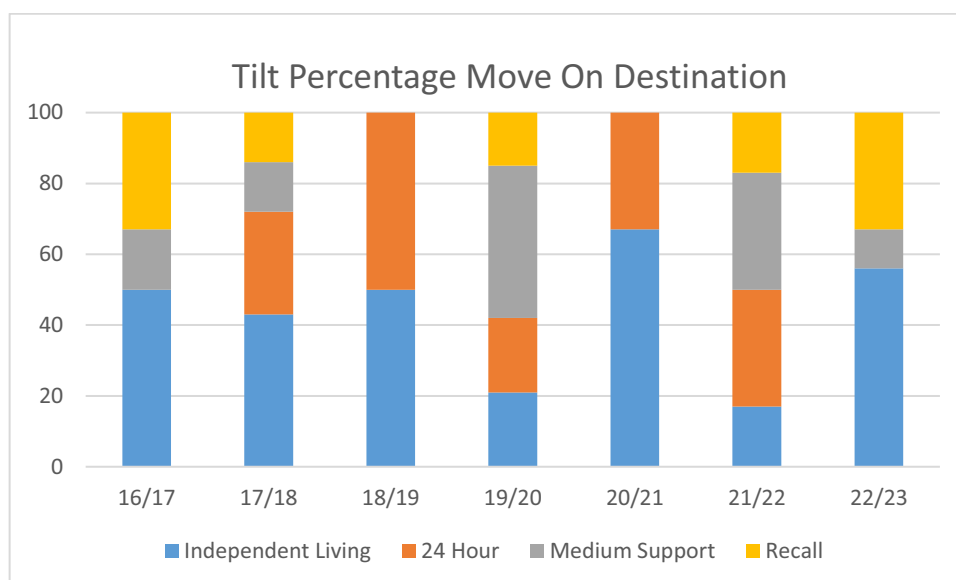
Despite cuts in funding, after lots of discussions Denise was able to stay in rehabilitation for six months and is now moving to a community two year move on dry house for females.

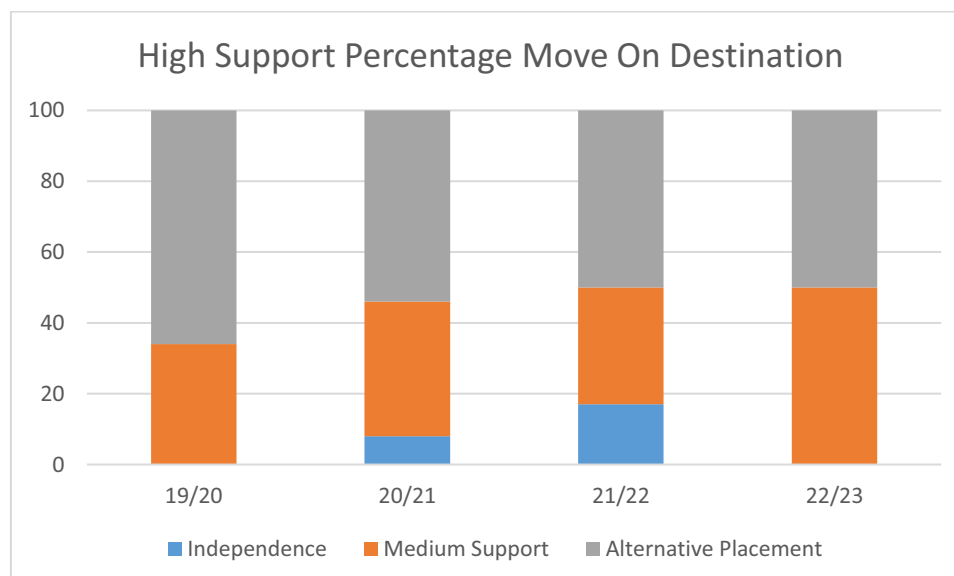
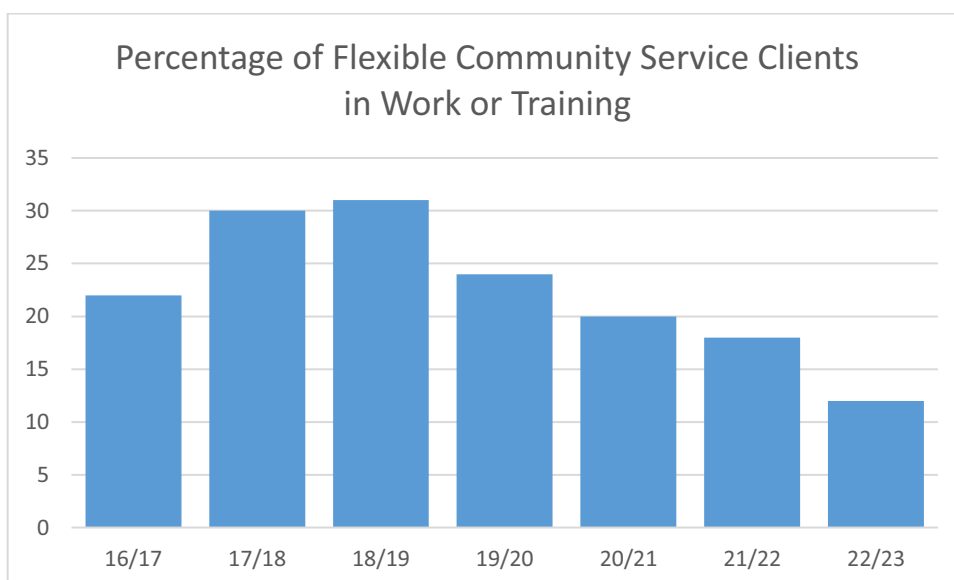
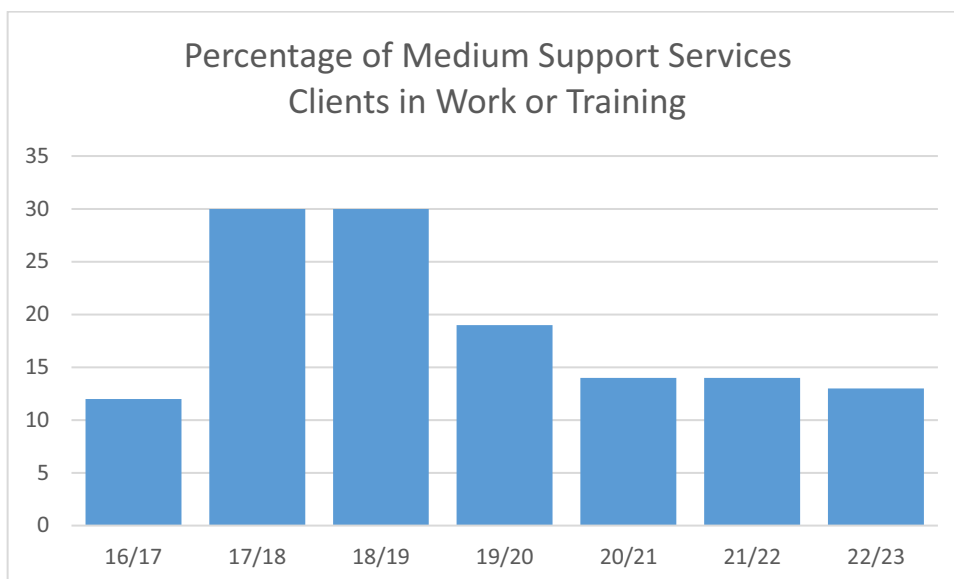
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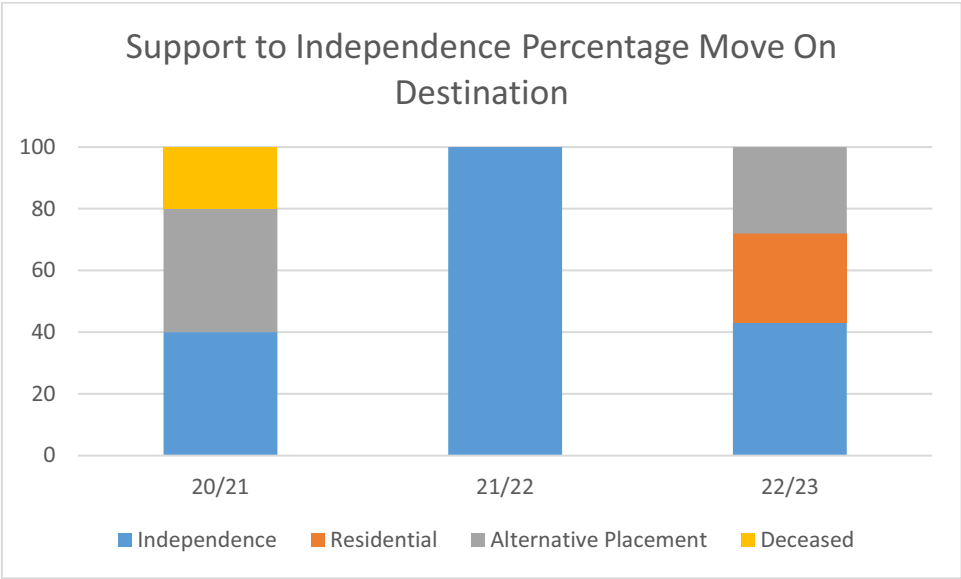
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

In line with all data collection and protection guidelines we seek feedback from a variety of sources including client surveys, family and friends' comments, etc. To improve, measure, and demonstrate the impact of our work we collate our understanding of our clients' needs and measure our clients' progress, enabling us to track the acquisition of a range of different skills and abilities.

Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we currently have in place.







Shaping future services

Throughout 22/23 Bridge has continued to be a key partner to commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

In the Royal Borough of Greenwich, Bridge is an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

The pilot project on which we were working alongside Oxleas NHS Foundation Trust last year is now underway – Bridge Back Home.

The post of Pathway co-ordinator has recently been agreed and funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

Lastly the work that Bridge completed in conjunction with Essex County Council for a more progressive mental health pathway led to the service being tendered. As mentioned previously Bridge have been awarded the contract for accommodation based mental health services in North East and West Essex.

Our plans for 2023/2024

- We will work with existing commissioners to respond to contract renewal opportunities.
- We will start the new large contracts we have won in Mid Essex and in South Essex which provides support for a further 168 clients in these areas.
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas inside or close to London and, following the successful pilot for supporting clients with high support needs in Kingston we await the outcome of tenders for supporting a further 42 high support clients in South East and South London as well as South West London.
- We will also be offering our existing commissioners a wider range of services to better meet their needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business.
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.

This year...		Next year...
The Substance Misuse Worker has been working with more clients		Look to recruit additional resource to expand the Substance Misuse work
We continued to support clients to get back accessing community services post Covid-19		More clients will be taking part in community activities
We reached our target move on rate from Medium Support of over 30%		We will maintain our 30% move on rate from Medium Support
0% of Tilt clients re-offended		We will maintain our 0% re-offending rate and help support clients to avoid recall
We met our target of 50% of clients at Wrotesley Road and Sidcup Road moving to Medium Support		We will maintain the proportion of clients moving to Medium Support at 50%
Successfully reduced our use of agency staff in our Essex services		We will continue to focus on reward and retention to minimise our recruitment needs
This year we have taken on 107 new clients in North and West Essex and ensured they are receiving the correct level of support		Next year we will be taking on more clients in South and Mid Essex
Despite working in partnership with clinical teams referral rates in Greenwich Pathway services remain low		The new Pathway Co-ordinator will support a better flow through the pathway services
Bridge Back Home and the Greenwich Mental Health hub demonstrate the importance of social support in keeping individuals well		We will continue to investigate other opportunities to work with a wider range of partners using similar models of support

Last year we said we would ...	This year we achieved...
achieve move on rates of 29% or more in Medium Support	a move on rate of 29% in Medium Support
increase capacity to over 150 clients within Flexible Community Support	Supported 130 clients in Flexible Community Support
aim to maintain the Tilt Project 0% re-offending rate	the Tilt project re-offending rate remaining at 0%
Produce a handbook for Greenwich Support Services	Handbook available to all clinical staff and potential clients
Work with existing commissioners to respond to contract renewal opportunities	Secured a 5 year contract with Oxleas NHS Foundation Trust for the Tilt Project
Offer existing commissioners a wider range of services	Bridge Back Home team working with over 200 referrals
Respond to pre-qualification questionnaires and invitations to tender	Secured a new contract for an improved mental health pathway in Essex

Financial Review

The Directors of Bridge 86 Limited are charity trustees for the purposes of charity law. Under the Company's articles of association, they comprise the Board of Trustees and are referred to as **Trustees**.

The Trustees present their report and financial statements for the year ended 31 March 2023. In this Report, references to **Bridge Support**, **the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Income and Expenditure

The Group has made a surplus of £36,010 (2022: £356,539) during the year. The consolidated surplus consisted of a loss of £936 (2022: £15,180) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £36,946 (2022: £371,719) for Bridge Support itself.

As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably, and that the cafe would stay closed until trading conditions permit its reopening. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2023 of £285,903 (2022: £284,967). Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.

Income for the year again increased substantially to £5,128,172 from £4,627,737 in 2022 (which had itself increased substantially from 2020). This was achieved through winning the tender for High, Medium support service in North East and in West Essex and the tender for opening a High support pilot for 12 clients of the South London Partnership of three South London Clinical Care Groups.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £2,879,463 (2022: £2,265,192). The costs of renting properties have increased to £609,613 (2022: £547,280).

Balance Sheet

The balance sheet remains strong with cash holdings of £1,130,019 (2022: £1,673,866).

Bridge Support was a participating employer in the Royal Borough of Greenwich pension scheme. During the year the charity settled the adjusted full cessation liability of the scheme amounting to £120,000 following the death of the last member of the scheme.

General Funds available stand at £1,159,807 (2022: £1,123,797).

Reserves Policy

At the end of the year reserves amounted to £1,159,807 (2022: £1,123,797) which represented 2.73 (2022: 3.16) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2022, is to maintain unrestricted funds at a level equivalent to three months expenditure. The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2022, based on the same methodology considered in 2015, 2017 and 2021. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 2.28 (2021: 1.4) times as at 31st July 2022 and believe there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

The increases in inflation and the cost of living crisis have resulted in the increase in September 2022 in the hourly rates of pay published by the Living Wage Foundation, increasing by 10.1% outside of London and by 8.2% in London. As a member of the Living Wage Foundation Bridge Support has increased the salaries of its staff to these levels and has agreed increases in its prices for these services.

The risks of the impacts of higher levels of inflation and the cost of living crisis are monitored closely with the production of regular management accounts which are scrutinised by the Finance and Audit Sub-Committee and then Board, and where necessary remedial action taken. Living Wage increases, announced in October 2023, will result in discussions with commissioners to fund these increases.

With the level of the disruption of the pandemic reducing, contracts for services in the North-East and West of Essex and the contract with Oxleas NHS Foundation Trust for the Tilt service were tendered and both won. The outcome of the tender for the Tilt service was announced in March 2022, the contract being re-let to Bridge Support for five years with an option to it to be extended for a further two years. The tender for the service in Essex was let to Bridge Support in the summer of 2022 which increased the number of clients to be supported by a factor of 3. Support from clients under this contract commenced on 16th January 2023.

Our contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 30th September 2024.

In addition the Trustees have assessed other major risks to which the Charity is exposed, and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks.

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified as a key risk the over-reliance on too few commissioners in too few geographic areas and a strategy to mitigate this has been developed. Bridge has sought opportunities for providing support to clients in neighbouring areas and as a result has won tenders for providing support to clients in Mid and in South Essex and is tendering for contracts for supporting a further 42 clients in south west, south and south east London in 2023 building on the pilot in south east London which opened in November 2022.

Other risks include void rates in the Medium Support and Tilt services, which are managed closely with commissioners to ensure referrals are received to reduce periods of voids, the loss of key members of staff which has been mitigated by the expansion of senior management and the risk of losing existing

contracts. Continuing contact with commissioners of existing contracts is maintained to ensure that service standards are maintained at the highest level.

Key Management Remuneration

The Remuneration Committee reviews the remuneration of the Executive Team, within the terms of the framework and policy agreed by the Board and makes appropriate recommendations.

Fundraising

Fundraising statement Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Any such amounts receivable are presented in our accounts as “Donations and legacies” and are all voluntary in nature.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees.

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2022 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

The Charity is a company limited by guarantee, incorporated in England and Wales under number 2162224 on 8th September 1987. Its governing documents are its Memorandum and Articles of Association, as amended by special resolution on 24th November 2010 and 27th January 2021. These documents set out the Charity’s objectives and the framework within which Bridge Support must operate to achieve these. The Articles of Association are subject to approval by the Charity Commission and are regularly reviewed by Trustees to ensure they remain up to date.

The objects of the Charity set out in its articles of association are to improve health, education and to relieve poverty for the public benefit particularly for those with mental health problems to assist them towards leading independent lives.

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the Charity Commission when making decisions in the day-to-day running of the Charity.

None of the Trustees has any beneficial interest in the Charity. All of the Trustees are members of the Charity and guarantee to contribute £1 in the event of winding up.

The Articles of Association provide for Trustees to be elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. A Trustee may only serve three terms, each of three years, unless 75% of the Board of Trustees recommend that the Trustee be elected for a fourth and final term of three years.

The Charity has a formal application and interview process for appointing Trustees, which takes into account the nature of its work, the requirements of its beneficiaries, and seeks to ensure an effective mix of experience and skills on the Board.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged although these have been limited during the pandemic. These will resume when safe to do so. All new Trustees are expected to undertake an induction process that covers:

- Their obligations as both Trustees and members;
- The operational framework for the Charity;
- Resourcing and the current financial position as set out in the latest, published accounts;
- Future plans and objectives.

The Board of Trustees (Directors) is responsible for setting the overall strategy and direction of the Charity, and for ensuring Bridge Support uses its resources effectively in pursuit of its strategy.

There is a framework of delegation in place to set out matters delegated to committees of the Board, the Chief Executive, and other staff. This is regularly reviewed and updated as necessary

The Board of Trustees meets at least six times each year as a Board and attend a Trustees Away Day. In addition to this, they are supported through the work of four committees:

- Finance and Audit Sub-Committee, which is responsible for recommending to the Board the appointment of the external auditors, reviewing Bridge Support's accounts and financial controls, and reviewing the statements and actions on risk and internal controls.
- Quality, Governance and Risk Committee, which oversees service quality and risk, and organisational governance.
- Remuneration Committee, which considers and recommends to the Board the framework or policy for the remuneration of the Chief Executive and the Executive Team.
- Nominations Committee, which oversees the recruitment of new Trustees. This includes: identifying which of the applicants meet the requirements of the Trustee specification; managing the application and interview process; and making recommendations to the Board of suitable candidates.

The Executive Team works closely with the Board of Trustees to help turn the Charity's vision and strategy into a reality. They are responsible for the day-to-day management of the organisation.

The Charity has no specific investment powers. Any surplus funds in addition to the funds required for the day to day requirements of the Charity are put on deposit with the Charity's bankers to maximise receivable interest. The Charity is in the process of appointing investment managers to assist in the management of surplus funds.

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, Debbie Towersey, People and Resources Director and Hasan Fahri, Operations Director. Biographical information on the current Executive Team can be found at: <https://www.bridgesupport.org/meet-the-team/>

The Charity's governance is kept under review by the Trustees to make sure that its governance structures, policies, and procedures are fit for purpose as the Charity and the environment in which it operates evolve. In July 2023 the Trustees commissioned an external governance review by Bates Wells LLP. This review is ongoing but the Trustees expect it to be completed before the end of the year.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Standards Comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees Annual Report is approved that in so far as the Trustees are aware:

- There is no relevant audit information of which the parent charitable company's auditor is unaware
- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

Price Bailey LLP have expressed their willingness to continue as Bridge Support's auditors.

In preparing this report the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006

The Trustees' annual report has been approved by the Trustees on 01 Dec 2023
2023 and signed on their behalf by:



George Wilkinson (Dec 1, 2023, 1:45pm)

George Wilkinson, Chair of Trustees

Independent auditor's report to the members of Bridge 86 Limited

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including 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 group and parent charitable company's affairs as at 31 March 2023, and of the group's 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 group and parent 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 group or parent 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.

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 included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the group and parent 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 group and parent 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent Charitable Company and the sector in which it operates and considered the risk of the group and parent Charitable Company not complying with the applicable laws and regulations including fraud in particular those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the group and parent Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the group and parent Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We reviewed expenditure on legal fees during the period and the risk register maintained by the charitable group.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved 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 group and parent charitable company's members and its trustees 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 group and parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 4 December 2023

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2023

		Unrestricted Funds	
		2023	2022
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	2,734	90
Trading activities	2b	-	-
Charitable activities:			
Support for clients	3	5,120,989	4,619,536
Investment income	4	3,669	157
Other income		780	7,954
Total income		5,128,172	4,627,737
Expenditure on:	5		
Raising Funds			
Trading Activities		936	22,469
Charitable activities:			
Flexible Community Service (FCS)		1,748,609	573,930
Medium Support Service (MSS)		2,035,594	928,540
Essex County Council (ECC)		950,989	645,897
Recovery College (RC)		211,903	248,986
Development (Devel)		144,131	284,589
Total expenditure		5,092,162	4,271,198
Net income for the year	6	36,010	356,539
Other recognised gains and losses:			
Actuarial Gains/(losses) on defined benefit pension schemes	13	-	181,081
Net movement in funds		36,010	537,620
Total funds brought forward		1,123,797	586,177
Total funds carried forward		1,159,807	1,123,797

All of the above results are derived from continuing activities. The attached notes form part of these financial statements.

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2023

		Charity		Group	
	Note	2023	2022	2023	2022
		£	£	£	£
Fixed assets:					
Tangible assets	9	68,549	74,408	68,549	74,408
Investments	10	2	2	-	-
		68,551	74,410	68,549	74,408
Current assets:					
Debtors	11	639,841	396,736	639,841	396,736
Cash at bank and in hand		1,310,019	1,673,866	1,311,349	1,675,195
		1,949,860	2,070,602	1,951,190	2,071,931
Liabilities:					
Creditors: amounts falling due within one year	12	858,932	943,216	859,932	944,214
Net current assets		1,090,928	1,127,387	1,091,258	1,127,717
Total assets less current liabilities		1,159,479	1,201,797	1,159,807	1,202,125
Defined benefit pension scheme liability	13	-	78,328	-	78,328
Total net assets		1,159,479	1,123,469	1,159,807	1,123,797
Funds	14				
Unrestricted funds:					
Pension reserve		-	(280,000)	-	(280,000)
General funds		1,159,479	1,403,469	1,159,807	1,403,797
Total funds		1,159,479	1,123,469	1,159,807	1,123,797

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 01 Dec 2023

and signed on their behalf by:



George Wilkinson (Dec 1, 2023, 1:45pm)

George Wilkinson
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2023

			Group		
	Note	2023	2023	2022	2022
		£	£	£	£
Net cash provided by / (used in) operating activities	15		(314,835)		607,487
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		3,669		157	
Purchase of fixed assets		<u>(52,679)</u>		<u>(40,166)</u>	
Cash (used in) investing activities			(49,010)		(40,009)
Cash and cash equivalents at the beginning of the year			1,675,195		1,107,717
Cash and cash equivalents at the end of the year	16		<u>1,311,350</u>		<u>1,675,195</u>

Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2023	2022
Net movement in funds for the year	36,010	537,621
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
Non Operating Cash Flows Eliminated		
Depreciation	58,538	64,755
Actuarial Losses/(Gains)	-	(181,081)
(Increase)/Decrease in stocks	-	-
(Increase)/Decrease in debtors	(243,105)	441,213
Increase/(Decrease) in creditors	<u>(162,609)</u>	<u>(263,598)</u>
Net cash generated by operating activities	<u>(314,835)</u>	<u>607,487</u>

Analysis of cash and cash equivalents

	Group	
	2023	2022
Cash and Deposits at the start of the year	1,675,195	1,107,717
(Decrease)/Increase in Cash and Deposits	<u>(363,845)</u>	<u>567,478</u>
Cash and Deposits at the end of the year	<u>1,311,350</u>	<u>1,675,195</u>

Analysis of changes in net debt

	Group	
	2023	2022
Cash and cash equivalents 01.04.2022	1,675,195	1,107,717
Cash flows	(363,845)	567,478
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2023	<u>1,311,350</u>	<u>1,675,195</u>

See note 16 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

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 October 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note. All amounts are shown in pounds sterling.

The results of the trading subsidiary are consolidated into these accounts on a line by line basis.

Administrative details are shown on page 62

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. Stir Enterprises Limited ran Stir, a cafe in Woolwich, South-East London. As a result of the Coronavirus pandemic Stir closed on Friday, March 20th 2020 and has not re-opened. The Board of Bridge 86 Ltd has decided that Stir Enterprises Ltd will remain dormant until such time they wish to utilise the company as a vehicle for the Charity to trade. Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2022 amounting to £285,903 (2022: £284,966). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group.

The tender for one significant contract, the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st March 2024 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in Essex has been re-tendered and successfully won and two new large contracts for Mid and South Essex have been won via tender and will start near the end of the 2023/24 financial year. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful.

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

d) Interest and investment income 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.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

f) Expenditure and irrecoverable VAT

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:

- Trading costs incurred by Stir Enterprises Ltd
- Expenditure on charitable activities which includes the costs of delivering services and educational activities undertaken to further the purposes of the charity and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

g) Allocation of support costs

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, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

The depreciation rates in use are as follows:

Furniture and Equipment	33%
Computer equipment	33%
Additions to Leased Buildings	33%

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid at the year end.

k) Cash at bank and in hand

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

l) 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.

m) Pensions

The charity was a member of the London Government Pension Scheme which is administered by the London Borough of Greenwich. The defined benefit scheme was funded through payments to an administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. During the year the charity settled the adjusted full cessation liability of the scheme amounting to £120,000 following the death of the last member of the scheme

Current and past service costs along with interest costs were recognised as charges against resources expended. Expected returns on pension scheme assets were shown against other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions were charged or credited to the statement of financial activities.

The asset or liability recognised in the balance sheet in respect of defined benefit pension plans was the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. The defined benefit obligation was calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation was determined by discounting the estimated future cash outflows using interest rates in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The charity also offers a defined contribution pension scheme for employees managed and run by The People's Pension. The assets of the scheme are held separately from those of the charity. The contributions payable are charged to the statement of financial activities.

n) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. There were no estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments are measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The investments note 10 details the historical cost of the investments and the unrealised gains to arrive at their fair value.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

2a Income from donations and legacies	2023	2022
	£	£
Donations	12	90
Grants	2,722	-
	2,734	90

The Grant received in the year was for "Warm Spaces" awarded by the Royal Borough of Greenwich. It enabled facilities at the Recovery College to be available to those requiring assistance in response to cost of living pressures.

2b Income from trading activities	2023	2022
	£	£
Stir Enterprises Limited	-	-
	-	-

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. Stir Enterprises Ltd is dormant and did not generate any income in 2022/23. In 2021/22 income received by Stir Enterprises Ltd was for the government Coronavirus Job Retention Scheme for staff. See note 10.

3 Income from charitable activities	2023	2022
	£	£
Support for clients		
Royal Borough of Greenwich	1,871,026	1,857,840
Oxleas NHS Foundation Trust	1,082,649	999,318
Essex County Council	836,549	588,961
Core Rents Receivable	735,737	738,060
NHS CCG's	317,281	280,369
MIND	205,820	118,825
Housing service charges receivable	36,277	36,163
Islington Council	35,650	-
Total income from charitable activities	5,120,989	4,619,536

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service.

Income from Oxleas NHS Foundation Trust is for a contract awarded from 1st May 2022 for 5 years, following a competitive tendering process, for the support of clients at the Tilt project. Bridge Support was commissioned to provide the Bridge Back Home service from 1st April 2021 which continued through 2022/23 and has been recommissioned for a further 24 months.

Income from Essex County Council is for the award of contracts which were competitively tendered and started in November 2019. These contracts ended on 15th January 2023 following competitive tendering and the new 5 year contracts for the North East and West Essex were awarded to Bridge Support from 16th January 2023.

Income from NHS Clinical Care Groups (CCG's) includes a new pilot service which commenced in February 2023. Bridge was successful in tendering for the provision of 24 hour support to clients from two properties in the South West of London. In addition income was received for financing the Recovery College and for support to clients in the Kitchener Flats.

The Greenwich Mental Health Hub started in 2021/22 and is provided jointly by Bridge Support together with Oxleas NHS Foundation Trust and Bromley, Lewisham & Greenwich MIND.

Income from Islington Council is for one client supported by the High Support Service.

There are no unfulfilled conditions for any of the above contracts.

4 Income from investments	2023	2022
	£	£
Bank interest	3,669	157
	3,669	157

5 Analysis of expenditure

The management of departments has been consolidated and the analysis of expenditure reflects that consolidation. Comparative figures from 2022 are shown in the new configuration. Higher Support includes TILT, High Support services at Sidcup and Wrotesley Roads and services to the South London Partnership in Kingston. Flexible and Medium Support includes the Flexible Community Support and Medium Support departments, the Bridge Back Home service, the Greenwich Mental Health Hub and the Community Mental Health Peers support services.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

	Direct costs	Grant & other funding	Support costs	2023 £	2022 £
Trading Activities	936	-	-	936	22,469
Higher Support (HS)	1,300,744	-	447,865	1,748,609	1,566,787
Flexible and Medium Support (FMS)	1,614,601	-	420,993	2,035,594	1,502,470
Essex County Council (ECC)	825,587	-	125,402	950,989	645,897
Recovery College (RC)	152,188	-	59,715	211,903	248,986
Development (Devel)	1,078	2,722	140,331	144,131	284,589
TOTAL	3,895,134	2,722	1,194,306	5,092,162	4,271,198

Increases in costs arise due to the start of new services in Higher Support including the pilot for High support services in Kingston. New services also result in increased costs in Flexible and Medium Support services including the Greenwich Mental Health Hub and Community Mental Health service, and increases in the Essex County Council are because of the new, larger contract serving the North-east and West Essex. The development costs of the Bridge Back Home service were shown last year in "Development". This year their running costs are reflected in Flexible and Medium Support above.

Prior Year comparatives

	Direct costs	Grants	Support costs	2022 Total
	£	£	£	£
Trading Activities	22,469	-	-	22,469
Higher Support (HS)	1,153,669	-	413,118	1,566,787
Flexible and Medium Support (FMS)	1,234,866	-	267,604	1,502,470
Essex County Council (ECC)	515,438	-	130,459	645,897
Recovery College (RC)	140,271	-	108,715	248,986
Development (Devel)	117,331	-	167,258	284,589
Total	3,184,044	-	1,087,154	4,271,198

Support Costs

	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	Total
	£	£	£	£	£	£
Staffing	240,052	225,648	67,214	32,007	75,216	640,137
Accommodation	39,557	37,183	11,076	5,274	12,394	105,484
Communications	35,436	33,310	9,922	4,725	11,103	94,496
Legal Fees	2,800	2,632	784	373	877	7,466
Consultancy & Marketing	13,624	12,807	3,815	1,817	4,269	36,332
Printing & Stationary	12,593	11,837	3,526	1,679	3,946	33,581
Audit Fees	5,715	5,372	1,600	762	1,791	15,240
Other costs	76,136	71,569	21,319	10,151	23,857	203,032
Depreciation	21,952	20,635	6,146	2,927	6,878	58,538
	447,865	420,993	125,402	59,715	140,331	1,194,306

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

Prior Year comparatives	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	2022 Total
	£	£	£	£	£	£
Staffing	261,258	169,228	82,503	68,752	105,775	687,516
Accommodation	34,571	22,394	10,917	9,097	13,997	90,976
Communications	39,294	25,454	12,409	10,341	15,909	103,407
Legal Fees	1,878	1,217	593	494	761	4,943
Consultancy & Marketing	11,880	7,695	3,752	3,126	4,810	31,263
Printing & Stationary	8,501	5,505	2,684	2,237	3,441	22,368
Audit Fees	5,158	3,343	1,629	1,357	2,089	13,576
Other costs	25,972	16,826	8,202	6,835	10,514	68,349
Depreciation	24,608	15,939	7,771	6,476	9,962	64,756
	<u>413,120</u>	<u>267,601</u>	<u>130,460</u>	<u>108,715</u>	<u>167,258</u>	<u>1,087,154</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £142,842 (2022: £154,791) and comprise:

	2023 £	2022 £
Staff costs	66,504	75,958
AGM and committee expenses	2,560	504
Auditor's fees	15,240	13,575
Depreciation	58,538	64,755
	<u>142,842</u>	<u>154,792</u>

Staff costs included within governance costs are the estimated costs of the Chief Executive, Strategic HR and Quality Director, Head of Operations, Pathways and Partnership Specialist, and Finance Director in the strategic management of the charity.

6 Net income for the year	2023	2022
This is stated after charging	£	£
Operating lease rentals:		
Property	653,299	585,070
Depreciation	58,538	64,756
Auditor's remuneration	15,240	13,574

Operating lease rentals have increased compared to 2022 with the costs of increased services being reflected in the charges.

7 Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel	2023	2022
Staff costs were as follows:	£	£
Salaries and wages	3,149,982	2,616,700
Social security costs	292,207	228,358
Employer's contribution to defined contribution pension schemes	73,061	71,348
Operating costs of defined benefit pension schemes	-	8,734
	<u>3,515,250</u>	<u>2,925,140</u>

The increase in staff costs reflects the new services started during the year, and in particular the new contracts for North East and West Essex, the South London Partnership and the increase in numbers of staff working in the Greenwich Mental Health Hub.

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2023 No.	2022 No.
£60,000 - £70,000	1	
£70,000 - £80,000	1	1
£80,000 - £90,000	1	
£90,000 - £100,000	0	1
£110,000 - £120,000	1	1

Pension contributions for these employees amounted to £21,267 (2022 £19,947)

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

The total employee benefits including pension contributions of key management personnel were £413,245 (2022: £410,657). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2022: £nil). George Wilkinson was reimbursed travelling expenses incurred of £83 (2022: £45) and Deborah Okutubo received travelling expenses amounting to £7 (2022: £0). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023	2022
	No.	No.
Charitable activities	134	109
Governance	1	1
	135	110

The increase in the average number of employees in 2023 is as a result of the new contracts in North East and West Essex and for the South London Partnership. Staff numbers increased from an average of 119 per month for the first 9 months. By March 2023 and following the commencement of the new contracts staff numbers had increased to 187

No staff were employed by Stir Enterprises Ltd.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Charity and Group					
	Leasehold Improvements	Café Equip	Fixtures & Fittings	Office Equip	Comp Equip	Total
Cost	£	£	£	£	£	£
Start of the year	89,690	8,921	20,250	172,665	205,942	497,467
Additions in year	-	-	-	11,850	40,829	52,679
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	184,515	246,771	550,146
Depreciation						
Start of the year	68,212	8,921	18,688	160,432	166,806	423,059
Charge for the year	20,981	-	1,562	10,389	25,606	58,538
Disposals in year	-	-	-	-	-	-
End of the year	89,193	8,921	20,250	170,821	192,412	481,597
Net book value						
At end of the year	496	-	-	13,694	54,359	68,549
At start of the year	21,477	-	1,561	12,233	39,136	74,408

All of the above assets are used for charitable purposes.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

10 Investments	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	<u>2</u>	<u>2</u>	<u>-</u>	<u>-</u>

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. See also Note 1b above. Other Income comprised CJRS furlough income.

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2023

	2023	2022
	£	£
Turnover	-	-
Other Income	-	7,290
Cost of sales	-	(21,526)
Gross profit	-	(14,236)
Selling Expenses	-	-
Administrative expenses	-	(8)
Other Costs	-	(936)
Operating loss	(936)	(15,180)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	<u>(936)</u>	<u>(15,180)</u>

Balance Sheet of Stir Enterprises Limited. as at 31st March 2023

	2023	2022
	£	£
Current assets		
Cash at bank and in hand	1,330	1,330
	<u>1,330</u>	<u>1,330</u>
Creditors: amounts falling due within one year	(286,899)	(285,965)
Net current assets	(285,569)	(284,635)
Net assets	<u>(285,569)</u>	<u>(284,635)</u>

11 Debtors	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	537,043	313,644	537,043	313,644
Other debtors	18,751	13,900	18,751	13,900
Prepayments	72,309	58,229	72,309	58,229
Accrued Income	11,738	10,963	11,738	10,963
Owed by subsidiary undertaking	-	-	-	-
	<u>639,841</u>	<u>396,736</u>	<u>639,841</u>	<u>396,736</u>

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £285,903 (2022: £284,966) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The increase in Trade Debtors is due to the slightly later payment for services provided to Oxleas NHS Foundation Trust in 2022/23 payment for which was received in April 2023, and the commencement of the new contracts for the South London Partnership and the larger contracts providing services in North East and West Essex which were settled in full in the new financial year.

12 Creditors: amounts falling due within one year	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	169,814	209,460	169,814	209,460
Taxation and social security	87,291	60,542	87,290	60,542
Other creditors	31,600	22,349	31,600	22,349
Accruals	131,064	141,420	132,064	142,418
Deferred income	439,163	509,444	439,164	509,444
	<u>858,932</u>	<u>943,215</u>	<u>859,932</u>	<u>944,213</u>

Creditors have reduced slightly compared to 2022. This is mostly due to the reduction in deferred income (see below), and Trade Creditors and increases in Tax and Social Security due to the increases in staff numbers.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

Deferred income	Charity and Group	
	2023	2022
	£	£
Balance at the beginning of the year	509,444	888,207
Amount released to income in the year	(70,281)	(378,764)
Amount deferred in the year	-	-
Balance at the end of the year	439,163	509,444

The amounts released from the deferred income account in 2022 related to the release of funding for the Bridge Back Home service which facilitates the faster discharge of patients from acute hospital wards to their homes and which had been invoiced in the previous year. Deferred income release in the current year related an element of the running costs of one of the properties supporting clients needing higher levels of support and the costs of a Drugs and Alcohol Support worker.

13 Pension schemes

The charity participated in the Royal Borough of Greenwich pension fund, a scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the charity, being invested within a mixed investment portfolio.

On 19th August 2021 the last remaining employee of Bridge Support who was an active member of the pension fund sadly died. A cessation valuation as at that date was performed by the pension fund's actuaries to determine the liability which would crystallise should Bridge Support withdraw from the fund. This amounted to a liability of £280,000, valued on a full cessation basis, £28,000, valued at an ongoing cessation basis and £78,328 on an FRS 102 ongoing participation basis. This latter sum was provided in the accounts at 31st March 2022 as the Pension Fund liability of Bridge Support since no decision had been made concerning Bridge Support's continued participation in the fund. During the current year a further valuation on an adjusted full cessation basis, utilising stochastic modelling (the running of hundreds of projections representing possible future economic scenarios and deriving probabilities of certain outcomes) was performed by the fund's actuaries quantifying the adjusted full cessation liability to be £120,000. They noted an 80% probability that a payment of that sum would be sufficient.

Bridge Support's Board agreed to the payment of this sum, which was made during the year. As a result Bridge Support is no longer a participant in the pension fund.

The following information informs the reader of information for the comparative figures for the year ended 31st March 2022.

The contributions were determined by a qualified actuary using results from the latest funding valuation at 19th August 2021, the results of the previous FRS 102 report at 31st March 2021, and the Fund Asset Statement at 31st March 2022, Fund Income and Expenditure items to 31st March 2022, Employer Income and Expenditure items to 31st March 2022, details of any new unreduced early retirement payments in respect of the Employer to 31st March 2022, and details of any settlements to and from the Employer to 31 March 2022.

The assumptions used by the actuary in their valuation at 31 March 2019 were:-

	% p.a.
Discount Rate	2.35%
Pay Increases	3.95%
Retail Price Inflation	2.85%
Consumer Price Inflation	1.95%
Pension Increases	2.45%

Funds would pay limited increases for members that had reached State Pension Age (SPA) by 6 April 2016, with the government providing the remainder of the inflationary increase. For members that reach SPA after this date, it was assumed that Funds would be required to pay the entire inflationary increase.

The assumptions used by the actuary in their update were:

FINANCIAL ASSUMPTIONS

	Charity and Group	
	2023	2022
Discount rate	-	2.60%
RPI increase	-	-
CPI increases	-	3.35%
Salary increases	-	4.35%
Pension increases	-	-

Actuaries had allowed for actual pension increases experienced for the period from 2021-2022. This assumed that pension increases were in line with the annual pension increases set by the HM Treasury Revaluation Order.

The estimated asset allocation is as follows:

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

ASSET CLASS

	Charity and Group			
	2023		2022	
	£	% of total	£	% of total
Equities	-	-	266,007	57%
Other bonds	-	-	80,616	17%
Property	-	-	50,780	11%
Cash	-	-	11,667	3%
UK and Overseas Unit Trusts	-	-	57,290	12%
Total	-	-	466,360	100%

BALANCE SHEET DISCLOSURES

	Charity and Group	
	2023	2022
	£	£
Present value of funded obligations	-	544,688
Fair value of scheme assets (bid value)	-	(466,360)
Net defined benefit liability / (asset)	-	78,328

RECONCILIATION OF OPENING & CLOSING BALANCES OF THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION

	Charity and Group	
	2023	2022
	£	£
Value at 1 April	-	767,857
Current Service cost	-	5,643
Interest cost	-	14,135
Change in financial assumptions	-	(20,072)
Change in demographic assumptions	-	-
Experience loss/(gain) on defined benefit obligation	-	(136,459)
Estimated benefits paid net of transfers in	-	(87,180)
Contributions by Scheme participants	-	764
Value at 31 March	-	544,688

RECONCILIATION OF OPENING & CLOSING BALANCES OF FAIR VALUE OF SCHEME ASSETS

	Charity and Group	
	2023	2022
	£	£
Value at 1 April	-	517,182
Interest on assets	-	9,268
Return on assets less interest	-	24,550
Other actuarial gains/(losses)	-	-
Administration expenses	-	(395)
Contributions by employer including unfunded	-	2,171
Contributions by Fund participants	-	764
Estimated benefits paid plus unfunded net of transfers in	-	(87,180)
Value at 31 March	-	466,360

THE AMOUNTS RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES

	Charity and Group	
	2023	2022
	£	£
Service cost	-	5,643
Net interest on the defined liability (asset)	-	4,867
Administration expenses	-	395
	-	10,905

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

RECONCILIATION OF OPENING & CLOSING SURPLUS

	Charity and Group	
	2023	2022
	£	£
Surplus/(deficit) at beginning of the year	(78,328)	(250,675)
Amounts recognised in SOFA	78,328	(10,905)
Employer's contributions	-	2,171
Sub Total	78,328	(8,734)
Actuarial gains/(losses)	-	181,081
Surplus/(deficit) at end of the year	-	(78,328)

HISTORY OF ASSETS, LIABILITIES, EXPERIENCE GAINS AND LOSSES

	Charity and Group				
	2023	2022	2021	2020	2019
	£	£	£	£	£
At 31 March					
Defined benefit obligation	-	(544,688)	(767,857)	(632,841)	(723,960)
Scheme assets	-	466,360	517,182	421,680	562,436
(Deficit) in the scheme	-	(78,328)	(250,675)	(211,161)	(161,524)

14 Movements in funds

	Charity			
	Start of the year	Income	Spend	Transfers
	£	£	£	£
Pension fund	(280,000)	-	-	280,000
General funds	1,403,469	5,128,172	(5,092,162)	(280,000)
Total funds	1,123,469	5,128,172	(5,092,162)	-

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £285,903 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The cessation of Bridge Support's participation in the Royal Borough of Greenwich Pension Fund means that there is no longer a Pension Fund account.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	833,715	4,620,447	(4,252,365)	201,672	1,403,469
Total funds	583,040	4,801,528	(4,261,099)	-	1,123,469

	Group			
	Start of the year	Income	Spend	Transfers
	£	£	£	£
Pension fund	(280,000)	-	-	280,000
General funds	1,403,797	5,128,172	(5,092,162)	(280,000)
Total funds	1,123,797	5,128,172	(5,092,162)	-

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	836,852	4,627,737	(4,262,464)	201,672	1,403,797
Total funds	586,177	4,808,818	(4,271,198)	-	1,123,797

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

	Charity	
	2023	2022
	£	£
Net income for the reporting period	36,010	359,348
(as per the statement of financial activities)		
Depreciation	58,538	64,755
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
(Increase)/Decrease in debtors	(243,105)	438,412
Increase/(Decrease) in creditors	(1,000)	(263,598)
Net cash (used in) operating activities	(153,226)	607,494

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

	Group	
	2023	2022
	£	£
Net income for the reporting period	36,010	356,544
(as per the statement of financial activities)		
Depreciation	58,538	64,755
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
(Increase)/Decrease in stocks		
(Increase)/Decrease in debtors	(243,105)	441,213
Increase/(Decrease) in creditors	(162,609)	(263,598)
Net cash (used in) operating activities	(314,835)	607,491

16 Analysis of cash and cash equivalents

	Charity			
	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	1,163,581	(367,520)	-	796,061
Deposits (less than three months)	510,287	3,669	-	513,956
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,673,868	(363,851)	-	1,310,017

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	596,252	567,329	-	1,163,581
Deposits (less than three months)	510,130	157	-	510,287
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,106,382	567,486	-	1,673,868

	Group			
	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	1,164,909	(367,520)	-	797,390
Deposits (less than three months)	510,286	3,669	-	513,955
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,675,195	(363,851)	-	1,311,345

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	597,588	567,321	-	1,164,909
Deposits (less than three months)	510,129	157	-	510,286
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,107,717	567,478	-	1,675,195

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Charity and Group Property	
	2023	2022
Less than 1 year	565,131	361,086
1 - 5 years	1,098,922	703,039
Over 5 years	-	-
	1,664,053	1,064,125

Future minimum lease payments have increased particularly as a result of new leases being taken out for properties supporting the South London Partnership in Kingston.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

18 Contingent assets or liabilities

There are no contingent assets or liabilities

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

20 Related party transactions

There were no related party transactions during the year (2022: £0)

21 Post Balance Sheet Event

There were no post balance sheet events

Reference and Administrative Details

Trustees

George Wilkinson

Chair

Beez Fedia

Deputy Chair

Dave Baldock

Sarah Boundy

Deborah Okutubo

Elaine Rassaby

Dominic Wilson – resigned 18th July 2022

Chief Executive and Company Secretary:

Raymond Sheehy

Company number:

02162224

Charity number:

802227

Registered office:

Deepdene House,
30b Bellegrove Road,
Welling,
Kent DA16 3PY

Auditors:

Price Bailey LLP
Causeway House,
1 Dane Street,
Bishop's Stortford
Herts CM23 3BT

Bankers:

Lloyds Bank plc
Bexleyheath Business Centre,
130 The Broadway,
Bexleyheath, Kent. DA6 7DP

Solicitors:

Russell-Cook LLP
2, Putney Hill,
London SW15 6AB

BRIDGE 86 LIMITED

England & Wales - Charity number 802227

Accounts



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2022

Company number:	02162224
Charity Registration Number:	802227

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Since being supported by Bridge I have...

"taken part in many activities such as Food Champion, Football at the Meridian, Gardening Project, House Meeting Secretary. I have improved my confidence and hope that helped me to stop drinking alcohol. I am able to pay my service charge regularly and am not in arrears."

"learned to budget, stopped taking drugs, cut down on my alcohol intake, I started college and I have done some courses and I learned to be more independent. And I hope to move on to my own flat in the community as soon as possible"

"improved in my mental health. I have more confidence. I have done many courses in the community. I have found the help to move on soon to my own flat in the community."

"arrived from Hospital to my supported accommodation with Bridge, I have been supported by staff to handle my benefits, my medication and living needs. I have also been supported by staff and keyworker in tackling my housing benefit debt with the council and live an independent life away from hospital"

"been stable, lively, express myself more, feeling good and happy"

"been given dignity and respect as a human being to the point of being able to learn for myself, build confidence in a way to live in the community with minimal support from Bridge."

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

I am sure that I speak for all Trustees when I say how proud we are of what the whole Bridge team has achieved this past year. There is very little glamour in the work that Bridge does but, day in and day out, Bridge makes a real and enduring difference in the lives of our clients. From the many discussions I have had with the team at Bridge I know that they are all committed to providing the right sort of support to people with mental health issues. Our clients, whether in South London or in Essex, would not be able to live the lives they do without that effort and commitment.

This Trustees' Report looks back to a year when we were all slowly emerging from a period of lockdowns and uncertainty. Everyone at Bridge will have mixed emotions about it - sadness at the loss of friends, colleagues, and clients; relief that a particular storm has been weathered; pride in the way that they and Bridge rose to the challenge and continued to provide support to some of the most vulnerable people in our communities. This message is an opportunity to put on record my thanks and the thanks of my fellow Trustees to everyone at Bridge for all they have done over the past year, and to the Bridge Executive Team for their leadership through such challenging times.

In the past year we have said farewell to two long serving and valued Trustees, John Wilkes and Haydn Gott, and to a more recent Trustee, Dom Wilson. I want to record my personal thanks to them all for their invaluable support and wisdom. Bridge has been very lucky to have had them as Trustees.

Looking to the future, we now face a different set of challenges with the cost of living crisis and a profound squeeze on public expenditure. Bridge is not just prepared and ready for these challenges but there is a real excitement about what comes next. Not only did we retain our Tilt contract in March but in the past few months Bridge has won work in Essex and in Kingston. Raymond's report highlights a number of these developments and the Trustees' Report provides more detail.

Finally, I want to thank everyone who has trusted Bridge - our clients and their families and friends, our commissioners, those other organisations we work with, and our supporters. None of us at Bridge ever takes that trust for granted.

Raymond Sheehy, Chief Executive of Bridge Support



It is difficult to imagine that as we head into November 2022, it was at this time last year that we began making preparations for the 'Omicron' wave of Covid that was to have such a further effect not only on Bridge services but on the partners we have in the Councils, the NHS and what was then the Clinical Commissioning Groups CCGs (Now the Integrated Care System or ICS). The challenge was not only to keep going, but also to work with our partners so that the needs of our clients were still being met and that our staff felt supported to continue working safely and as effectively through this difficult period. I am thankful and pleased to say that our staff stepped up to the challenge yet again and I witnessed first-hand their commitment and determination in supporting each other and the clients to remain safe throughout.

Against this backdrop, the business challenges were numerous. Reaching more people, developing new projects or winning new work through tenders. Securing existing contracts and maintaining the

Bridge culture and ethos. Making sure that we are a first choice for potential employees who want to work in mental health and support. All these have continued. The emerging cost of living crisis, the energy prices and the cost of fuel all impacted on how Bridge planned to support staff, with London Living Wage and Living Wage also a major factor in financial and organisational planning. In this respect we engaged with the staff on how best to help and maintained our years-long commitment to being a Living Wage Foundation member.

In terms of our existing contracts we had a major success in being the winning bidder for our TILT 24-Hour Forensic Service, securing another 5+2 year contract. A big thanks goes to everyone either working in the service or those working on the bid. In the Royal Borough of Greenwich we continue to provide medium and flexible community support services on a contract that has seen a further extension to October 2024. Our 24-hour services continue to be at capacity and have become another important part of our 'pathway' offer.

The Bridge Back Home service continues to produce results, most notably the high success rate of patients not returning to hospital so frequently once we have worked with them to get them back home after a delayed discharge has kept them there too long despite being ready. Our Recovery College will be going into its ninth year next year and using its educational 'CHIME' model continues to be an example of what can be produced outside of the traditional NHS Recovery College model. The Greenwich Community Mental Health Hub of which we are a key partner of three organisations continues to develop towards offering the 'no wrong door' for people in Greenwich with a mental health problem. This is the most obvious development for Bridge after the ICS became the new system from July 1st 2022 in South East London, replacing the various CCGs.

There have also been new contracts in two key areas. In the South London Partnership (the SLP) Bridge have had two seconded flexible community support workers working in the Community Mental Health Rehabilitation Service (COMHRES+) to support other mental health providers to achieve a rehabilitation approach for their clients. Recently Bridge have been the successful bidder to the SLP in providing a complex needs rehabilitation service for 12 clients in Kingston with work starting early 2023. In Essex, where Bridge were already providing services to 41 people, we were successful in securing the West and North East Essex contracts meaning we will be working with 107 clients across the two areas, most of whom will be able to move to better accommodation in the two areas starting from January 2023. This has been quite a period of growth for Bridge.

This year we have been able to get through more Covid uncertainty, keep clients safe while also providing them with an increasing range of support and accommodation options and we have met the challenges our staff face by maintaining our commitment to them by agreeing two in-year pay rises and maintain our status as a Living Wage Foundation member. We have built ever stronger relationships with partners and commissioners and our track record of securing new services have provided opportunities to do more of what we do well. This has all been possible through the dedication of the staff, the support of the Board of Trustees and the management at all levels of Bridge who play a vital part in the planning and delivery of such high quality services. To everyone a heartfelt thanks.

About Bridge Support

Bridge Support provides a clear, proven pathway for people with long term mental health problems, to progress towards living a more fulfilling role within the community. Our aim is simple; we help our clients along a path that leads to them enjoying the same freedom, opportunities and everyday pleasures that most people take for granted.

A charitable organisation, based in South London, Bridge Support has grown steadily over 30 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich. We expanded into Essex in 2019 and in 2022 were successful in bidding for an increased number of supported accommodation services. We were originally founded to 'bridge' the huge gap in support between psychiatric hospital and community integration. With community care now very much the preferred option we offer a full range of services from supported accommodation, visiting support and a Recovery College.

Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends of our clients that has been successful. We believe that wherever possible, co-creation should be a key element of the service we provide. We capture views, opinions and suggestions through formal feedback mechanisms such as surveys, steering groups, suggestion boxes, quarterly reports and also through informal discussions.

Living with Covid- 19

The impact on Covid-19 on Bridge Support's activities, staff and clients during the year remained significant with our key priority being to ensure support could be delivered safely for both staff and clients.

The Covid-19 response team, established at the start of the pandemic in February 2020, continued to meet regularly throughout 21/22 to make sure the policies and procedures in place to manage our response to the pandemic were appropriate for the level of infection.

Across all Bridge services lockdowns, Covid related restrictions and the changes in working conditions needed to ensure everyone's safety, have impacted hugely on clients particularly in regard to move on from services.

For most of this year focus has been on supporting clients back to community activities as these re-started as restrictions were eased and then finally ended.

While the government testing programme was in place Bridge continued with our rolling programme of testing across all frontline staff for both permanent and bank staff. After the government testing closed we continued to use lateral flow testing before events where staff from different services were involved such as the Away Day for all staff in May 2022 and for in person training.

To express Bridge's continuing thanks to all staff for their resilience and hard work during the pandemic, staff received an additional bonus in March 2022.

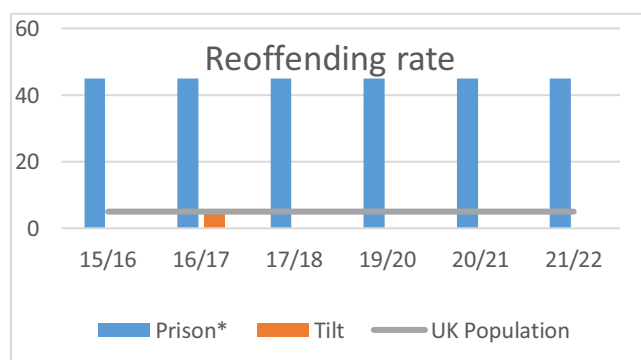
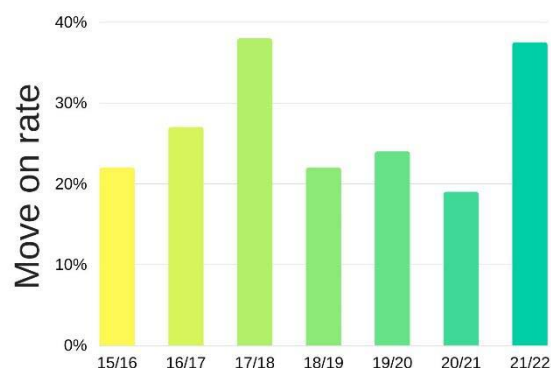
Tilt Project

Based in South East London since September 2013, our unique high support forensic hostel facility offers round the clock support for men. Bridge Support operates this scheme in partnership with Oxleas NHS Foundation Trust with a dedicated clinical team from the Bracton Centre. The project supports ex-offenders with long term mental health issues to move successfully to independent living. The founding principles of the Tilt project were based on the Tilt Report (Tilt et al, 2000) with the concept of the model dating back to 2003 as a response to the need to move people out of long term forensic mental health services. In March 2022 Bridge were successful in retendering for the Tilt Project and were awarded with a new 5 year contract.

Bridge Support provides 24 hour social support with Oxleas providing a high level of clinical support with daily input from a community in-reach team, care co-ordination and an identified responsible clinician. The project utilises strategies that are recognised to be important for community rehabilitation of patients with offending histories, such as: community readiness assessments, engaging clients in shared goals, the presence of social networks and peer relationships and continuity of staff.

Together with the clinical team, we identify those patients in medium or low secure hospitals who would benefit from reintegration into the community via Tilt. Our approach of active and early involvement in 'move-on' planning, coupled with robust joint management of risk means that the project is able to reduce the length of stay for men in medium or low secure services.

This year the average length of stay at the project is 3 years – an increase of around 7 months compared to other years owing to the impact of the Covid pandemic. 50% of residents who moved on went to independent living or less supported accommodation. 16% moved to non-forensic 24 hour placements and 16% were recalled back to hospital.



The reoffending rate for current and past residents at the project is less than 5% and in 2021/22 we maintained our 0% reoffending rate.

*Prison: The facts, Prison Reform Trust, Summer 2017

A client's journey through Tilt

When Kevin moved into the Tilt Project after spending a period of time in hospital staff observed that he often isolated himself in his room.



At first Kevin was reluctant to engage in a structured daily activity programme, however with staff support and encouragement he began attending a local organisation offering work based training and college.



With more structured activities and a slight change in his mental health medication, Kevin remained stable, was less isolated and enjoying his stay at Tilt.

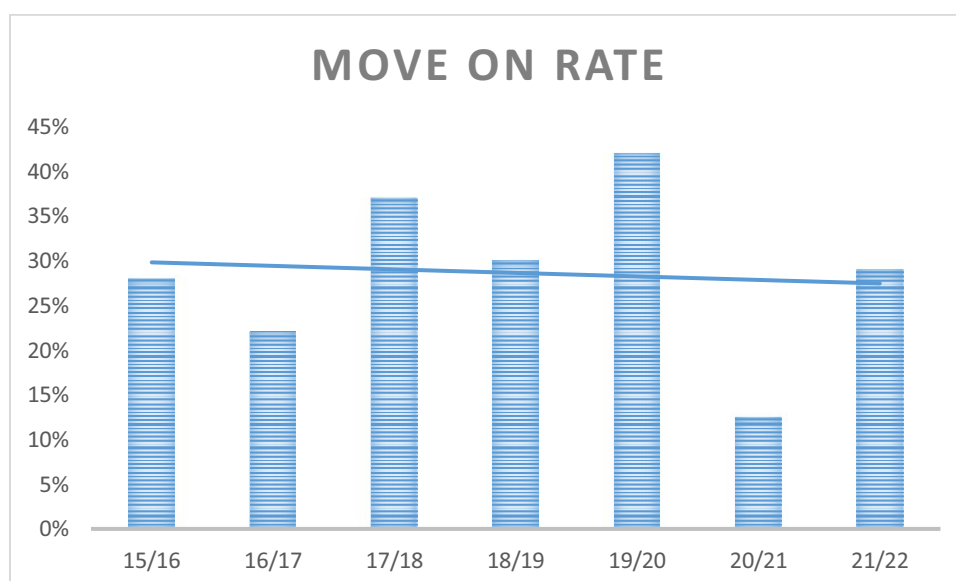


Due to his progress Kevin has now made the move from Tilt to less supported accommodation.

Medium Support

Bridge Support provides 43 units of high-quality accommodation as part of the Royal Borough of Greenwich Mental Health Pathway. The accommodation is staffed 9am-9pm seven days a week and is a variety of one-bedroom flats, studios and shared houses. We provide clients with support to improve their independent living skills, get involved in social and leisure activities and access specialist services within a mutually supportive environment. Our aim is to prepare clients for a successful move to independent living within two years.

The Medium Support contract was due to end in September 2022 but owing to the pandemic Bridge's contract was extended pending discussions about reshaping the Greenwich Mental Health Pathway.



Our move on rate in 2021/22 was much improved from the low rate in 20/21 where Covid-19 had a large impact.

A client's journey through Medium Support

When Jas came to Medium Support he was frightened of too much involvement with others and had little interaction with staff and other residents owing to his beliefs that he was cursed.

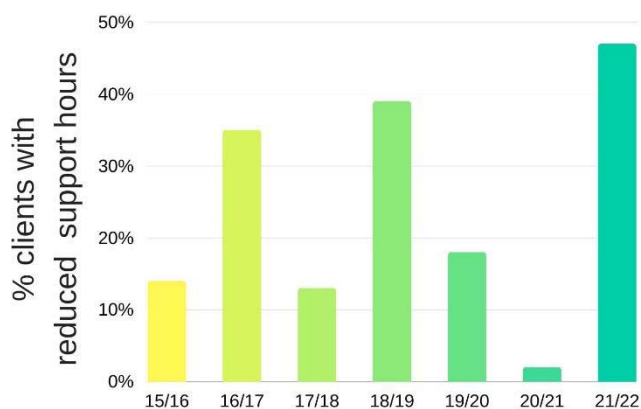
His support worker worked hard to gain Jas's trust and bring him out of his shell. With much encouragement and support Jas successfully applied for some seasonal work.

With a successful work application Jas no longer believed he was cursed. His confidence increased and he started playing football on a regular basis and looking for a more permanent job role.

Jas has moved into his own flat in the community where he is attending college to develop his IT skills.

Flexible Community Support

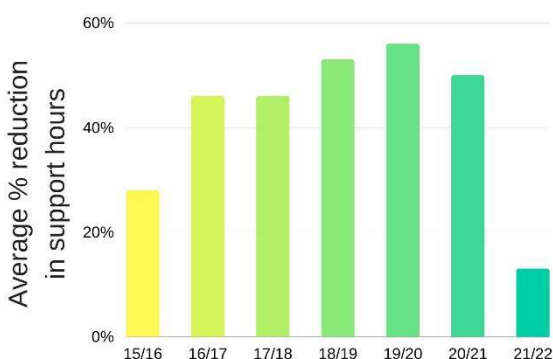
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from one to 20 hours of support depending on need. For many of our clients their recovery journey is not linear and Bridge Support takes a proactive and consistent approach to fluctuations in clients' mental health - increasing support when needed and taking a step back when clients are managing well.



In 2021/22, FCS supported over 130 clients (2020/21: 145) with the aim to enable our clients to live well and as independently as possible. During the year 60 clients successfully moved on from the service with the majority going on to live independent of a support service and discharged back to primary care.

We review client progress every month to ensure that we are encouraging independence, promoting self-reliance and providing the most appropriate amount of support needed. By measuring the reduction in the amount of support given, we can demonstrate a client's move towards increasing independence.

Post the Covid-19 pandemic, we found a significant number of clients using their self-management skills developed with staff support and encouragement in the lockdown periods. This increased resilience has resulted in 47% of clients needing less support. Additionally in 21/22, our average hourly rate per client fell from 2.02 hours per week to 1.76 hours per week. This represents a 13% reduction in hourly support per client.



In discussion with Royal Borough of Greenwich, and where appropriate, we have been moving clients to the least amount of support possible for example fortnightly, monthly or support on demand - where clients contact us when they have a support need, usually assistance in accessing a benefit or attending a medical appointment.

In 2021/22, the proportion of clients receiving fortnightly, monthly or on demand support has increased to 42% (2020/21:31%). The return to more community activities has enabled more clients to enjoy living with less support.

A client's journey with Flexible Community Support

Jack had a diagnosis of paranoid schizophrenia. Although he had anti-psychotic medication to help manage his mental health he remained non-compliant while smoking cannabis daily. He was referred to Bridge for help with social inclusion and hoarding

After developing a relationship with Jack, his support worker helped him access community drug and alcohol services. They worked with him to minimise his cannabis use resulting in much improved medication compliance. Jack's quality of life improved enormously.

Further psychotherapy input allowed Jack to better understand and deal with past trauma and not use cannabis as a coping mechanism.

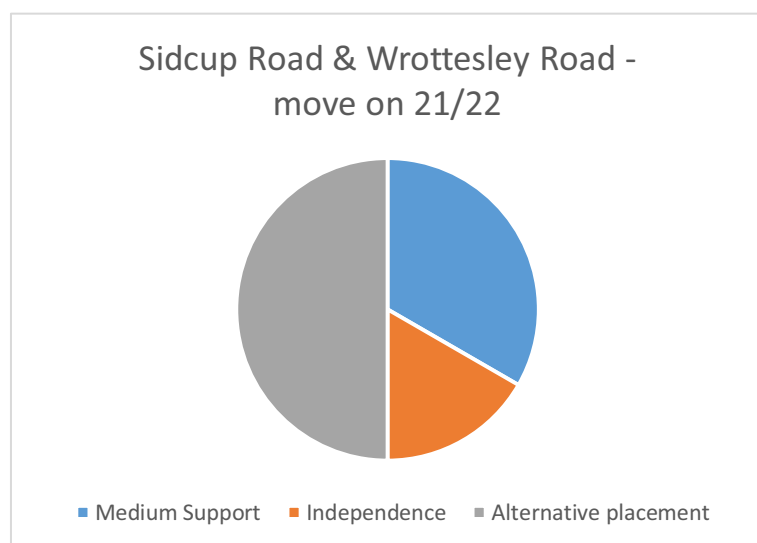
Bridge staff were able to help reduce his hoarding and provided further opportunities for social inclusion. Jack rediscovered his love for painting and found this a great way to help maintain his mental health

Two and half years later, Jack no longer needs Bridge support. He is in a long-term relationship, works part-time and has exhibited some paintings in a local gallery.

Sidcup Road & Wrotesley Road

Sidcup Road and Wrotesley Road are non-commissioned services with places available for spot purchases by local authorities or integrated care boards. Bridge identified there was a gap in the market for 24 hour accommodation which made use of, and improved, clients' existing daily living skills.

Both services provide specialist move on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside the care programme approach provided by the client's clinical team, to strengthen engagement, identify aspirations and provide support that facilitates progress along their recovery pathway.



The aim at Sidcup Road & Wrotesley Road is to move clients on to lower support. This chart shows that whilst we have had a number of clients moving on to Medium Support and independent living, there have been a higher number of clients moving to alternative placements than expected.

A client's journey through Wrottesley Road/Sidcup Road services

Sali moved in after spending a long time in mental health institutions.

Wrottesley Rd staff spent time building trust with Sali, helping to grow her confidence as she made the transition from an institution to a community-based project.

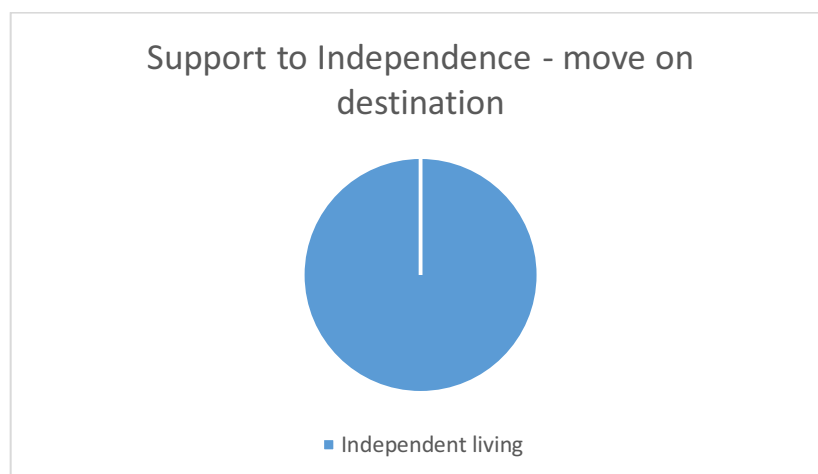
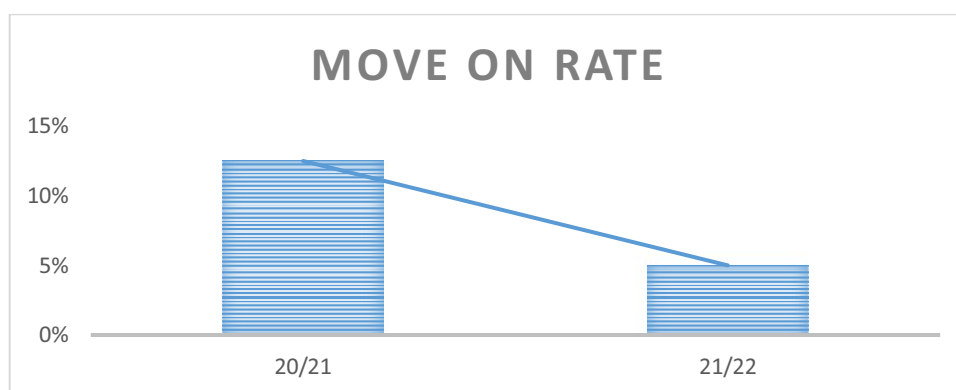
Staff worked with her on a one-to-one basis to improve her daily living skills. With support from the ST&R worker Sali gained qualifications in customer service and began working as a volunteer.

Thanks to Sali's hard work and the support from staff Sali moved on into less supported accommodation in the borough faster than anticipated.

Support to Independence

Bridge Support provides support for 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. All three schemes are staffed 24 hours a day, seven days a week. Working in partnership with Notting Hill Genesis who provide and manage the accommodation, our aim is to prepare clients for a successful move to independent living within two years, providing support to improve their independent living skills, get involved in social and leisure activities and improve the management of their mental health.

Move on rates in 21/22 were low due to the continuing effects of the Covid pandemic combined with a difficult to navigate pathway into less supported accommodation. This is one of the key areas Bridge will be looking at with the award of the contract for new services starting in 2023.



A client's journey through Support to Independence

Penny moved in after a troubled childhood had resulted in her growing up in a children's home. Moving around so much in her childhood meant Penny found it difficult to trust people.

Staff worked hard to give Penny consistency in the support she received, bringing order and regularity into her daily life. This gave her a solid foundation on which she was able to work with staff to plan her future goals.

Penny started college and with staff encouragement completed her exams, gaining the necessary qualifications to move into employment.

Staff supported Penny with navigating her first job and ensuring no problems arose with benefits. Penny thrived in her new role and has since moved into independent accommodation in the community.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1000 enrolled students with 165 places offered every six week term.

Unlike many other Recovery Colleges, Bridge Support's Recovery College is located in the heart of Woolwich and not on an NHS site. The College works to increase students' confidence and part of this is to train and equip a number of students to use their personal experience and skills to deliver courses. Over 70% of workshops and courses are delivered by peer trainers.

An example of the amazing impact the Recovery College has on those it touches is a student who became a volunteer and then a part time employee of the College, before securing full time employment.

When I arrived at the Recovery College, I had been unwell for many years, unable to step out of my front door, unable to talk to strangers, unable to look loved ones in the eye and after a stay in hospital my doctor advised I would probably never work again. I was 26 years old. He advised me to add structure to my day and recommended the Recovery College in Greenwich.

As a new student I was amazed at how quickly I felt not just welcomed but comfortable. I found myself seeking them out as a safe place and re-discovering parts of my personality that had been absent for years. My friends and family thought I'd been put on some new wonder drug. Every time I would explain about the Recovery College and how it was helping me.

I was offered the opportunity to volunteer in the office which led me to becoming a member of staff and completing the peer training course so I could run my own classes.

I am thrilled to be offered a new adventure, to pursue a new career. I am now about to enter working life; in a field I had never been confident enough to pursue. I considered my life over at 26, and now at 31 I am getting a fresh start.

Bridge Back Home

Bridge Back Home is a pilot project commissioned by Oxleas NHS Foundation Trust to support patients in crisis. Bridge Back Home provide specific short term social support in the community for up to 12 weeks to resolve any issues that may be affecting individuals' mental health. Individuals are mainly referred from Greenwich Home Treatment Team but referrals have also been received from the wards at Oxleas House to expedite discharge.

Bridge Back Home staff provide help clients with many areas of life that are the stressors likely to trigger or worsen a mental health crisis. The team works closely with partnership agencies and generally provides support in the following areas:

- Housing needs
- Financial needs (including benefits application, budget planning and debt management)
- Social inclusion (onward referrals to Recovery College, Greenwich MIND, GLLAB, WDP Greenwich, 12 step programs, Health Wise Scheme, Community Hub, Men in Sheds etc)
- Advocating on behalf of clients for the best mental health support package available
- Welfare checks and emotional support

In the 10 month pilot the team have supported over 200 individuals. Individual were asked to complete a questionnaire regarding their mental health, quality of life, mood and ability to self-manage at the beginning of their support and on their discharge. From a sample of 26% of clients the improvement in scores for each area was:

- an increase of 124% in their mental health
- an increase of 103% in quality of life
- an increase of 128% in mood
- an increase of 98% in their ability to self manage

Overall the service achieved a satisfaction rating of 93%.

A client's journey through Bridge Back Home

Lincoln was referred to Bridge Back Home via Greenwich Home Treatment Team. He was struggling with a recent HIV positive diagnosis which exacerbated his mental health diagnosis and had resulted in a breakdown.

Lincoln had received no emotional support since his diagnosis so in the first instance Bridge staff walked with him and listened.

Knowing Lincoln needed specialist counselling, Bridge staff found an appropriate support service specialising in working with those with HIV and supported him to attend.

With counselling in place Bridge staff were able to start working with Lincoln to resolve his other issues around housing and debt.

Greenwich Mental Health Hub

Greenwich Mental Health Hub is a new service provided in partnership with Oxleas Foundation NHS Trust and Bromley, Lewisham and Greenwich MIND. The service is intended to operate as a front-door to mental health support, bringing clinicians and voluntary services together to offer a holistic service.

The hub offers:

- Comprehensive brief intervention programme (with interventions typically 4-8 weeks and up to 12 weeks)
- Social prescribing support to facilitate access to mainstream resources and activities
- Straightforward process for re-engagement post-discharge if required
- Multi Disciplinary Team meetings including representatives from Improving Access to Psychological Therapies/secondary care to facilitate frictionless movement between services

A client's journey through Greenwich Mental Health Hub

Ola was referred to the hub by his GP as he was suffering from severe social anxiety and very rarely left his home. He experienced auditory hallucinations and very vivid nightmares which he found difficult to manage.

Greenwich Mental Health Hub support staff worked with Ola to set goals around leaving the home at quiet times of the day. With support he was able to make these part of his routine.

Hub support staff felt that Ola would benefit from more clinical input and requested a referral to secondary mental health services.

Via secondary mental health services Ola was able to receive therapy from a psychiatrist. Both this clinical input and the input from support staff have led to Ola saying he is experiencing joy in his life for the first time since childhood.

Community Mental Health Rehabilitation Plus Pilot

The Community Mental Health Rehabilitation (CMHR) Plus Pilot integrates local voluntary sector support workers within the existing Oxleas NHS Foundation Trust's Community Mental Health Rehabilitation Service.

For the pilot Bridge have provided 2 seconded support workers to work alongside the clinical team. The Bridge staff are key in providing interventions and support to help individuals recover from complex mental health problems and restore their skills and confidence to live successfully in the community.

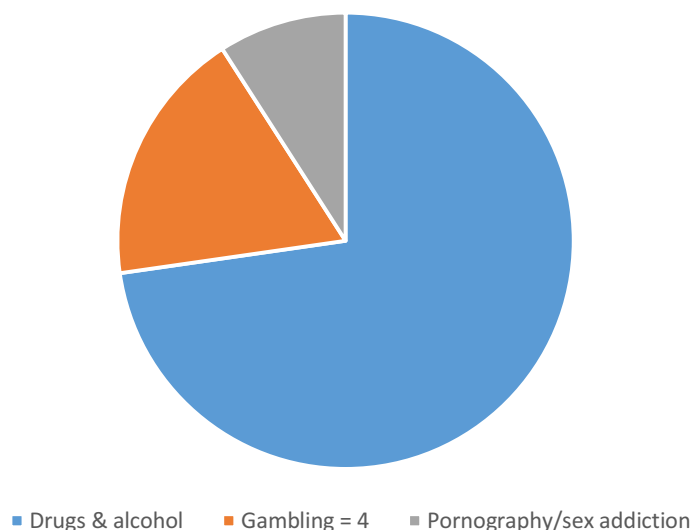
The aim of the pilot is to offer a greater continuity of support as people transition from hospital to home and from residential placements to more independent living as well as to provide focus on physical health and social care needs as well as clinical needs.

Substance Misuse worker

Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

Since 2020 we have been trialling an inhouse substance misuse worker to help with clients who are struggling to understand their addiction and who need additional support within their accommodation. In 2021/22 Bridge made the trial post of Substance Misuse worker permanent.

During 2021/22 the Substance Misuse worker supported a total of 22 clients with their addictions. The following chart shows the different kinds of addiction for which clients have received support:



A client's journey through addiction

Having suffered from mental health issues for many years Barry was drinking around 2 bottles of vodka a day

He was visited by Bridge's Substance Misuse Worker despite being adamant he did not want help.

The Substance Misuse Worker worked hard to gain Barry's trust, guiding him to organisations that could help and most importantly ensuring Barry was taking some responsibility for his own recovery.

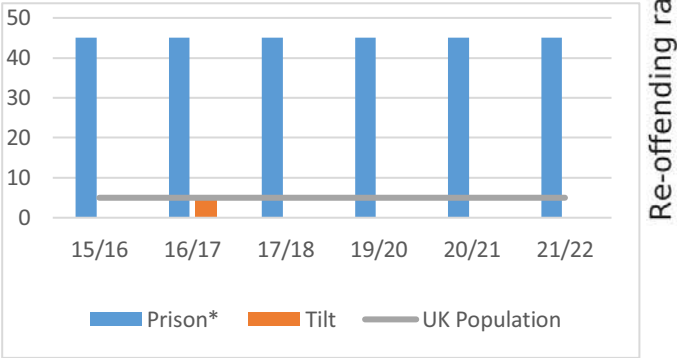
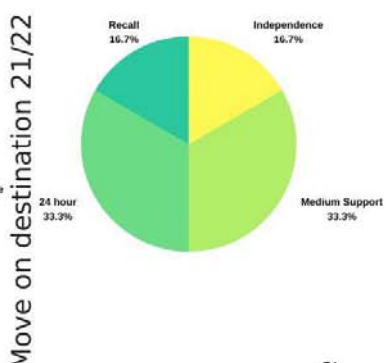
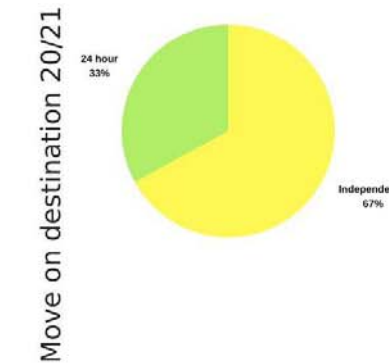
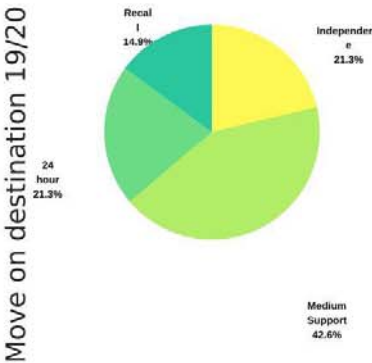
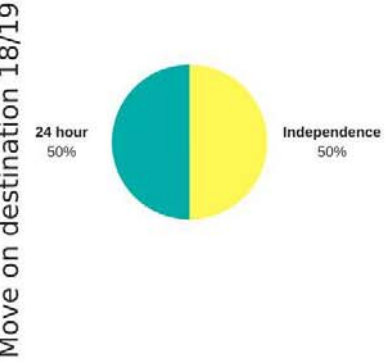
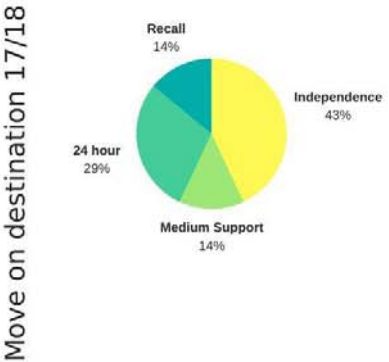
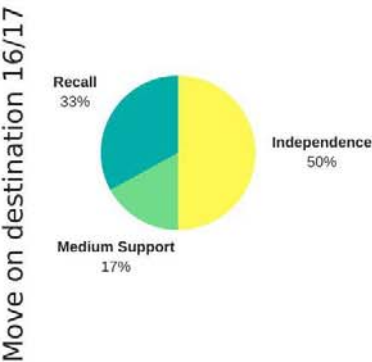
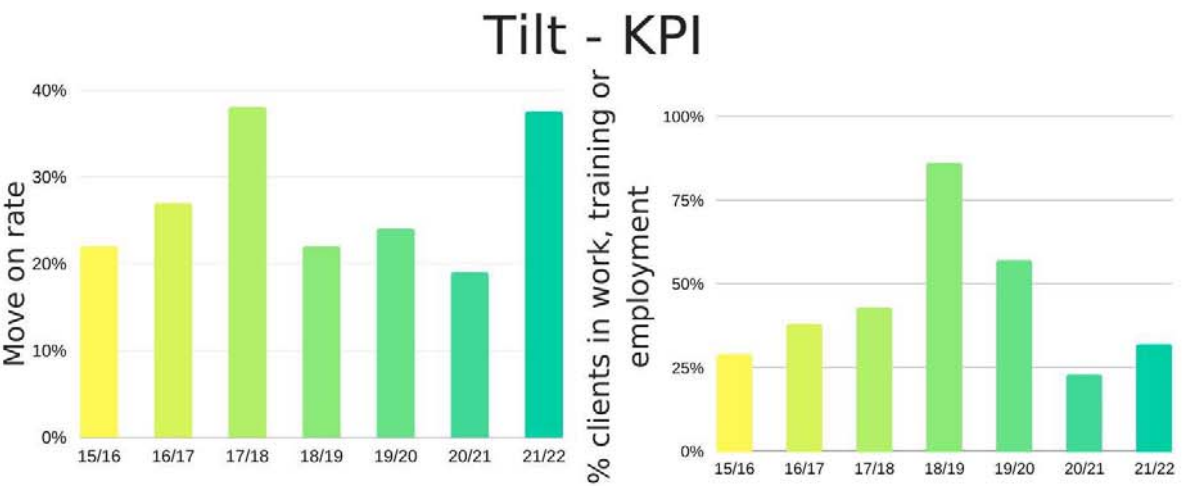
With support Barry has been abstinent from alcohol for 6 months.

Impact

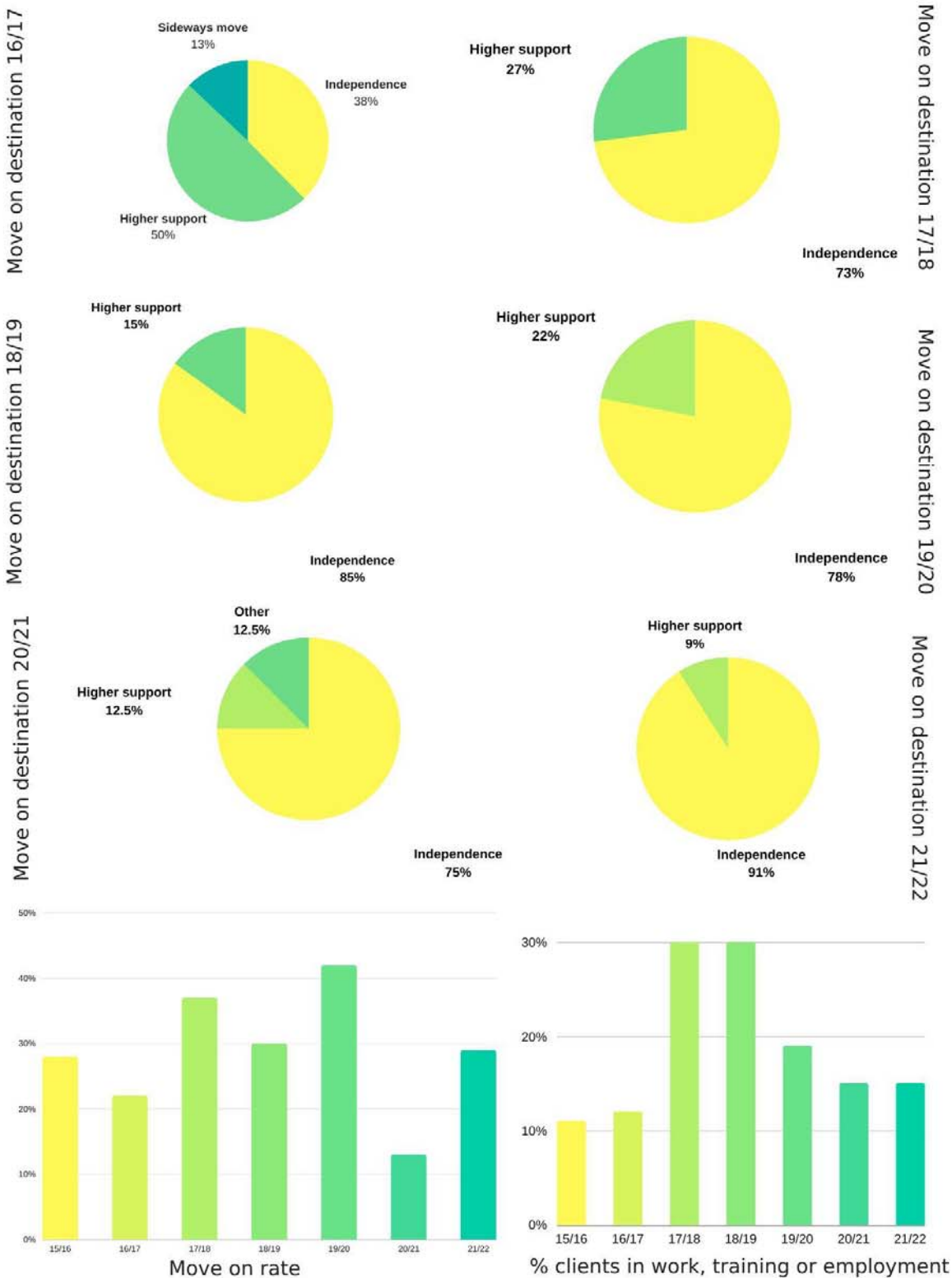
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

In line with all data collection and protection guidelines we seek feedback from a variety of sources including client surveys, family and friends' comments, etc. To improve, measure, and demonstrate the impact of our work we collate our understanding of our clients' needs and measure our clients' progress, enabling us to track the acquisition of a range of different skills and abilities.

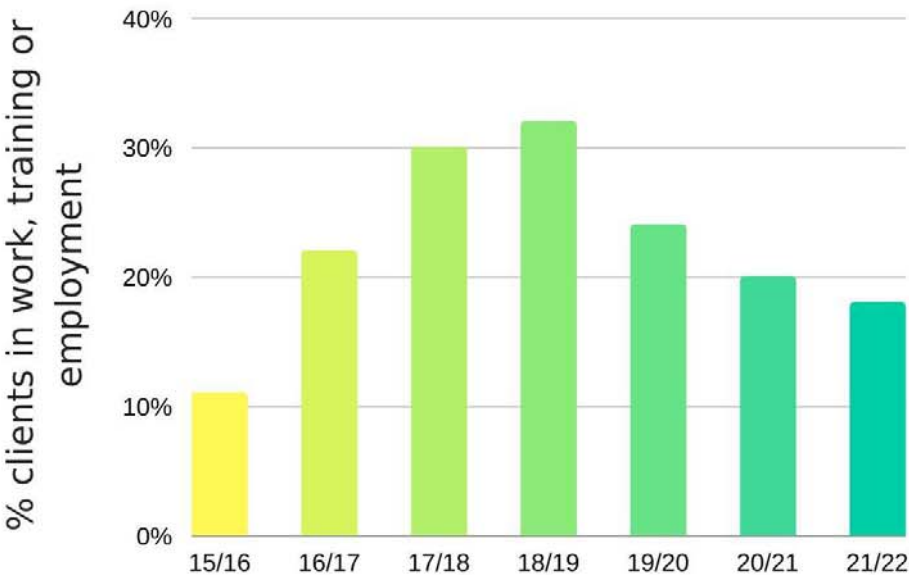
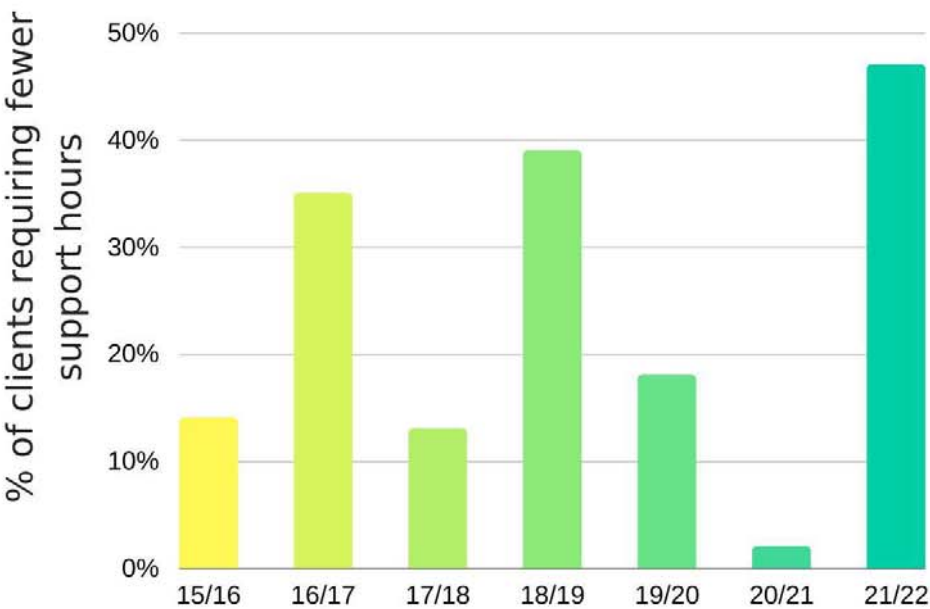
Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we currently have in place.



Medium Support - KPI

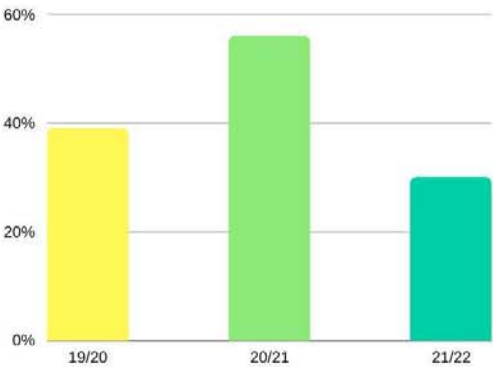


Flexible Community Support - KPI

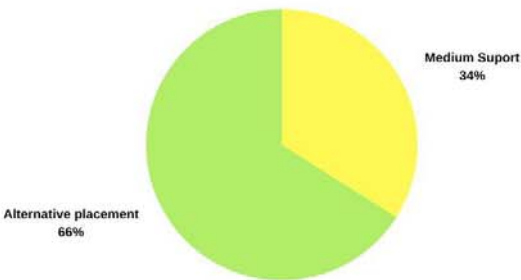


Sidcup & Wrotesley Road - KPI

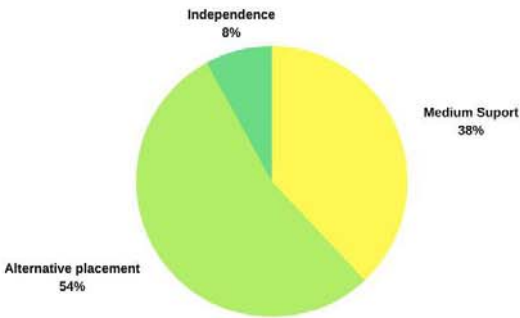
Move on rate 20/21



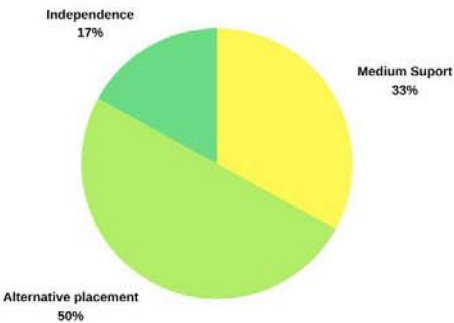
Move on destination 19/201



Move on destination 20/21

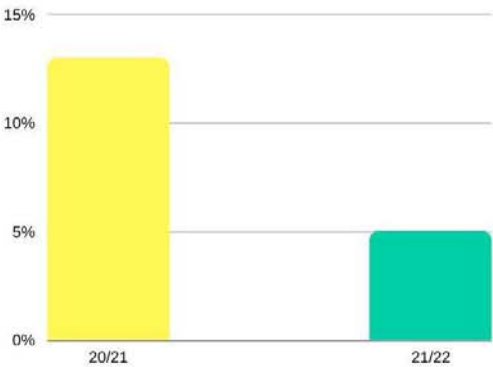


Move on destination 21/22

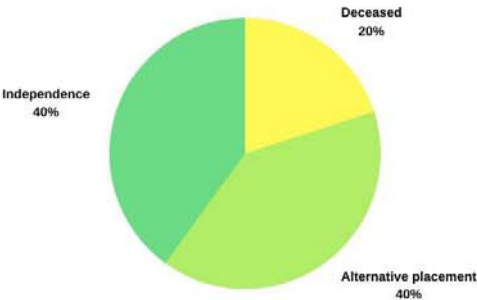


Support to Independence - KPI

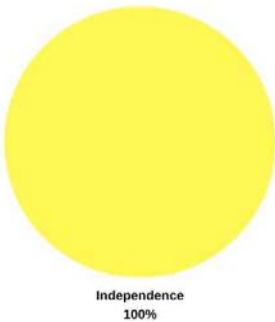
Move on rate 20/21



Move on destination 20/21



Move on destination 21/22



Shaping future services

Throughout 21/22 Bridge has continued to be a key partner to commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

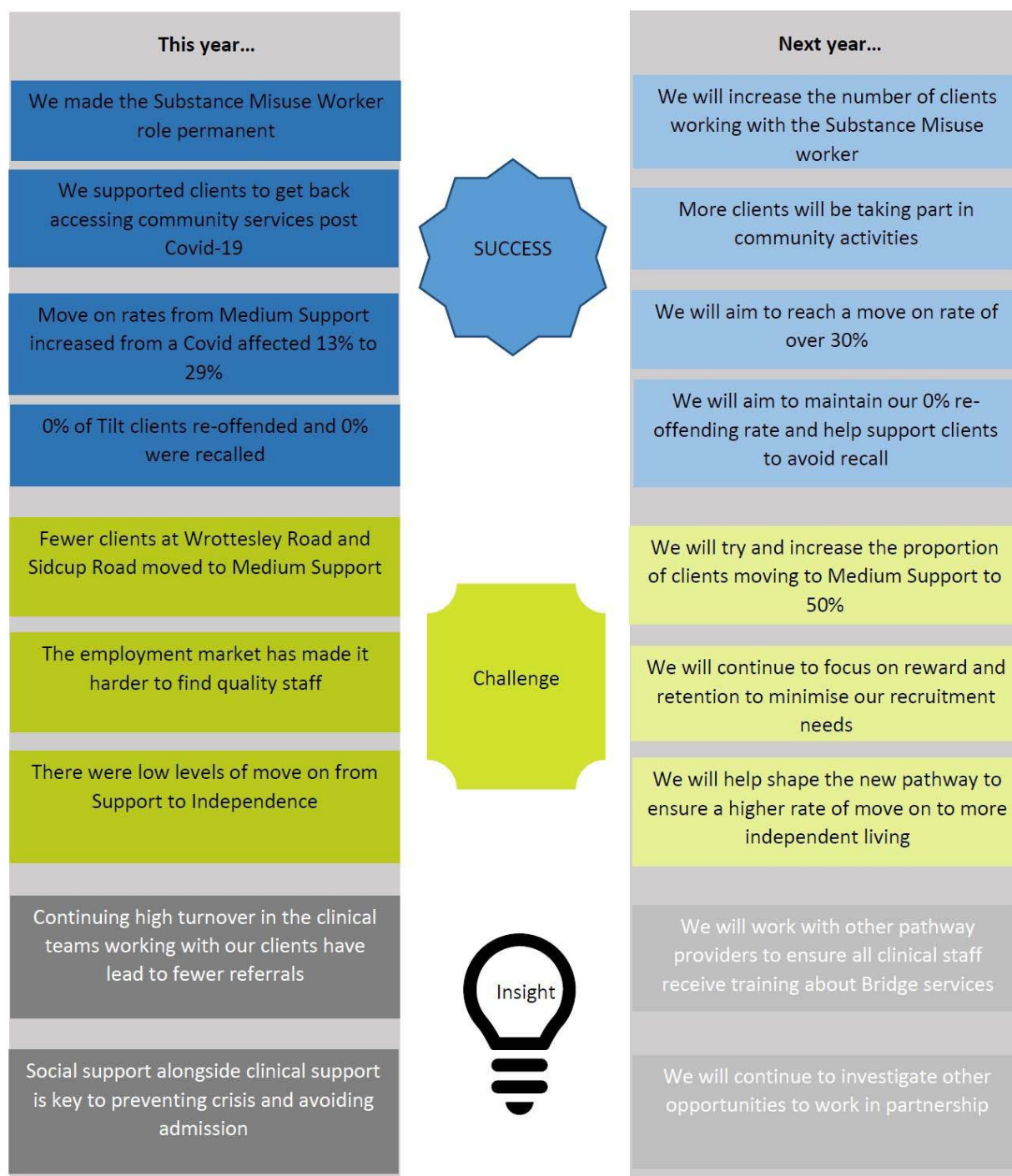
In the Royal Borough of Greenwich, Bridge is an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

The pilot project on which we were working alongside Oxleas NHS Foundation Trust last year is now underway – Bridge Back Home.

Lastly the work that Bridge completed in conjunction with Essex County Council for a more progressive mental health pathway led to the service being tendered. As mentioned previously Bridge have been awarded the contract for accommodation based mental health services in North East and West Essex.

Our plans for 2022/2023

- We will work with existing commissioners to respond to contract renewal opportunities
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas inside or close to London
- We will also be offering our existing commissioners a wider range of services to better meet their needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.



Bridge 86 Ltd. Trustee Report (incorporating the directors report)

Last year we said we would ...
achieve move on rates of 25% or more in Medium Support
increase capacity to over 150 clients within Flexible Community Support
aim to maintain the Tilt Project 0% re-offending rate
Produce a handbook for Greenwich Support Services
Work with existing commissioners to respond to contract renewal opportunities
Offer existing commissioners a wider range of services
Respond to pre-qualification questionnaires and invitations to tender

This year we achieved...
a move on rate of 29% in Medium Support
Supported 130 clients in Flexible Community Support
the Tilt project re-offending rate remaining at 0%
Handbook available to all clinical staff and potential clients
Secured a 5 year contract with Oxleas NHS Foundation Trust for the Tilt Project
Bridge Back Home team working with over 200 referrals
Secured a new contract for an improved mental health pathway in Essex

Financial Review

The Directors of Bridge 86 Limited are charity trustees for the purposes of charity law. Under the Company's articles of association, they comprise the Board of Trustees and are referred to as **Trustees**.

The Trustees present their report and financial statements for the year ended 31 March 2022. In this Report, references to **Bridge Support, the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Income and Expenditure

The Group has made a surplus of £356,539 (2021: 102,665) during the year. The consolidated surplus consisted of a loss of £15,180 (2021: £12,762) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £371,719 (2021: £115,427) for Bridge Support itself.

As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably and that the cafe would stay closed until trading conditions permit its reopening. They reviewed this decision on 20th July 2021 and agreed that the cafe would remain closed. All Stir Enterprises Limited's creditors have been paid. The two members of staff who worked at Stir had been furloughed from 21st March 2020. Following consultations with the staff their posts were made redundant in June 2021. The Board of Bridge 86 Limited noted these decisions at its meeting on 29th September 2021. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2022 of £284,967 (2021: £272,596). Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.

Bridge 86 Limited is to pilot a Crisis cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

Income for the year again increased substantially to £4,627,737 from £4,130,791 in 2021 (which had itself increased from £3,444,576 in 2020). This was achieved through the commissioning of the Bridge Back Home and the Community Wellbeing hub and the full year effects of opening of another High Support service in Wrotesley Road, Woolwich in June 2020.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £2,265,192 (2021: £2,127,085). The costs of renting properties has increased to £547,280.

Balance Sheet

The balance sheet remains strong with cash holdings of £ 1,673,866 (2021: £1,107,718).

Bridge Support is a participating employer in the Royal Borough of Greenwich pension scheme. The scheme, which provides benefits on a defined benefit basis, is in deficit. Bridge's share of this deficit which is a specific reserve in the financial statements increased at the end of the year particularly since the return on government bonds used to evaluate future pension liabilities reduced further. The last active member of the pension fund sadly died in August 2021. The cessation valuation provided by actuaries of the pension fund amounts to £280,000 and Bridge Support is awaiting details from the Pension Fund.

General Funds are £1,403,797 (2021: £836,852) whilst the Pension reserve deficit reduces this by £280,000 (2021: £250,675), to give total general funds available of £1,123,797 (2021: £586,177).

Reserves Policy

At the end of the year reserves amounted to £1,123,797 (2021: £586,177) which represented 3.16 (2021: 1.75) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2022, is to maintain unrestricted funds at a level equivalent to three months expenditure. The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2022, based on the same methodology considered in 2015, 2017 and 2021. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 2.28 (2021: 1.4) times as at 31st July 2022 and believe there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

Whilst the impact of the Covid-19 pandemic upon the economy in general, and charities in particular has been very substantial, Bridge Support has been fortunate in bearing much less of the impact that many others have borne. Whilst many charities are dependent upon income derived from donations, legacies and investments, Bridge Support's income is mainly derived from contracts that have been tendered by commissioners and which cover periods of several years. Thus whilst the pandemic has led to "lock-down" and consequential reductions of income for many organisations, Bridge has been able to continue to give the support to clients it has been contracted to provide for and thus its income from the Royal Borough of Greenwich, Essex County Council, Oxleas NHS Foundation Trust and South East London Clinical Care Group has continued in 2022 at the same levels, and in some instances at higher levels, than in 2021.

With the level of the disruption of the pandemic reducing, contracts for services in the North-East and West of Essex and the contract with Oxleas NHS Foundation Trust for the Tilt service were tendered during 2021. The outcome of the tender for the Tilt service was announced in March 2022, the contract being re-let to Bridge Support for five years with an option to it to be extended for a further two years. The tender for the service in Essex was let to Bridge Support in the summer of 2022 which increased the number of clients to be supported by a factor of 3. Support from clients under this contract will commence in early 2023.

Our contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 30th September 2024 and will probably be subject to a form of tendering commencing in the second half of 2023.

The increases in the cost of living has resulted in the increase in the hourly rates of pay published by the Living Wage Foundation increasing by 10.1% outside of London and by 8.2% in London. As a member of the Living Wage Foundation Bridge Support is committed to increasing the salaries of its

staff to these levels. It is negotiating an increase in its prices with commissioners of its services, and indications are that over 90% of cost increases will be approved by them.

In addition the Trustees have assessed other major risks to which the Charity is exposed, and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks.

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified as a key risk the over-reliance on too few commissioners in too few geographic areas and a strategy to mitigate this has been developed involving the seeking opportunities for providing support to clients in neighbouring areas which has resulted in the winning of a pilot contract for supporting of 12 clients in south west London in 2023 which may lead to the opportunity to tender for further contracts in other parts of South London if the pilot is successful.

Other risks include void rates in the Medium Support and Tilt services, which are managed closely with commissioners to ensure referrals are received to reduce periods of voids, the loss of key members of staff which has been mitigated by the expansion of senior management and the risk of losing existing contracts. Continuing contact with commissioners of existing contracts is maintained to ensure that service standards are maintained at the highest level.

Key Management Remuneration

The Remuneration Committee reviews the remuneration of the Executive Team, within the terms of the framework and policy agreed by the Board, and makes appropriate recommendations.

Fundraising

Fundraising statement Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Any such amounts receivable are presented in our accounts as “Donations and legacies” and are all voluntary in nature.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees.

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2021 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

The Charity is a company limited by guarantee, incorporated in England and Wales under number 2162224 on 8th September 1987. Its governing documents are its Memorandum and Articles of Association, as amended by special resolution on 24th November 2010 and 27th January 2021. These documents set out the Charity’s objectives and the framework within which Bridge Support must operate to achieve these. The Articles of Association are subject to approval by the Charity Commission and are regularly reviewed by Trustees to ensure they remain up to date.

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the

Charity Commission when making decisions in the day-to-day running of the Charity.

None of the Trustees has any beneficial interest in the Charity. All of the Trustees are members of the Charity and guarantee to contribute £1 in the event of winding up.

The Articles of Association provide for Trustees to be elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. A Trustee may only serve three terms, each of three years, unless 75% of the Board of Trustees recommend that the Trustee be elected for a fourth and final term of three years.

The Charity has a formal application and interview process for appointing Trustees, which takes into account the nature of its work, the requirements of its beneficiaries, and seeks to ensure an effective mix of experience and skills on the Board.

During the year two trustees retired having reached the end of their respective terms of office, and a further trustee resigned after the year end.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged although these have been limited during the pandemic. These will resume when safe to do so. All new Trustees are expected to undertake an induction process that covers:

- Their obligations as both Trustees and members;
- The operational framework for the Charity;
- Resourcing and the current financial position as set out in the latest, published accounts;
- Future plans and objectives.

The Board of Trustees (Directors) is responsible for setting the overall strategy and direction of the Charity, and for ensuring Bridge Support uses its resources effectively in pursuit of its strategy.

The Charity has no specific investment powers. Any surplus funds in addition to the funds required for the day to day requirements of the Charity are put on deposit with the Charity's bankers to maximise receivable interest. The Charity is in the process of appointing investment managers to assist in the management of surplus funds.

The Board of Trustees meets at least six times each year as a Board and attend a Trustees Away Day. In addition to this, they are supported through the work of four committees:

- Finance and Audit Sub-Committee, which is responsible for recommending to the Board the appointment of the external auditors, reviewing Bridge Support's accounts and financial controls, and reviewing the statements and actions on risk and internal controls.
- Quality, Governance and Risk Committee, which oversees service quality and risk, and organisational governance.
- Remuneration Committee, which considers and recommends to the Board the framework or policy for the remuneration of the Chief Executive and the Executive Team
- Nominations Committee, which oversees the recruitment of new Trustees. This includes: identifying which of the applicants meet the requirements of the Trustee specification; managing the application and interview process; and making recommendations to the Board of suitable candidates.

The Executive Team works closely with the Board of Trustees to help turn the Charity's vision and strategy into a reality. They are responsible for the day-to-day management of the organisation.

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, and Debbie Towersey, People and Resources Director. Biographical information on the current Executive Team can be found at:

<https://www.bridgesupport.org/meet-the-team/>

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Standards Comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees Annual Report is approved that in so far as the Trustees are aware:

- There is no relevant audit information of which the parent charitable company's auditor is unaware

- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

Price Bailey LLP have expressed their willingness to continue as Bridge Support's auditors.

In preparing this report the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006

The Trustees' annual report has been approved by the Trustees on 2nd December 2022 and signed on their behalf by:



.....George Wilkinson (Dec.2, 2022, 4:57pm)..... George Wilkinson, Chair of Trustees

Independent auditor's report to the members of Bridge 86 Limited

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including 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 group and parent charitable company's affairs as at 31 March 2022, and of the group's 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 group and parent 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 group or parent 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.

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 included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the group and parent 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 group and parent 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent Charitable Company and the sector in which it operates and considered the risk of the group and parent Charitable Company not complying with the applicable laws and regulations including fraud in particular those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the group and parent Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the group and parent Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We reviewed expenditure on legal fees during the period and the risk register maintained by the charitable group.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved 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 group and parent charitable company's members and its trustees 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 group and parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 09 December 2022

Financial Statements

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2022

		Unrestricted Funds	
		2022	2021
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	90	6,357
Trading activities	2b	-	-
Charitable activities:			
Support for clients	3	4,619,536	4,072,219
Investment income	4	157	414
Other income		7,954	51,801
Total income		4,627,737	4,130,791
Expenditure on:	5		
Raising Funds			
Trading Activities		22,469	61,263
Charitable activities:			
Flexible Community Service (FCS)		573,930	561,057
Medium Support Service (MSS)		928,540	891,641
High Support Service (HSS)		749,090	616,989
Essex County Council (ECC)		645,897	676,553
TILT Project (TILT)		817,697	819,518
Recovery College (RC)		248,986	253,421
Development (Devel)		284,589	147,684
Total expenditure		4,271,198	4,028,126
Net income for the year	6	356,539	102,665
Other recognised gains and losses:			
Actuarial Gains/(losses) on defined benefit pension schemes	13	181,081	(29,105)
Net movement in funds		537,620	73,560
Total funds brought forward		586,177	512,617
Total funds carried forward		1,123,797	586,177

All of the above results are derived from continuing activities. The attached notes form part of these financial statements.

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2022

		Charity		Group	
	Note	2022 £	2021 £	2022 £	2021 £
Fixed assets:					
Tangible assets	9	74,408	98,997	74,408	98,997
Investments	10	2	2	-	-
		74,410	98,999	74,408	98,997
Current assets:					
Debtors	11	396,736	835,148	396,736	837,949
Cash at bank and in hand		1,673,866	1,106,382	1,675,195	1,107,718
		2,070,602	1,941,530	2,071,931	1,945,667
Liabilities:					
Creditors: amounts falling due within one year	12	943,216	1,206,814	944,214	1,207,812
Net current assets		1,127,387	734,716	1,127,717	737,855
Total assets less current liabilities		1,201,797	833,715	1,202,125	836,852
Defined benefit pension scheme liability	13	78,328	250,675	78,328	250,675
Total net assets		1,123,469	583,040	1,123,797	586,177
Funds	14				
Unrestricted funds:					
Pension reserve		(280,000)	(250,675)	(280,000)	(250,675)
General funds		1,403,469	833,715	1,403,797	836,852
Total funds		1,123,469	583,040	1,123,797	586,177

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 2nd December 2022 and signed on their behalf by:



George Wilkinson (Dec 2, 2022, 4:57pm)

George Wilkinson

Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2022

			Group		
	Note	2022	2022	2021	2021
		£	£	£	£
Net cash provided by / (used in) operating activities	15		607,487		236,247
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		157		414	
Purchase of fixed assets		<u>(40,166)</u>		<u>(32,141)</u>	
Cash (used in) investing activities			(40,009)		(31,727)
Cash and cash equivalents at the beginning of the year			1,107,717		903,197
Cash and cash equivalents at the end of the year	16		<u>1,675,195</u>		<u>1,107,717</u>

Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2022	2021
Net movement in funds for the year	537,621	73,560
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
Non Operating Cash Flows Eliminated		
Depreciation	64,755	67,840
Actuarial Losses/(Gains)	(181,081)	29,105
(Increase)/Decrease in stocks	-	-
(Increase)/Decrease in debtors	441,213	(355,026)
Increase/(Decrease) in creditors	<u>(263,598)</u>	<u>410,773</u>
Net cash generated by operating activities	<u>607,487</u>	<u>236,247</u>

Analysis of cash and cash equivalents

	Group	
	2022	2021
Cash and Deposits at the start of the year	1,107,717	903,197
(Decrease)/Increase in Cash and Deposits	<u>567,478</u>	<u>204,520</u>
Cash and Deposits at the end of the year	<u>1,675,195</u>	<u>1,107,717</u>

	Group	
	2022	2021
Analysis of changes in net debt		
Cash and cash equivalents 01.04.2021	1,107,717	903,197
Cash flows	567,478	204,520
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2022	<u>1,675,195</u>	<u>1,107,717</u>

See note 16 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

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 October 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note. All amounts are shown in pounds sterling.

The results of the trading subsidiary are consolidated into these accounts on a line by line basis.

Administrative details are shown on page 63

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which manages the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and there are no current plans for it to re-open.

Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2022 amounting to £284,966 (2021: £272,596). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group. The tender for one significant contract, for the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st March 2024 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in Essex has been re-tendered and successfully won. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful. Bridge 86 Limited will pilot a Crisis Cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

d) Interest and investment income 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.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

f) Expenditure and irrecoverable VAT

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:

- Trading costs incurred by Stir Enterprises Ltd
- Expenditure on charitable activities which includes the costs of delivering services and educational activities undertaken to further the purposes of the charity and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

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, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture and Equipment	33%
Computer equipment	33%
Additions to Leased Buildings	33%

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid at the year end.

k) Cash at bank and in hand

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

l) 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.

m) Pensions

The charity was a member of the London Government Pension Scheme which is administered by the London Borough of Greenwich. The defined benefit scheme is funded through payments to an administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Current and past service costs along with interest costs are recognised as charges against resources expended. Expected returns on pension scheme assets are shown against other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to the statement of financial activities.

The asset or liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. The defined benefit obligation is calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The charity also offers a defined contribution pension scheme for employees managed and run by The People's Pension. The assets of the scheme are held separately from those of the charity. The contributions payable are charged to the statement of financial activities.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

n) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. Estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

The present value of the Royal Borough of Greenwich pension scheme depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. These assumptions, including the discount rate, are disclosed in note 13. Any changes in these assumptions will impact the carrying value of the pension liability.

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments are measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The investments note 10 details the historical cost of the investments and the unrealised gains to arrive at their fair value.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

2a Income from donations and legacies	2022	2021
	£	£
Donations	90	6,357
Grants	-	-
	90	6,357

2b Income from trading activities	2022	2021
	£	£
Stir Enterprises Limited	-	-
	-	-

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. In 2021/22 income received by Stir Enterprises Ltd was for the government Coronavirus Job Retention Scheme for staff. This income amounted to £7,290 (2021: £48,501) and is disclosed as Other Income

3 Income from charitable activities	2022	2021
	£	£
Support for clients		
Royal Borough of Greenwich	1,857,840	1,755,483
Oxleas NHS Foundation Trust	999,318	699,318
Core Rents Receivable	738,060	710,444
Essex County Council	588,961	577,309
NHS South East London CCG	280,369	272,706
MIND	118,825	-
Housing service charges receivable	36,163	35,132
London Borough of Bexley	-	21,827
Total income from charitable activities	4,619,536	4,072,219

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service. Wrotesley Road, part of High Support service, has been open for the whole of the 2021/22 year. It opened in June 2020 and so comparative figures above only reflect 9 months of it being established.

Income from Oxleas NHS Foundation Trust is for a contract awarded on 8th October 2013 for the support of clients at the Tilt project. This contract was re-tendered during the year and Bridge Support had been successful in securing the contract for a further five years. In addition Bridge Support was commissioned to provide the Bridge Back Home service from 1st April 2021.

NHS South East London CCG includes financing for the Recovery College and for support to clients in the Kitchener Flats.

Income from Essex County Council is the award of contracts which were competitively tendered and started in November 2019.

The Community Wellbeing Hub started in 2021/22 and is provided jointly by Bridge Support together with Oxleas NHS Foundation Trust and Bromley, Lewisham & Greenwich MIND.

Income from the London Borough of Bexley was for one client supported by the High Support Service.

There are no unfulfilled conditions for any of the above contracts.

4 Income from investments	2022	2021
	£	£
Bank interest	157	414
	157	414

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

5 Analysis of expenditure	Direct costs	Grant & other funding	Support costs	2022 £	2021 £
Trading Activities	22,469			22,469	61,263
Flexible Community Service (FCS)	447,656	-	126,274	573,930	561,057
Medium Support Service (MSS)	787,210	-	141,330	928,540	891,641
High Support Services (HSS)	520,788	-	228,302	749,090	616,989
Essex County Council (ECC)	515,438	-	130,459	645,897	676,553
TILT Project (TILT)	632,881	-	184,816	817,697	819,518
Recovery College (RC)	140,271	-	108,715	248,986	253,421
Development (Devel)	117,331	-	167,258	284,589	147,684
TOTAL	3,184,044	-	1,087,154	4,271,198	4,028,125

Increases in costs arise due to Wrottesley Road, part of the High Support Service, which opened during the previous year and full year costs have been incurred providing this service in this year. The Tilt contract was tendered for during the year and support cost reflect this. Development costs are those support costs which have arisen in the development of new support services, including Bridge Back Home which started in the year. Trading activities represent the costs incurred by the wholly owned subsidiary, Stir Enterprises Limited. During the current year these have been mainly restricted to the salary costs for the two employees who were furloughed until June 2021 when their posts became redundant.

Prior Year comparatives	Direct costs	Support costs	2021 Total
	£	£	£
Trading Activities	61,263	-	61,263
Flexible Community Service (FCS)	425,680	-	135,377
Medium Support Service (MSS)	756,264	-	135,377
High Support Services (HSS)	452,075	-	164,914
Essex County Council (ECC)	528,869	-	147,684
TILT Project (TILT)	664,450	-	155,068
Recovery College (RC)	154,965	-	98,456
Development (Devel)	-	-	147,684
TOTAL	3,043,566	-	984,560

Support Costs	FCS	MSS	HSS	ECC	Tilt	RC	Devel	Total
	£	£	£	£	£	£	£	£
Staffing	79,856	89,377	144,379	82,502	116,877	68,752	105,773	687,516
Accommodation	10,567	11,827	19,105	10,917	15,466	9,097	13,997	90,976
Communications	12,011	13,443	21,715	12,409	17,579	10,341	15,909	103,407
Legal Fees	574	643	1,038	593	840	494	761	4,943
Consultancy & Marketing	3,631	4,064	6,565	3,752	5,315	3,126	4,810	31,263
Printing & Stationary	2,598	2,908	4,697	2,684	3,803	2,237	3,441	22,368
Audit Fees	1,577	1,765	2,851	1,629	2,308	1,357	2,089	13,576
Other costs	7,939	8,885	14,353	8,202	11,619	6,835	10,516	68,349
Depreciation	7,521	8,418	13,599	7,771	11,009	6,476	9,962	64,756
	126,274	141,330	228,302	130,459	184,816	108,715	167,258	1,087,154

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

Prior Year comparatives	FCS	MSS	TILT	RC	ECC	HSS	Devel	2021 Total
	£	£	£	£	£	£	£	£
Staffing	86,515	86,515	105,392	99,099	62,920	94,380	94,380	629,201
Accommodation	11,877	11,877	14,469	13,605	8,638	12,957	12,957	86,380
Communications	12,093	12,093	14,731	13,852	8,795	13,192	13,192	87,948
Legal Fees	924	924	1,126	1,058	672	1,008	1,008	6,720
Consultancy & Marketing	1,790	1,790	2,181	2,050	1,302	1,953	1,953	13,019
Printing & Stationary	2,405	2,405	2,929	2,754	1,749	2,623	2,623	17,488
Audit Fees	1,592	1,592	1,940	1,824	1,158	1,737	1,737	11,580
Other costs	8,853	8,853	10,783	10,141	6,438	9,658	9,658	64,384
Depreciation	9,328	9,328	11,363	10,685	6,784	10,176	10,176	67,840
	<u>135,377</u>	<u>135,377</u>	<u>164,914</u>	<u>155,068</u>	<u>98,456</u>	<u>147,684</u>	<u>147,684</u>	<u>984,560</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £155,499 (2021: £149,687) and comprise:

	2022 £	2021 £
Staff costs	75,957	66,504
AGM and committee expenses	505	3,763
Auditor's fees	13,574	11,580
Depreciation	64,756	67,840
	<u>154,791</u>	<u>149,687</u>

Staff costs included within governance costs are the estimated costs of the Chief Executive, Strategic HR and Quality Director, Head of Operations, Pathways and Partnership Specialist, and Finance Director in the strategic management of the charity.

6 Net income for the year

This is stated after charging

Operating lease rentals:

	2022 £	2021 £
Property	441,264	405,045
Depreciation	64,756	67,840
Auditor's remuneration	13,574	11,580

The increase in operating lease rentals arises as a result of the length and cost of leases for several properties including those at Brewery and Conduit Roads, Samuel Close, and those which house the Tilt service having been renegotiated as a consequence of Bridge Support successfully winning services that had been re-tendered or commissioners extending contracts into the future prior to re-tendering being required.

7 Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	2,616,700	2,484,846
Social security costs	228,358	219,052
Employer's contribution to defined contribution pension schemes	71,348	103,563
Operating costs of defined benefit pension schemes	8,734	10,409
	<u>2,925,140</u>	<u>2,817,870</u>

The increase in staff costs reflects the full year effects in 2021/22 of the opening of the new High Support Service at Wrotesley Road, and the new Bridge Back Home and Community Wellbeing Hub.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2022	2021
	No.	No.
£60,000 - £70,000		1
£70,000 - £80,000	1	1
£90,000 - £100,000	1	1
£110,000 - £120,000	1	

Pension contributions for these employees amounted to £19,947 (2021 £16,527)

The total employee benefits including pension contributions of key management personnel were £410,657 (2021: £367,870). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2021: £nil). George Wilkinson was reimbursed travelling expenses incurred of £45 (2021: £643). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022	2021
	No.	No.
Charitable activities	109	105
Governance	1	1
	110	106

The increase in the average number of employees in 2022 is due to the full year effect of the opening of the new High Support service at Wrottesley Road, together with the commencement of the Bridge Back Home and Community Wellbeing Hub.

During the year the two substantive staff employed by Stir Enterprises Ltd were made redundant at a total cost of £1,496.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Charity and Group					
	Leasehold	Café Equip	Fixtures &	Office	Comp	Total
	Improvements		Fittings	Equip	Equip	
Cost	£	£	£	£	£	£
Start of the year	89,690	8,921	20,250	167,375	171,067	457,302
Additions in year	-	-	-	5,290	34,876	40,166
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	172,665	205,943	497,468
Depreciation						
Start of the year	39,548	8,288	12,756	149,106	148,606	358,305
Charge for the year	28,664	633	5,932	11,326	18,200	64,755
Disposals in year	-	-	-	-	-	-
End of the year	68,212	8,921	18,688	160,432	166,806	423,059
Net book value						
At end of the year	21,477	-	1,561	12,233	39,136	74,408
At start of the year	50,141	633	7,493	18,269	22,460	98,997

All of the above assets are used for charitable purposes.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

10 Investments

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	<u>2</u>	<u>2</u>	<u>-</u>	<u>-</u>

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which manages the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. See also Note 1b above. Other Income comprises CJRS furlough income.

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2022

	2022	2021
	£	£
Turnover	-	-
Other Income	7,290	48,501
Cost of sales	(21,526)	(57,215)
Gross profit	(14,236)	(8,714)
Selling Expenses	-	-
Administrative expenses	(8)	(3,676)
Other Costs	(936)	(372)
Operating loss	(15,180)	(12,762)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	<u>(15,180)</u>	<u>(12,762)</u>

Balance Sheet of Stir Enterprises Limited. as at 31st March 2022

	2022		2021	
	£	£	£	£
Current assets				
Debtors	-		2,801	
Cash at bank and in hand	1,330		1,338	
	<u>1,330</u>		<u>4,139</u>	
Creditors: amounts falling due within one year	(285,965)		(273,595)	
Net current assets		(284,635)		(269,456)
Net assets		<u>(284,635)</u>		<u>(269,456)</u>

11 Debtors

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	313,644	747,298	313,644	747,298
Other debtors	13,900	19,670	13,900	22,471
Prepayments	58,229	58,192	58,229	58,192
Accrued Income	10,963	9,988	10,963	9,988
Owed by subsidiary undertaking	-	-	-	-
	<u>396,736</u>	<u>835,148</u>	<u>396,736</u>	<u>837,949</u>

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £284,967 (2021: £272,596) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

The significant decrease in Trade Debtors is due to invoicing for funding in 2021 for the new Bridge Back Home service which started on 1st April 2021. The funding was received in full in 2021/22.

12 Creditors: amounts falling due within one year	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	209,459	128,766	209,459	128,766
Taxation and social security	60,542	58,460	60,542	58,460
Other creditors	22,349	22,339	22,349	22,339
Accruals	141,420	109,042	142,418	110,040
Deferred income	509,445	888,208	509,445	888,208
	<u>943,216</u>	<u>1,206,814</u>	<u>944,214</u>	<u>1,207,812</u>

Creditors have reduced compared to 2021. This is mostly due to the reduction in deferred income (see below), with increases in Trade Creditors due to increased charges for rents and rates, and expenditure related to funding for the retention and recruitment of staff received in March 2022.

Deferred income

Charity and Group

	2022	2021
	£	£
Balance at the beginning of the year	888,208	616,808
Amount released to income in the year	(378,764)	(75,000)
Amount deferred in the year	-	346,400
Balance at the end of the year	<u>509,444</u>	<u>888,208</u>

The amounts released from the deferred income account in the year mainly relate to the release of funding for the Bridge Back Home service which facilitates the faster discharge of patients from acute hospital wards to their homes and which had been invoiced in the previous year. Deferred income received in previous years has been applied in partially financing the costs of running the Recovery College.

13 Pension schemes

The charity participates in the Royal Borough of Greenwich pension fund, a scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the charity, being invested within a mixed investment portfolio.

The contributions are determined by a qualified actuary on the basis of projected unit method of valuation to calculate the service costs. The most recent valuation was 31 March 2019 and updated to 31 March 2021 for contributions made to August 2021.

On 19th August 2021 the last remaining employee of Bridge Support who was an active member of the pension fund sadly died. A cessation valuation as at that date was performed by the pension fund's actuaries to determine the liability which would crystallise should Bridge Support withdraw from the fund. This amounted to a liability of £280,000, valued on a full cessation basis, and £28,000, valued at an ongoing cessation basis. This compares with the net defined benefit liability within the annual report of Bridge Support at 31st March 2021 of £250,675. Bridge Support and the pension fund have been working together to determine whether Bridge Support will remain a member of the pension scheme or whether it will withdraw from the fund. Whilst the valuation of the liability performed on an FRS 102 or ongoing participation basis gives a liability of £78,328 since a decision has yet to be made whether Bridge Support are to remain in the fund or to leave, a transfer of the difference between the FRS 102 valuation of £78,328 and Cessation valuation of £280,000, or £201,672 has been made between General Funds and the Pension Fund and is reflected in note 14 below.

A valuation of Bridge Support's pension obligations as at 31st March 2022 have been calculated by the funds actuaries in accord with FRS102 and the results of this valuation have been incorporated below.

The contributions are determined by a qualified actuary using results from the latest funding valuation at 19th August 2021, the results of the previous FRS 102 report at 31st March 2021, and the Fund Asset Statement at 31st March 2022, Fund Income and Expenditure items to 31st March 2022, Employer Income and Expenditure items to 31st March 2022, details of any new unreduced early retirement payments in respect of the Employer to 31st March 2022, and details of any settlements to and from the Employer to 31 March 2022.

Bridge 86 Ltd trading as Bridge Support
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The assumptions used by the actuary in their valuation at 31 March 2019

	% p.a.
Discount Rate	2.35%
Pay Increases	3.95%
Retail Price Inflation	2.85%
Consumer Price Inflation	1.95%
Pension Increases	2.45%

Funds will pay limited increases for members that have reached State Pension Age (SPA) by 6 April 2016, with the government providing the remainder of the inflationary increase. For members that reach SPA after this date, it is assumed that Funds will be required to pay the entire inflationary increase.

The assumptions used by the actuary in their update were:

FINANCIAL ASSUMPTIONS

	Charity and Group	
	2022	2021
Discount rate	2.60%	1.95%
RPI increase	-	3.35%
CPI increases	3.35%	2.90%
Salary increases	4.35%	3.90%
Pension increases		2.90%

Actuaries have allowed for actual pension increases experienced for the period from 2021-2022. This assumes that pension increases are in line with the annual pension increases set by the HM Treasury Revaluation Order.

The estimated asset allocation is as follows:

ASSET CLASS

	Charity and Group			
	2022		2021	
	£	% of total	£	% of total
Equities	266,007	57%	47,858	9%
Other bonds	80,616	17%	86,503	17%
Property	50,780	11%	45,824	9%
Cash	11,667	3%	6,443	1%
Unitised Insurance policies	-	-	201,958	39%
UK and Overseas Unit Trusts	57,290	12%	128,596	25%
Total	466,360	100%	517,182	100%

BALANCE SHEET DISCLOSURES

	Charity and Group	
	2022	2021
	£	£
Present value of funded obligations	544,688	767,857
Fair value of scheme assets (bid value)	(466,360)	(517,182)
Net defined benefit liability / (asset)	78,328	250,675

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

RECONCILIATION OF OPENING & CLOSING BALANCES OF THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION

	Charity and Group	
	2022	2021
	£	£
Value at 1 April	767,857	632,841
Current Service cost	5,643	9,520
Interest cost	14,135	14,759
Change in financial assumptions	(20,072)	136,517
Change in demographic assumptions	-	(8,677)
Experience loss/(gain) on defined benefit obligation	(136,459)	(7,428)
Estimated benefits paid net of transfers in	(87,180)	(11,235)
Contributions by Scheme participants	764	1,560
Value at 31 March	544,688	767,857

RECONCILIATION OF OPENING & CLOSING BALANCES OF FAIR VALUE OF SCHEME ASSETS

	Charity and Group	
	2022	2021
	£	£
Value at 1 April	517,182	421,680
Interest on assets	9,268	9,848
Return on assets less interest	24,550	91,307
Other actuarial gains/(losses)	-	-
Administration expenses	(395)	(399)
Contributions by employer including unfunded	2,171	4,421
Contributions by Fund participants	764	1,560
Estimated benefits paid plus unfunded net of transfers in	(87,180)	(11,235)
Value at 31 March	466,360	517,182

THE AMOUNTS RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES

	Charity and Group	
	2022	2021
	£	£
Service cost	5,643	9,520
Net interest on the defined liability (asset)	4,867	4,911
Administration expenses	395	399
	10,905	14,830

RECONCILIATION OF OPENING & CLOSING SURPLUS

	Charity and Group	
	2022	2021
	£	£
Surplus/(deficit) at beginning of the year	(250,675)	(211,161)
Amounts recognised in SOFA	(10,905)	(14,830)
Employer's contributions	2,171	4,421
Sub Total	(8,734)	(10,409)
Actuarial gains/(losses)	181,081	(29,105)
Surplus/(deficit) at end of the year	(78,328)	(250,675)

HISTORY OF ASSETS, LIABILITIES, EXPERIENCE GAINS AND LOSSES

	Charity and Group				
	2022	2021	2020	2019	2018
At 31 March	£	£	£	£	£
Defined benefit obligation	(544,688)	(767,857)	(632,841)	(723,960)	(701,521)
Scheme assets	466,360	517,182	421,680	562,436	520,816
(Deficit) in the scheme	(78,328)	(250,675)	(211,161)	(161,524)	(180,705)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

14 Movements in funds

	Start of the year	Income	Charity Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	833,715	4,620,447	(4,252,365)	201,672	1,403,469
Total funds	583,040	4,801,528	(4,261,099)	-	1,123,469

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £284,966 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The transfer between General and Pension Funds is explained in note 13.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	720,725	4,082,290	(3,969,299)	-	833,715
Total funds	509,564	4,053,185	(3,979,708)	-	583,040

	Start of the year	Income	Group Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	836,852	4,627,737	(4,262,464)	201,672	1,403,797
Total funds	586,177	4,808,818	(4,271,198)	-	1,123,797

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	723,778	4,130,791	(4,017,717)	-	836,852
Total funds	512,617	4,101,686	(4,028,126)	-	586,177

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

	Charity 2022	2021
	£	£
Net income for the reporting period (as per the statement of financial activities)	359,348	102,581
Depreciation	64,755	67,840
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
(Increase)/Decrease in debtors	438,412	(299,235)
Increase/(Decrease) in creditors	(263,598)	413,735
Net cash (used in) operating activities	607,494	(319,854)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

	Group	
	2022	2021
	£	£
Net income for the reporting period	356,544	102,665
(as per the statement of financial activities)		
Depreciation	64,755	67,840
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
(Increase)/Decrease in stocks		
(Increase)/Decrease in debtors	441,213	(355,026)
Increase/(Decrease) in creditors	(263,598)	410,773
Net cash (used in) operating activities	607,491	(280,136)

16 Analysis of cash and cash equivalents

	Charity		
	Start of the year	Cash flows	End of the year
	£	£	£
Cash at bank and in hand	596,252	567,329	1,163,581
Deposits (less than three months)	510,130	157	510,287
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	1,106,382	567,486	1,673,868

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	333,477	262,775	-	596,252
Deposits (less than three months)	509,716	414	-	510,130
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	843,193	263,189	-	1,106,382

	Group		
	Start of the year	Cash flows	End of the year
	£	£	£
Cash at bank and in hand	597,588	567,321	1,164,909
Deposits (less than three months)	510,129	157	510,286
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	1,107,717	567,478	1,675,195

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	393,482	204,106	-	597,588
Deposits (less than three months)	509,715	414	-	510,129
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	903,197	204,520	-	1,107,717

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Charity and Group Property	
	2022	2021
Less than 1 year	361,086	175,024
1 - 5 years	703,039	15,822
Over 5 years	-	-
	<u>1,064,125</u>	<u>190,846</u>

Future minimum lease payments have increased since the length and cost of leases for several properties including those at Brewery and Conduit Roads, Samuel Close, and those which house the Tilt service have been renegotiated as a consequence of Bridge Support successfully winning services that had been re-tendered or commissioners extending contracts into the future prior to re-tendering being required.

18 Contingent assets or liabilities

There are no contingent assets or liabilities

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

20 Related party transactions

There were no related party transactions during the year (2021: £0)

21 Post Balance Sheet Event

The last active member of the Royal Borough of Greenwich pension fund died in August 2021. Bridge Support have applied to the Royal Borough of Greenwich Pension Fund for a suspension notice and will discuss this with representatives of the pension fund and the Royal Borough of Greenwich council.

Reference and Administrative Details

Trustees

George Wilkinson

Beez Fedia

Dave Baldock

Sarah Boundy

Deborah Okutubo

Elaine Rassaby

Nicola Williams – appointed 28th July 2021

Haydn Gott – resigned 24th November 2021

John Wilkes – resigned 24th November 2021

Dominic Wilson – resigned 18th July 2022

Chair

Deputy Chair

Chief Executive and Company Secretary:

Raymond Sheehy

Company number:

02162224

Charity number:

802227

Registered office:

Deepdene House,
30b Bellegrove Road,
Welling,
Kent DA16 3PY

Auditors:

Price Bailey LLP
Causeway House,
1 Dane Street,
Bishop's Stortford
Herts CM23 3BT

Bankers:

Lloyds Bank plc
Bexleyheath Business Centre,
130 The Broadway,
Bexleyheath, Kent. DA6 7DP

Solicitors:

Russell-Cook LLP
2, Putney Hill,
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BRIDGE 86 LIMITED

England & Wales - Charity number 802227

Accounts



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2021

Company number:	02162224
Charity Registration Number:	802227

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Since being supported by Bridge I have...

"taken part in many activities such as Food Champion, Football at the Meridian, Gardening Project, House Meeting Secretary. I have improved my confidence and hope that helped me to stop drinking alcohol. I am able to pay my service charge regularly and am not in arrears."

"learned to budget, stopped taking drugs, cut down on my alcohol intake, I started college and I have done some courses and I learned to be more independent. And I hope to move on to my own flat in the community as soon as possible"

"improved in my mental health. I have more confidence. I have done many courses in the community. I have found the help to move on soon to my own flat in the community."

"arrived from Hospital to my supported accommodation with Bridge, I have been supported by staff to handle my benefits, my medication and living needs. I have also been supported by staff and keyworker in tackling my housing benefit debt with the council and live an independent life away from hospital"

"been stable, lively, express myself more, feeling good and happy"

"been given dignity and respect as a human being to the point of being able to learn for myself, build confidence in a way to live in the community with minimal support from Bridge."

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

This Report highlights the commitment and determination of everyone at Bridge Support. It has been a year when we have seen the very best of Bridge. There have been real challenges - for our management, for our people, for our clients - and the pandemic has had a significant impact on so much of what Bridge does.

You will see this as you read the Report.

Navigating the pandemic, to keep our clients and our people safe but at the same time to ensure that we continued to meet the needs of our clients has been far from easy. Yet Bridge not only continued to support an increasing number of clients, opening and developing new services, and recruiting new staff, but at the same time trust and relationships have been strengthened throughout the organisation.

My colleagues and I on the Trustee Board are hugely proud of everything that Bridge Support has done this past year. I want to take this opportunity to put on record our thanks - both to Raymond and his executive colleagues, Jeremy and Debbie, for their leadership, but also to everyone else at Bridge Support for all they have done for our clients across all our services. Providing support to some of the most vulnerable people in our communities and helping them experience better mental health and well being, and enjoy greater independence, requires real team work. This is a hallmark of Bridge Support.

Lastly, I want to thank my colleagues on the Trustee Board for the support they have each given me as Chair.



Raymond Sheehy, Chief Executive of Bridge Support

This report highlights much of what has been good across all of Bridge's services, some of which are now well-established across Essex as well as Southeast London. But it would not be complete without reflecting on some of the challenges the year brought and how they were met in the face of, at times, an all-consuming pandemic. Covid meant that we faced some difficult decisions in the face of at times, little reliable information, contradictory advice from government to the care sector as well as the social care sector workforce as a whole and the knowledge that if we got something wrong at a Bridge leadership level, people could die as a result. The response from my team and more importantly the managers and staff of Bridge was nothing short of exemplary and it is a period of my work life that I will never forget. My heartfelt thanks to everyone across Bridge.

Against this backdrop, the business challenges this year did not go away. Reaching more people, developing new projects or winning new work through tenders, securing existing contracts and maintaining the Bridge culture and ethos that make sure that we are a first choice for potential employees who want to work in mental health and support have all continued to have lots of attention during the year.

We negotiated a new 'hospital-to-home' service (Bridge Back Home) aimed at getting people off wards and back into their home so they don't get unnecessarily delayed. A great outcome for those languishing on wards as well as saving the NHS on bed space and money. Bridge has become part of the 'Transforming Care' work in Greenwich which will provide a 'no wrong door' service for people in the borough to get the help, support and advice they need across their social care as well as mental

health needs. Bridge also opened another spot-contracted 24-hour support service to address the lack of high-quality housing and support often experienced by people with severe and enduring mental health problems. All new projects planned through Covid and projects often delivered in the midst of lockdowns.

Yet there are still emerging challenges; being part of delivering better mental and physical health across our populations and the imminent changes resulting from integrated care systems and primary care networks taking over from Clinical Commissioning Groups (CCGs). Crisis care prevention and keeping people out of A&E. Rehabilitation services that move people into independent and meaningful lives. Forensic services for men and women in the community that provide the 'least restrictive environment' as a minimum but the goal of a lifetime free of crime and contributing in some way to their communities as an aspiration. Giving citizens not just a say in what they want but putting them and their communities front and centre of the planning and delivery of what they say would help them most. Meaningful and practical peer support and co-production and creating a system that is focussed on the person not the system. All still challenges that have not gone away and all still challenges that need an answer.

This year we have not only survived; This year we have stood up and met the challenges thrown at us by doing more of what we are good at, creating better solutions and diversifying our income. There are no easy answers to the challenges we face but going forward we are underpinned by the collective experiences we have shared this year and renewed by the knowledge that we continue to make an everyday difference to people's lives.

About Bridge Support

Bridge Support provides a clear, proven pathway for people with long term mental health problems, to progress towards living a more fulfilling role within the community. Our aim is simple; we help our clients along a path that leads to them enjoying the same freedom, opportunities and everyday pleasures that most people take for granted.

A charitable organisation, based in South London, Bridge Support has grown steadily over 30 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich. We were originally founded to 'bridge' the huge gap in support between psychiatric hospital and community integration. With community care now very much the preferred option we offer a full range of services from supported accommodation, visiting support and a Recovery College.

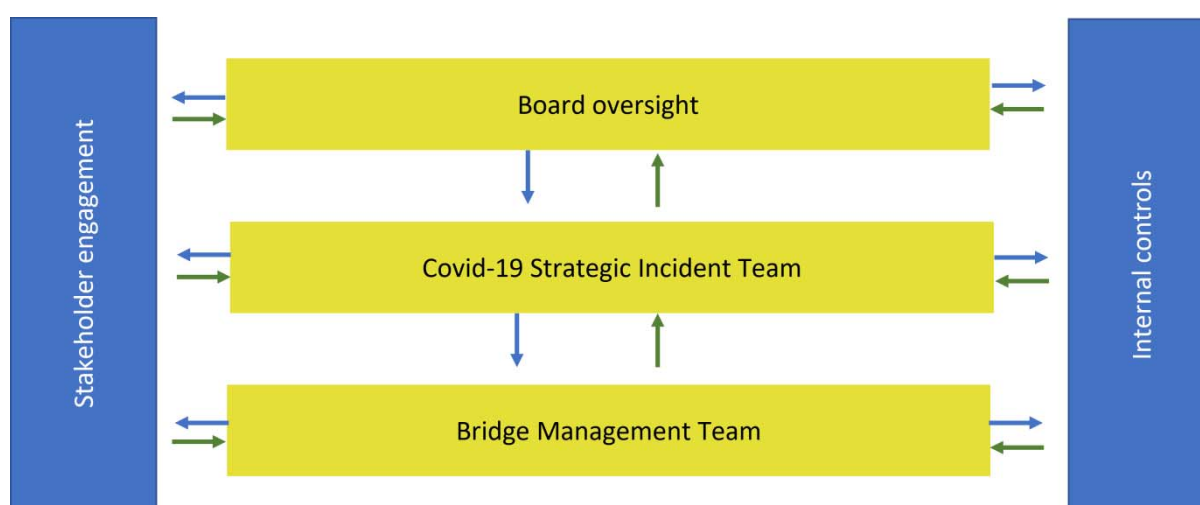
Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends of our clients that has been successful. We believe that wherever possible, co-creation should be a key element of the service we provide. We capture views, opinions and suggestions through formal feedback mechanisms such as surveys, steering groups, suggestion boxes, quarterly reports and also through informal discussions.

Our Covid Response

The outbreak of Covid-19 in the UK and the subsequent lockdowns imposed by the British Government to help manage the pandemic had a significant impact on Bridge Support's activities, staff and clients. Our priority was to ensure we could continue to deliver support safely for both staff and clients.

From early February 2020 Bridge established a Covid-19 response team which met twice daily to discuss, and put in place, policies and procedures as well as circulate guidance for staff and clients. Protecting staff and clients with underlying health conditions was our priority, and we implemented mitigation measures to do this. Specific individual risk assessments were completed in March 2020 with any new assessments taking place as required.

Our Covid-19 Framework



The Board oversaw the Strategic Incident Team's response to the Covid 19 Pandemic. The Board received regular reports on progress and stakeholder impact.

Stakeholder engagement was vital to ensure clients and their family and friends understood the actions we took as well as commissioners being reassured that we were continuing to deliver support services which were effective and safe for all involved

The Covid-19 Strategic Incident Team led Bridge Support's Covid-19 response. It was responsible for planning an effective response to the developing scenarios ensuring a continued resilience in delivery of our support services.

The Bridge Management Team focused on ensuring delivery as close to normal as possible whilst protecting the health and wellbeing of staff and clients.

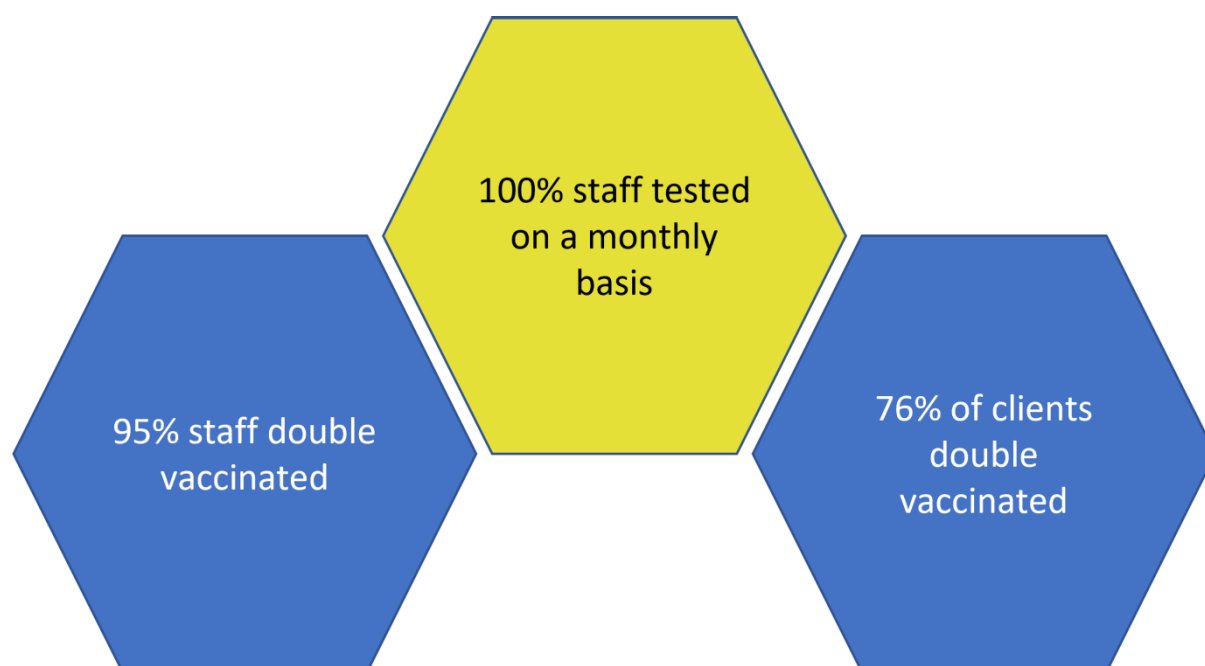
Internal controls and processes were continually reviewed and updated to reflect the changing situation and risks.

Information about how each of our different services responded to Covid-19 is contained within the relevant service sections of this report

As soon as the testing programme was opened up to social care staff Bridge Support introduced a rolling programme of testing across all frontline staff for both permanent and bank staff.

Throughout the pandemic and lockdowns staff continued in their work with minimal disruption, showing the common sense and good humour to get through these difficult times.

In July 2020 after realising that staff were reluctant to take time off despite needing a break, front line staff were awarded 3 additional days of annual leave to be taken within 3 months. In November staff received a pay rise of 2.2% and at Christmas staff were awarded a bonus to express Bridge Support thanks to them for their magnificent work during the Covid pandemic. The annual leave policy was amended to enable staff to carry forward leave into 2021/22 so long as it was taken by 31st October 2021.



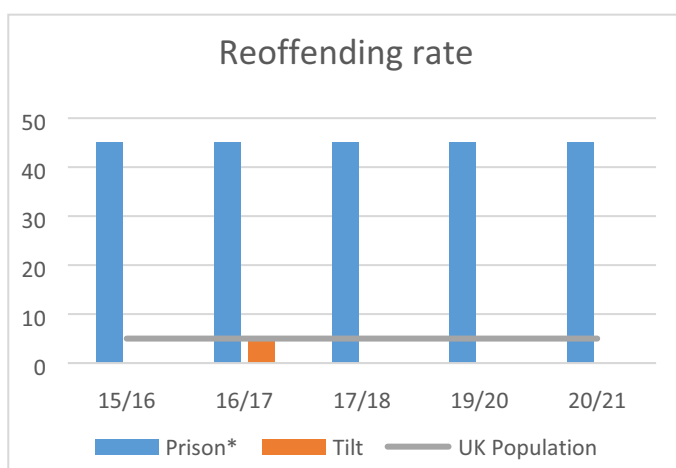
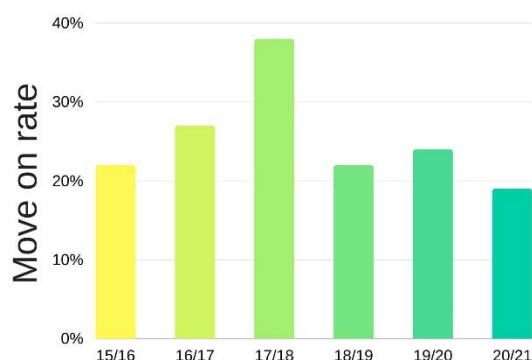
Tilt Project

Based in South East London since September 2013, our unique high support forensic hostel facility offers round the clock support for men. Bridge Support operates this scheme in partnership with Oxleas NHS Foundation Trust with a dedicated clinical team from the Bracton Centre. The project supports ex-offenders with long term mental health issues to move successfully to independent living. The founding principles of the Tilt project were based on the Tilt Report (Tilt et al, 2000) with the concept of the model dating back to 2003 as a response to the need to move people out of long term forensic mental health services.

Bridge Support provides 24 hour social support with Oxleas providing a high level of clinical support with daily input from a community in-reach team, care co-ordination and an identified responsible clinician. The project utilises strategies that are recognised to be important for community rehabilitation of patients with offending histories, such as: community readiness assessments, engaging clients in shared goals, the presence of social networks and peer relationships and continuity of staff.

Together with the clinical team, we identify those patients in medium or low secure hospitals who would benefit from reintegration into the community via Tilt. Our approach of active and early involvement in 'move-on' planning, coupled with robust joint management of risk means that the project is able to reduce the length of stay for men in medium or low secure services.

Over the lifetime of the project the average length of stay at the project is 2.4 years with 58% of residents moving on to independent living or less supported accommodation. 21% of residents moved to non-forensic 24 hour placements and 18.5% were recalled back to hospital. Due to Covid restrictions our move on rate in 2020/21 was lower than the previous years.



The reoffending rate for current and past residents at the project is less than 5% and in 2020/21 we maintained our 0% reoffending rate.

*Prison: The facts, Prison Reform Trust, Summer 2017

Covid response

Tilt was fully staffed throughout the national Covid lockdowns and subsequent easings. Social distancing measures were put in place with staff and clients having access to hand washing facilities, hand sanitiser and PPE where necessary.

Staff were issued with clear guidance to circulate amongst clients as the lockdown measures were introduced and again as the measures were eased.

Clients were supported to access vaccinations at the earliest possible stage with many having physical health conditions making them particularly vulnerable to the effects of Covid-19.

Lockdown restrictions meant that trial leave for prospective clients from the Bracton Centre was suspended. There were delays for clients moving on to independent living as there were no properties available on which to bid resulting in a lower move on rate than previous years.

The Covid-19 lockdowns and restrictions had a huge impact on the structured routine we have worked hard to establish at Tilt with residents unable to access work, training or employment opportunities as they had previously. With the easing of restrictions staff have been helping motivate residents to return to structured activities.

A client's journey through Tilt

When Jamal arrived at Tilt staff soon identified he had additional support needs alongside his diagnosis which were impacting on his progress.

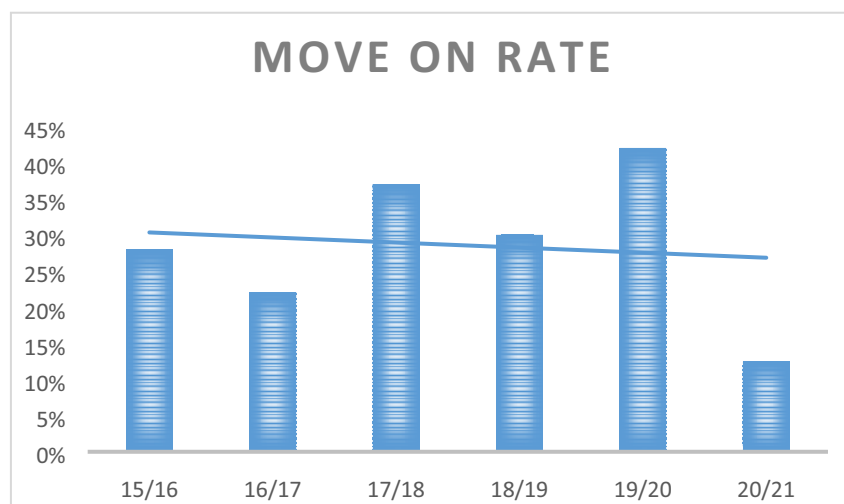
Staff recognised that Jamal needed a more structured routine. They worked with Jamal to develop a routine which helped him manage his day to day living better and minimised fluctuations in his mental health.

Staff supported him to attend the Recovery College where taking part in courses and making friends helped him gain confidence and maintain wellbeing.

After a period of stability Jamal moved on from Tilt to less supported accommodation.

Medium Support

Bridge Support provides 43 units of high-quality accommodation as part of the Royal Borough of Greenwich Mental Health Pathway. The accommodation is staffed 9am-9pm seven days a week and is a variety of one-bedroom flats, studios and shared houses. We provide clients with support to improve their independent living skills, get involved in social and leisure activities and access specialist services within a mutually supportive environment. Our aim is to prepare clients for a successful move to independent living within two years.



Our move on rate in 2020/21 was much lower than in previous years owing to the Covid-19 pandemic.

Covid response

Medium Support was fully staffed throughout the national Covid lockdowns and subsequent easings. Social distancing measures were put in place with staff and clients having access to hand washing facilities, hand sanitiser and PPE where necessary.

Staff were issued with clear guidance to circulate amongst clients as the lockdown measures were introduced and again as the measures were eased.

Clients were supported to access vaccinations at the earliest possible stage with many having physical health conditions making them particularly vulnerable to the effects of Covid-19.

Bridge worked closely with other providers in the Greenwich Mental Health Pathway and Oxleas NHS Foundation Trust to help ensure swift discharge as staffing pressures led to the closure of one of the local mental health wards.

Move on into independent living was hugely affected by the first lockdown restrictions as there were no properties available on which to bid. Despite subsequent easing of lockdown restrictions the supply of properties did not recover to pre pandemic levels until Summer 2021.

The Covid-19 lockdowns and restrictions has had a huge impact on the clients. Being unable to access community activities and visit friends and family freely is likely to affect their recovery journey and we suspect that lengths of stay within Medium Support may increase.

A client's journey through Medium Support

Jon came to Medium Support after being in prison. He had a history of non compliance with his medication and substance misuse and was not able to manage his finances.

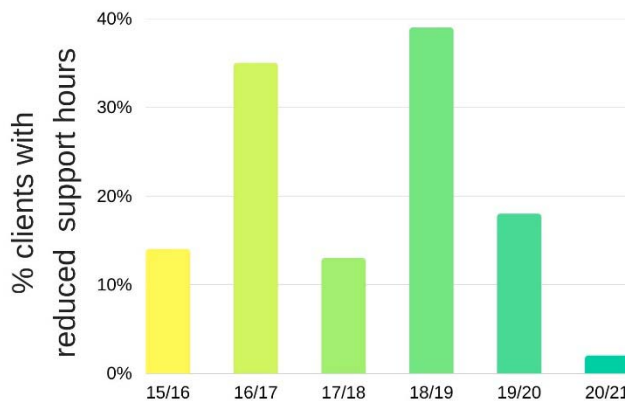
Bridge Support's Medium Support workers worked alongside a medication service to help Jon manage his medication and gain more stability in his mental health.

As his mental health improved Bridge staff supported Jon to develop his independent living skills with a particular focus on reducing his substance misuse which could trigger a relapse.

Jon has made excellent progress and has been able to move within Medium Support to a self contained flat where he has managed really well. Jon is likely to move on to independent living very soon.

Flexible Community Support

Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from one to 20 hours of support depending on need. For many of our clients their recovery journey is not linear and Bridge Support takes a proactive and consistent approach to fluctuations in clients' mental health - increasing support when needed and taking a step back when clients are managing well.

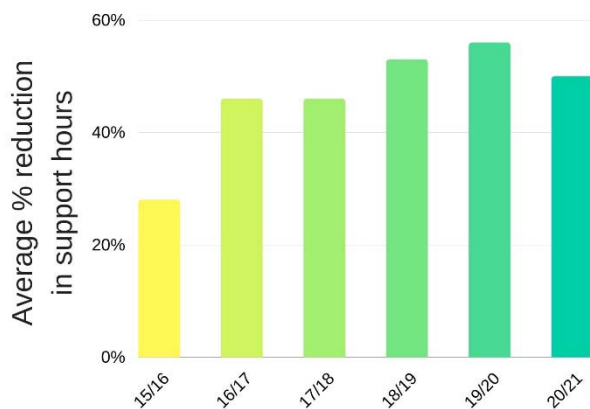


In 2020/21 Bridge Support supported over 145 (2019/20: 130) clients with the aim to enable our clients to live well and as independently as possible. We review client progress every month to ensure that we are encouraging independence, promoting self-reliance and providing the most appropriate amount of

support needed. By measuring the reduction in the amount of support given, we can demonstrate a client's move towards increasing independence. The Covid-19 pandemic had a massive impact in moving clients towards increasing independence with support hours only being reduced for 2% of clients in 2020/21. On average these clients saw a 50% reduction in support hours over the period.

In discussion with Royal Borough of Greenwich, and where appropriate, we have been moving clients to the least amount of support possible for example fortnightly, monthly or support on demand - where clients contact us when they have a support need, usually assistance in accessing a benefit or attending a medical appointment.

In 2020/21, the proportion of clients receiving fortnightly, monthly or on demand support remained steady at 31%. Again Covid-19 has affected clients and their move towards increasing independence.



Covid response

During the Covid-19 lockdowns Flexible Community Support moved from face to face visits to phone support for clients with staff working from home. We continued to visit clients that needed face to face support for either physical health reasons or where their mental health was too fragile to cope without support in person. In these instances all staff followed social distancing rules and had access to the appropriate PPE.

The Covid-19 lockdowns and restrictions had a huge impact on Flexible Community Support clients with disruption to daily routines and reduced ability to visit friends and family. Staff needed to increase support to a number of clients whose mental health had previously been stable.

When the vaccination programme began staff supported clients to access vaccination at the earliest possible stage as many have physical health conditions making them particularly vulnerable to the effects of Covid-19.

A client's journey with Flexible Community Support

Scott stepped down from Medium Support to independent living. He had developed good independent living skills but was still using cannabis to manage his anxiety.

Bridge's substance misuse support worker worked with Scott and his Flexible Community Support worker to develop a programme to help reduce his cannabis use.

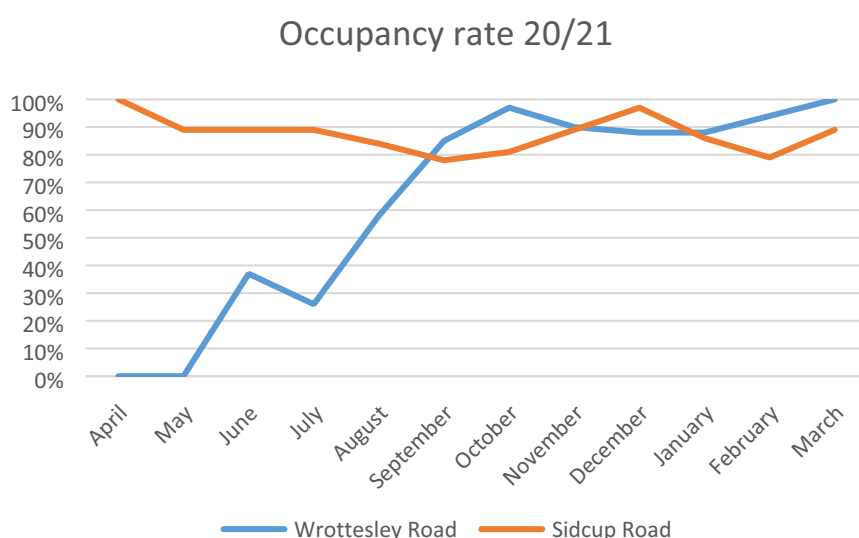
Scott successfully implemented his plan focusing on his objectives for the future. His support was reduced as he gained confidence and took control of his social anxiety. With increased confidence he started a new relationship.

Working with his Flexible Community Support worker Scott put together his CV so he could apply for jobs. He accepted a part-time role in hospitality. With a job and steady relationship he has now moved on monthly support.

Sidcup Road & Wrottesley Road

Sidcup Road and Wrottesley Road (opened June 2020) are non-commissioned services with places available for spot purchases by local authorities or clinical commissioning groups. Bridge identified there was a gap in the market for 24 hour accommodation which made use of, and improved, clients' existing daily living skills.

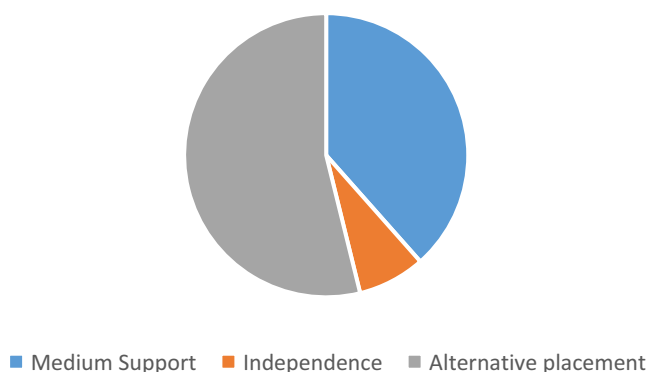
Both services provide specialist move on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside the care programme approach provided by the client's clinical team, to strengthen engagement, identify aspirations and provide support that facilitates progress along their recovery pathway.



This chart shows the high occupancy rate across 2020/21 due, to the efficiency and ability of the service manager and team to source clients, process and turn around assessments quickly and provide the necessary supporting paperwork to the Commissioners.

The aim at Sidcup Road & Wrottesley Road is to move clients on to lower support. This chart shows that whilst we have had a number of clients moving on to Medium Support and independent living, there have been a higher number of clients moving to alternative placements than originally envisaged. We will aim to increase the number of clients moving to Medium Support and independence in the coming year.

Sidcup Road & Wrottesley Road - move on destination 20/21



Covid response

Sidcup Road and Wrotesley Road were fully staffed throughout the national Covid lockdowns and subsequent easings. Social distancing measures were put in place with staff and clients having access to hand washing facilities, hand sanitiser and PPE where necessary.

Staff were issued with clear guidance to circulate amongst clients as the lockdown measures were introduced and again as the measures were eased.

Clients were supported to access vaccinations at the earliest possible stage with many having physical health conditions making them particularly vulnerable to the effects of Covid-19.

Bridge worked closely with Oxleas NHS Foundation Trust to help ensure swift discharge when clients were referred as staffing pressures led to the closure of one of the local mental health wards.

The Covid-19 lockdowns and restrictions has had a huge impact on the clients. Being unable to access community activities and visit friends and family freely is likely to affect their recovery journey and we suspect that lengths of stay may increase.

A client's journey through Wrottesley Road

Raj moved into Wrottesley Road after a long hospital admission. He had a history of non compliance with medication and alcohol abuse.

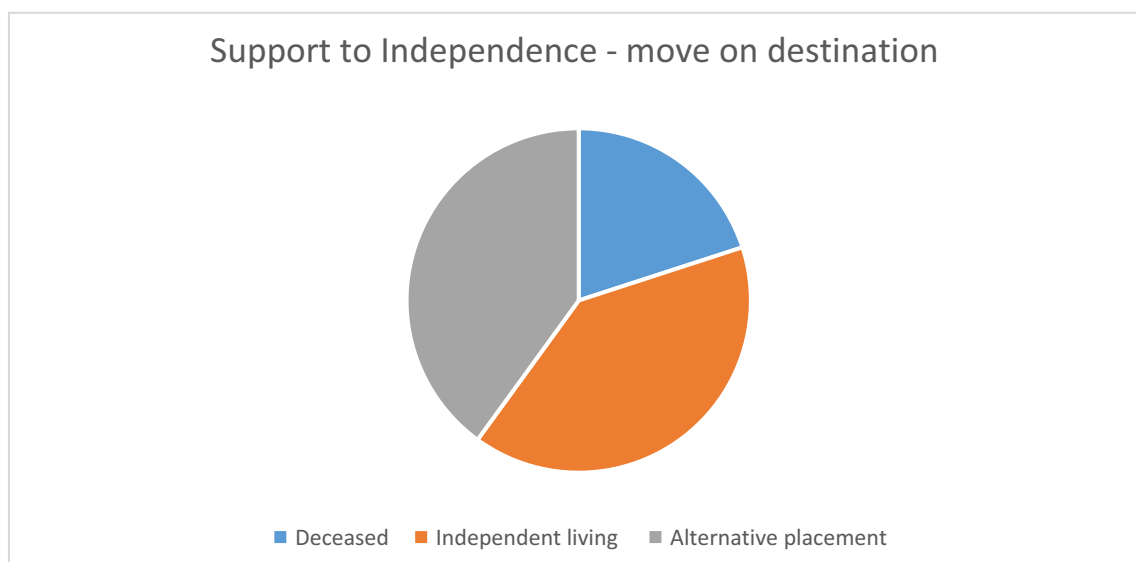
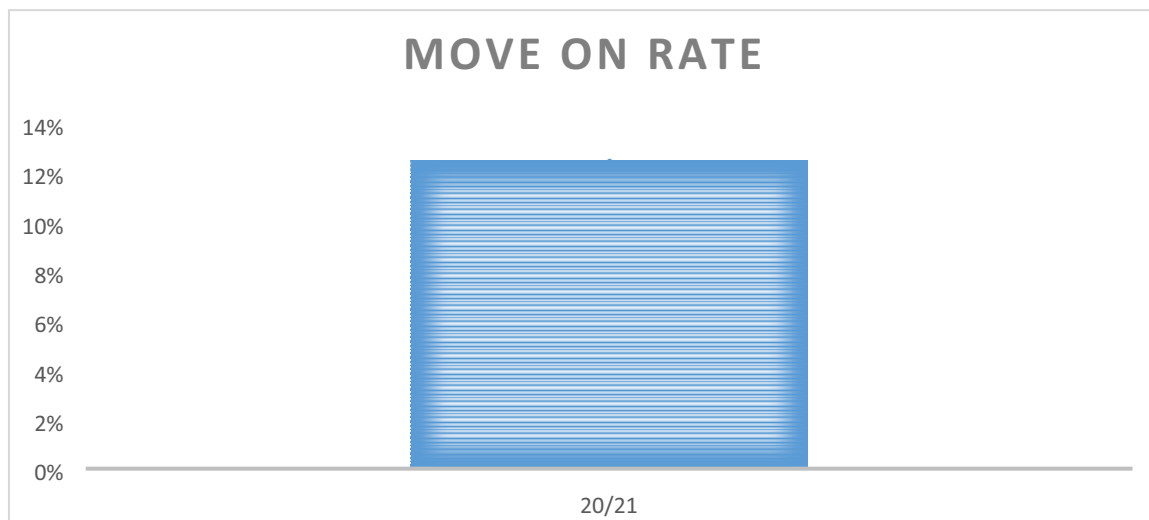
Staff at Wrottesley Road took time to develop a relationship with Raj who had a tendency to isolate himself and not ask for help.

With staff's help Raj worked on improving his management of his mental health and reflecting on how he felt when he took his medication consistently.

After a sustained period of medication compliance Raj moved on to Medium Support.

Support to Independence

Bridge Support provides support for 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. All three schemes are staffed 24 hours a day, seven days a week. Working in partnership with Notting Hill Genesis who provide and manage the accommodation, our aim is to prepare clients for a successful move to independent living within two years, providing support to improve their independent living skills, get involved in social and leisure activities and improve the management of their mental health.



Covid response

Support to Independence was fully staffed throughout the national Covid lockdowns and subsequent easings. Social distancing measures were put in place with staff and clients having access to hand washing facilities, hand sanitiser and PPE where necessary.

Staff were issued with clear guidance to circulate amongst clients as the lockdown measures were introduced and again as the measures were eased.

Clients were supported to access vaccinations at the earliest possible stage with many having physical health conditions making them particularly vulnerable to the effects of Covid-19.

The Covid-19 lockdowns and restrictions has had a huge impact on the clients. Being unable to access community activities and visit friends and family freely is likely to affect their recovery journey and we suspect that lengths of stay within Support to Independence may increase.

A client's journey through Support to Independence

Sarah moved in after a long period in hospital. She was anxious about the move as she had not previously experienced this level of independence.

Staff worked closely with Sarah gradually increasing visits to the local community and involvement with local activities. Staff helped identify triggers/risks which had previously led to multiple self harm incidents and managed to decrease these.

Staff and Sarah identified she had a 'need' to learn and supported her to register with a local college where she began a creative course. Initially staff accompanied Sarah to her classes but soon she was attending by herself.

Sarah gained a lot of confidence and was delighted to be able move on from Support to Independence to a studio flat in the local area.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1000 enrolled students with 165 places offered every six week term.

Unlike many other Recovery Colleges, Bridge Support's Recovery College is located in the heart of Woolwich and not on an NHS site. The College works to increase students' confidence and part of this is to train and equip a number of students to use their personal experience and skills to deliver courses. Over 70% of workshops and courses are delivered by peer trainers.

Covid response

For all of 2020/21 the Recovery College has conducted all courses online. From very early on in the first lockdown a weekly recovery magazine was written and distributed to students, support staff in Bridge and other pathway agencies, Oxleas NHS Foundation Trust Care co-ordinators, GPs and other agencies and community groups that support MH recovery, for distribution to their clients.

Recovery College Weekly included articles and activities to promote and support mental wellbeing and was originally intended to be a resource for usefully engaging people who might otherwise become isolated and feel purposeless during lockdown. As restrictions eased the magazine went on to include vaccine myth busting, advise on testing and safe behaviours during the pandemic and simple to follow explanations of the changing rules as restrictions are relaxed.

By 4th week of the first lockdown pandemic a full Recovery College programme was available online with a 90% take up of available places. This level of interest has endured throughout the pandemic with an average attendance across the period of 75%. During 2020/21 103 courses, workshops and activities were provided with an average of 6 places taken up on each.

The college explored the issue of Digital Exclusion and found the major issue was students did not know how to use the online tools or were nervous about engaging in an online setting. Recovery College staff offered support to help students become active users on the college learning tools and to start using the internet more generally. The College also worked with pathway organisation to develop tools to help support workers facilitate online engagement with the College and internet services more generally.

A survey of students during the pandemic indicates that levels of connectedness, the ability to manage their own mental health needs, proportionate use of services and optimism for the future remains strong. Respondents credited this to attending the college online, access to college staff for support and skills learned while attending RCG.

Stir Café

As a result of the Coronavirus pandemic Stir Café closed on Friday, March 20th 2020.

On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably and that the cafe would stay closed until trading conditions permitted its reopening.

They reviewed this decision on 20th July 2021 and agreed that the cafe would remain closed.

The two members of staff who worked at Stir had been furloughed from 21st March 2020. Following consultations with the staff their posts were made redundant in June 2021.

The Board of Bridge 86 Limited noted these decisions at its meeting on 29th September 2021.

Bridge 86 Limited will pilot a Crisis cafe and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.



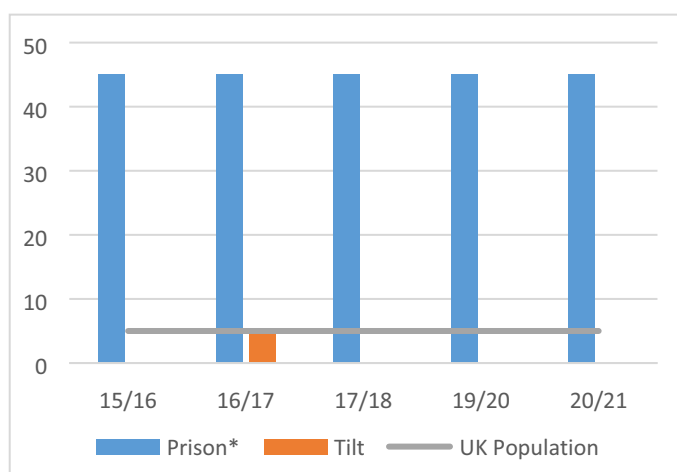
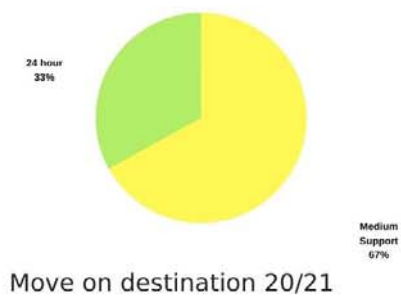
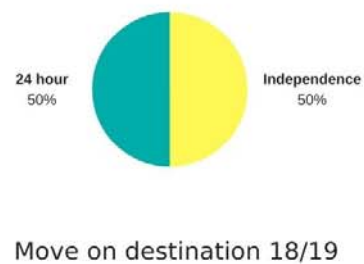
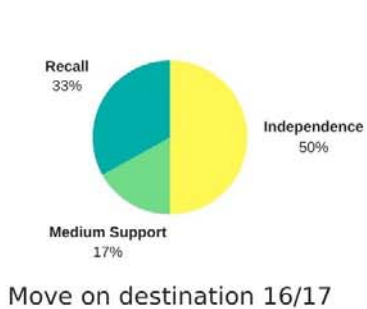
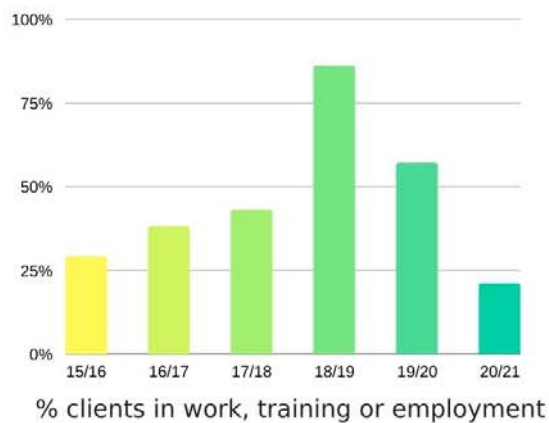
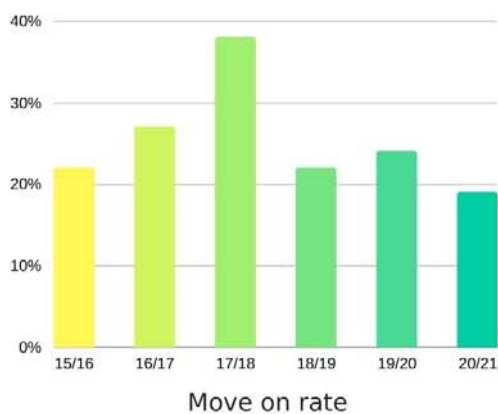
Impact

Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

In line with all data collection and protection guidelines we seek feedback from a variety of sources including client surveys, family and friends' comments, etc. To improve, measure, and demonstrate the impact of our work during 2020/21 we introduced a new way of collating our understanding of our clients' needs and measuring our clients' progress, enabling us to track the acquisition of a range of different skills and abilities.

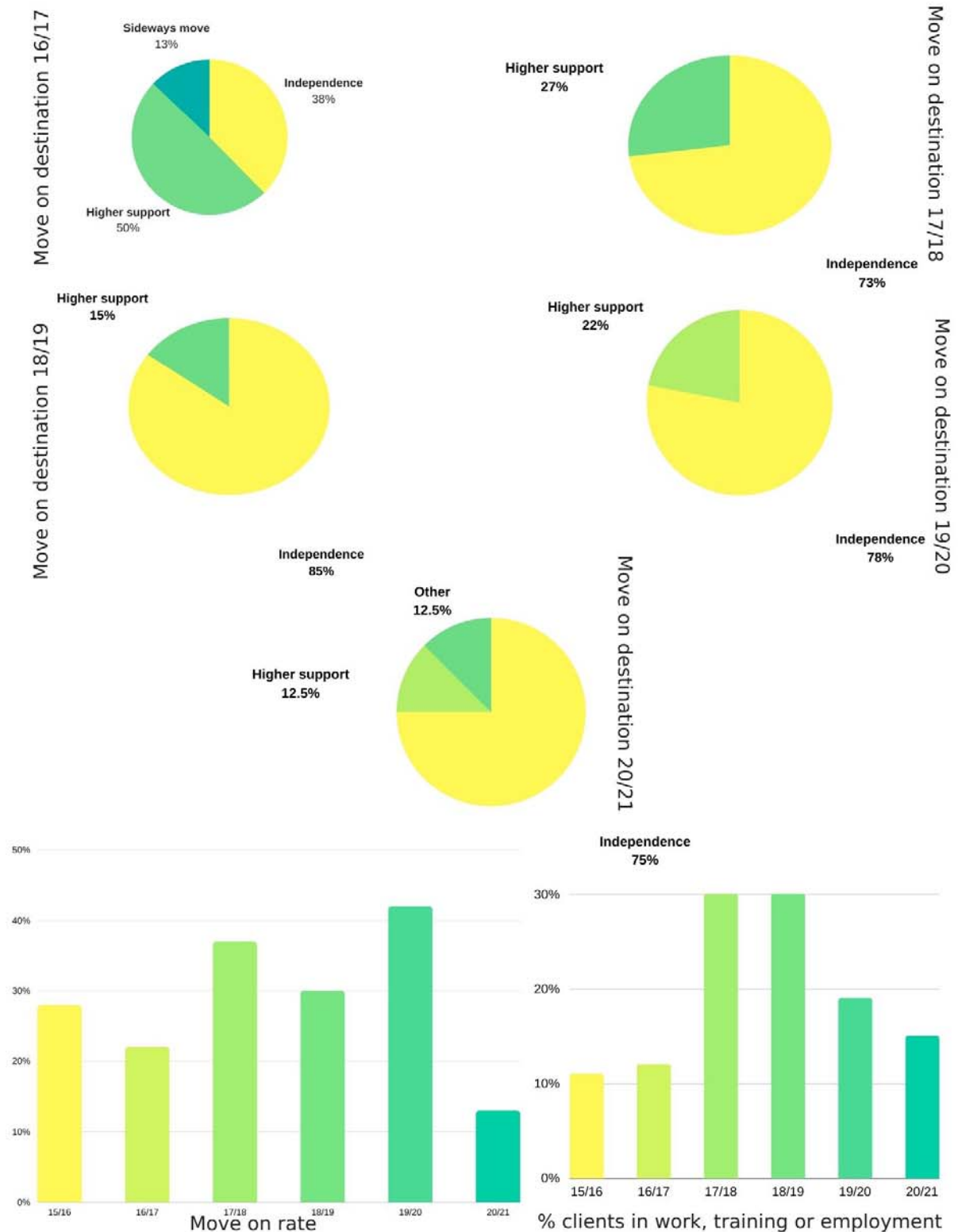
Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we currently have in place including the new data measuring system we have introduced this year.

Tilt - KPI

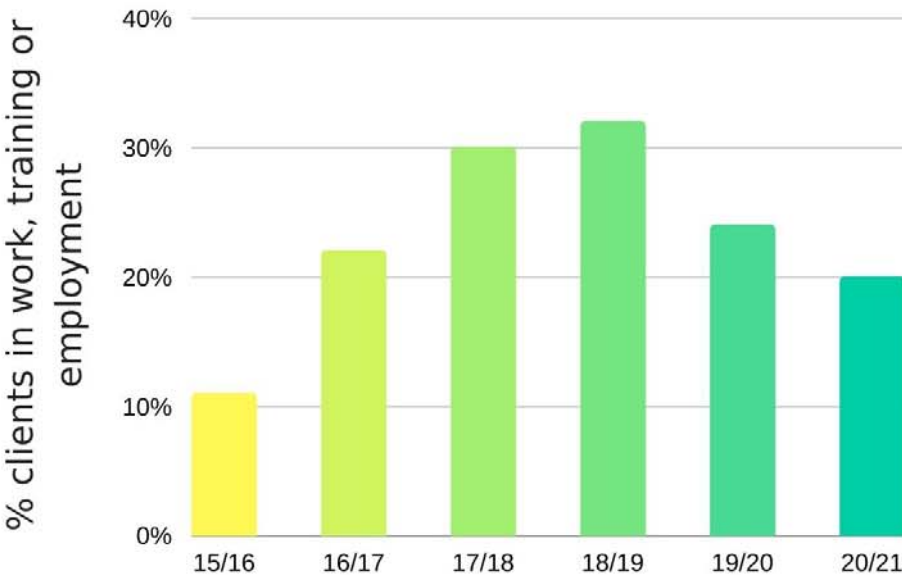
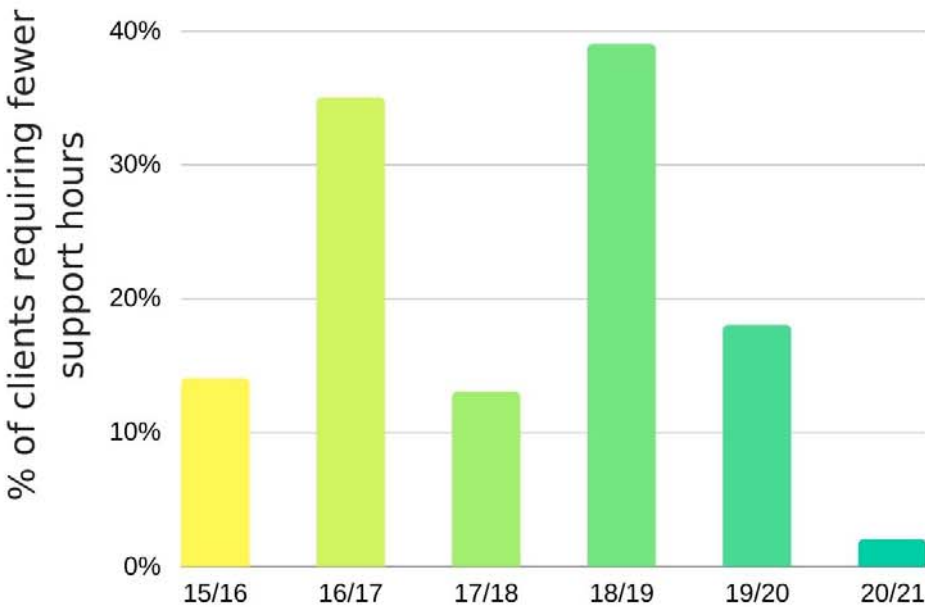


Re-offending rate

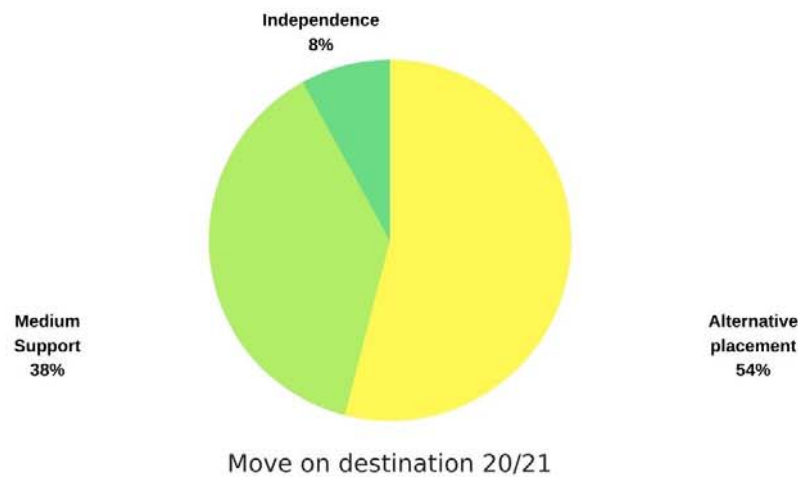
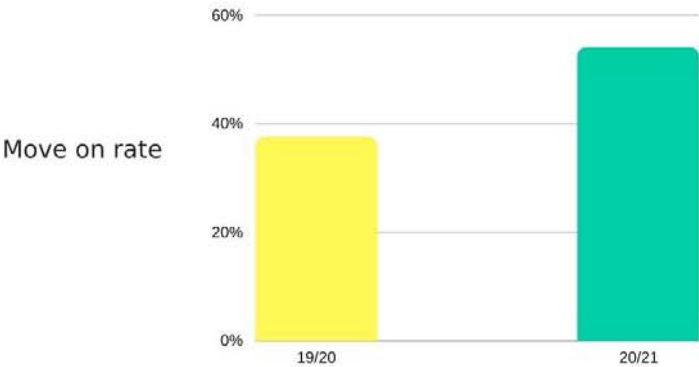
Medium Support - KPI



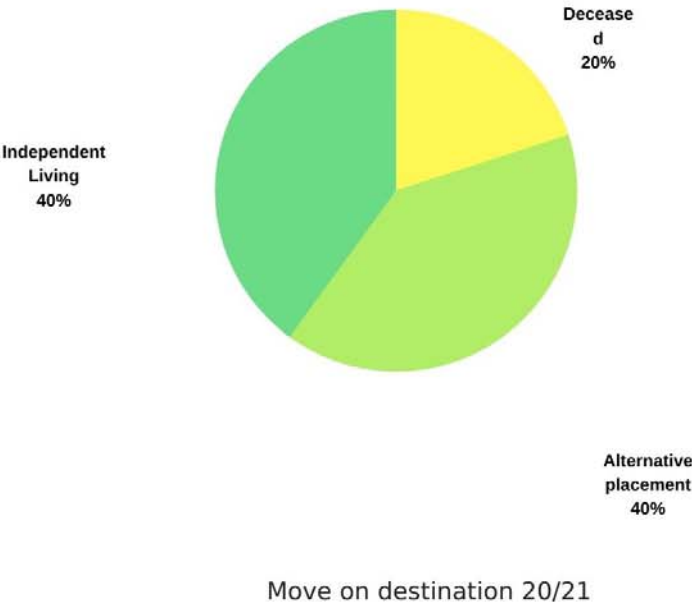
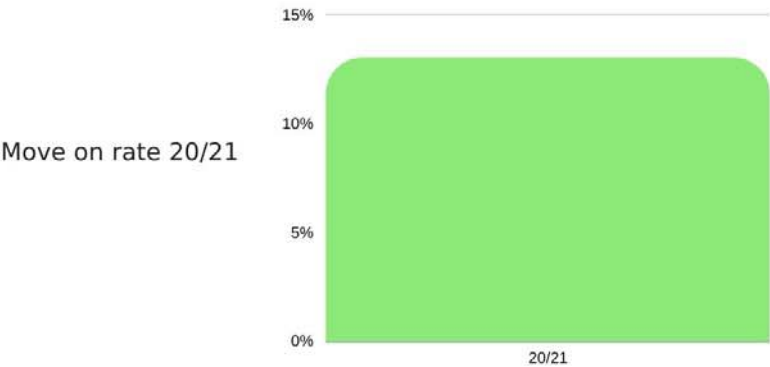
Flexible Community Support - KPI



Sidcup & Wrotesley Road - KPI



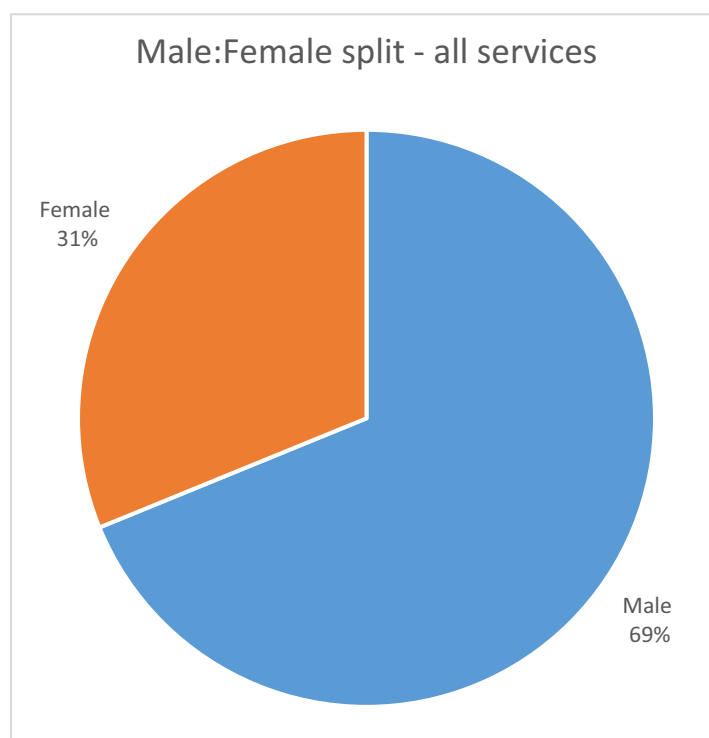
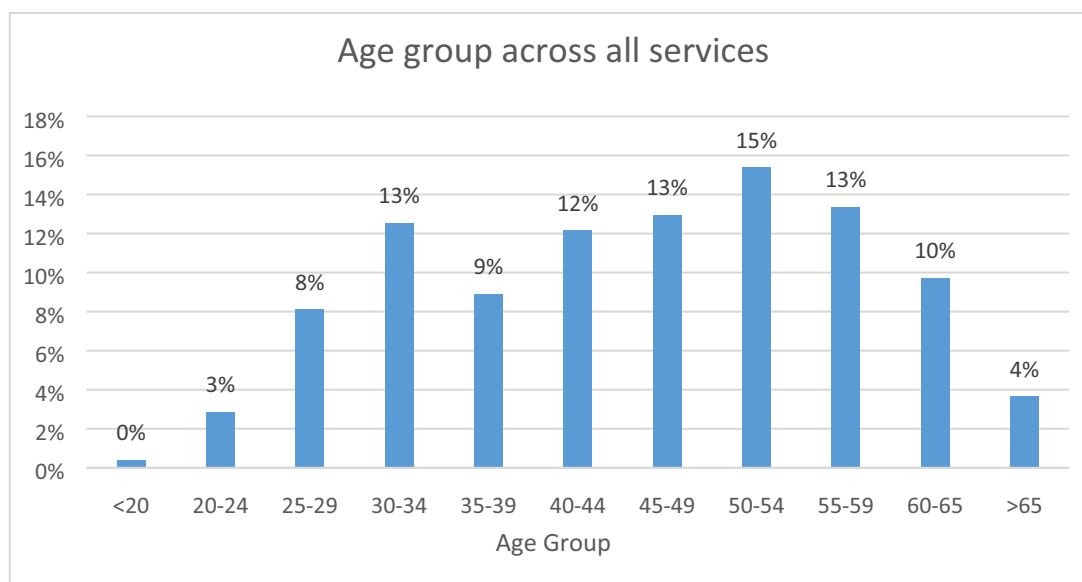
Support to Independence - KPI

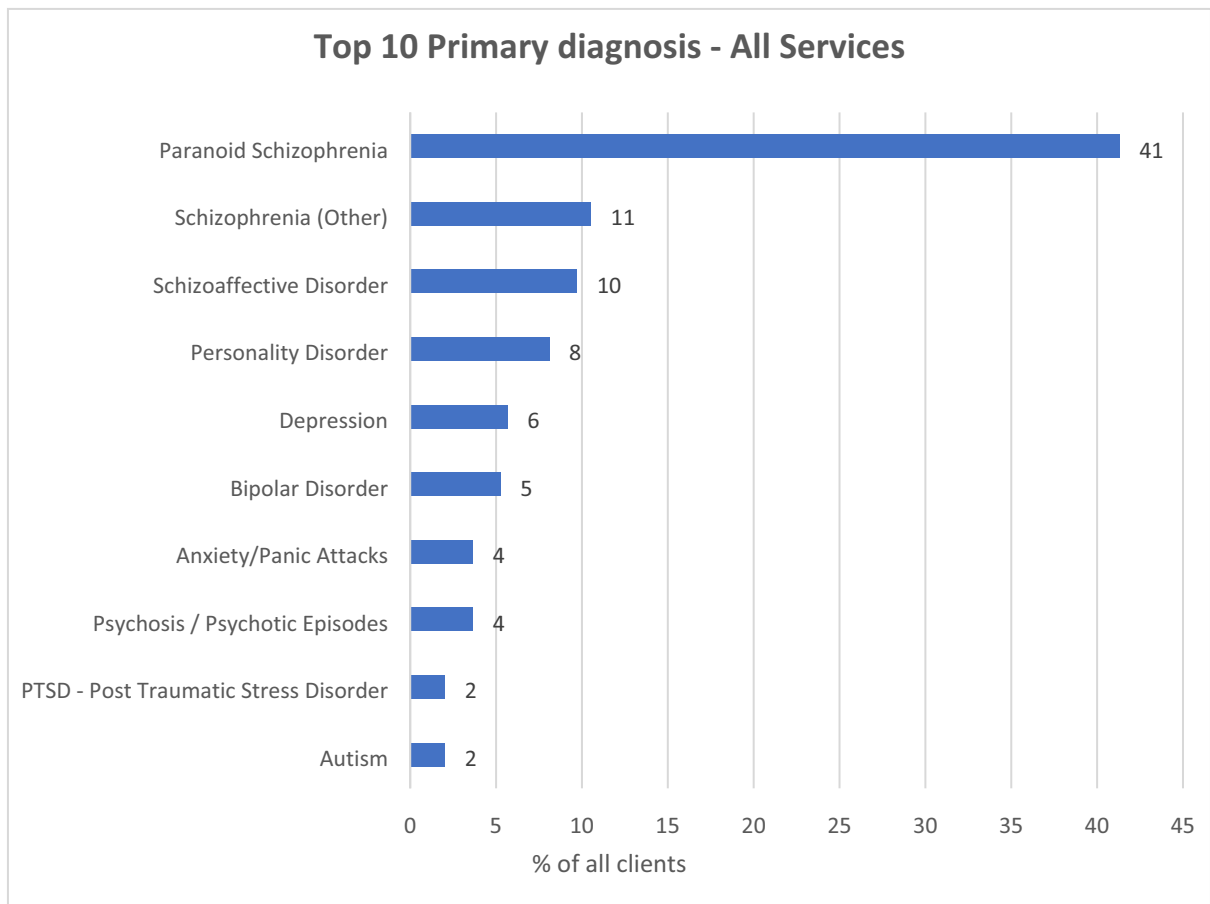
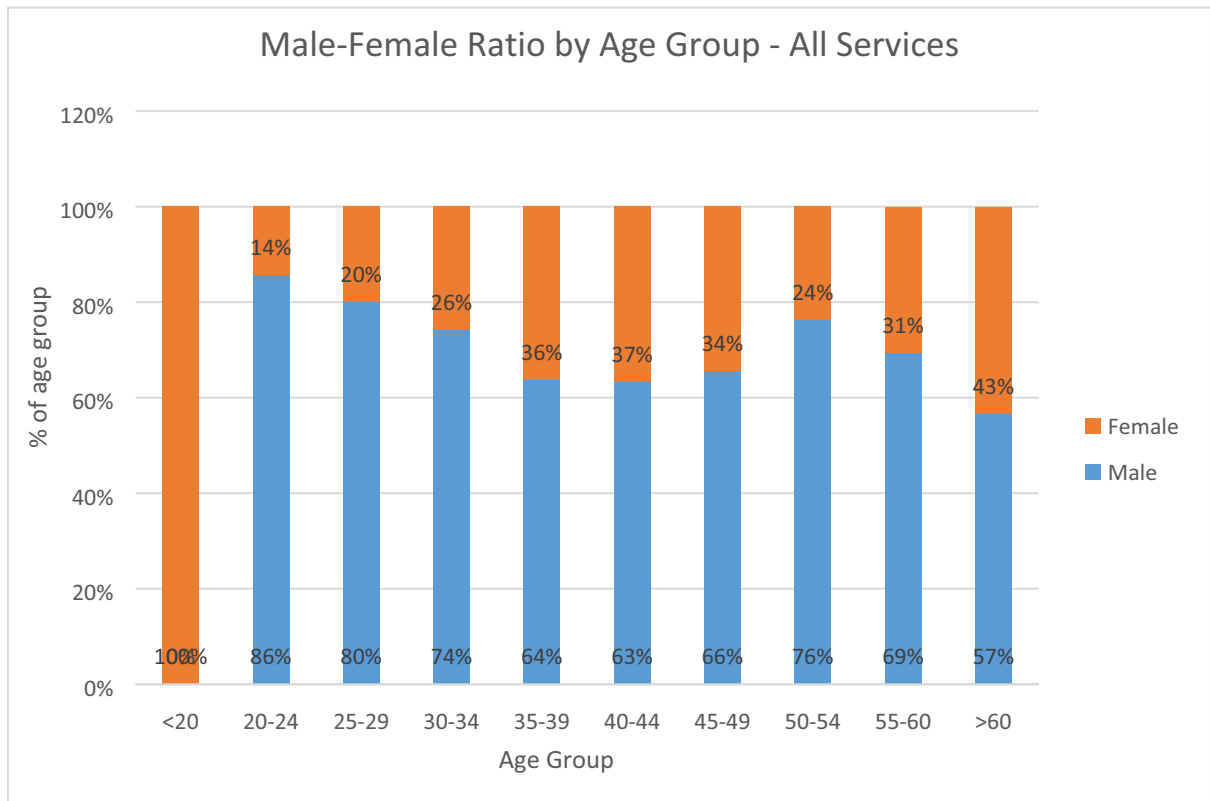


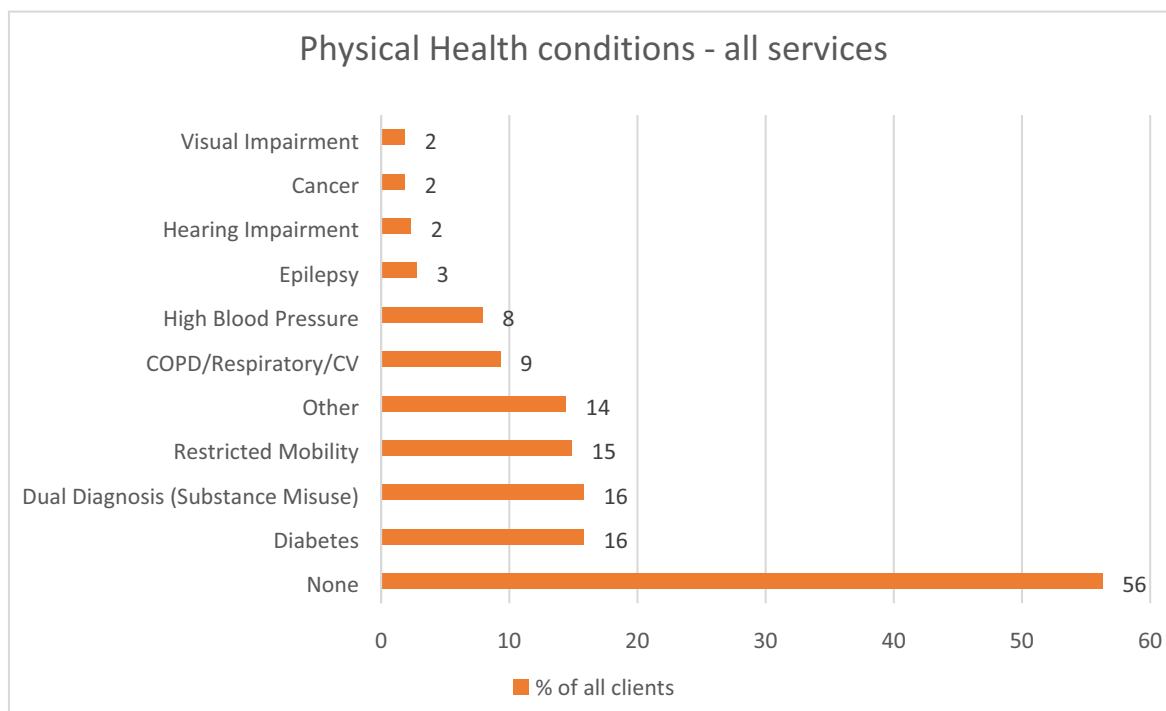
Our clients

Across Bridge Support's services our clients have differing abilities and face a variety of challenges to their recovery. Using our new data measuring tool we now have a greater understanding of their needs which will assist in our work with Commissioners to develop services to reflect those needs.

The following data gives a snapshot of who our clients are and the different challenges they face.





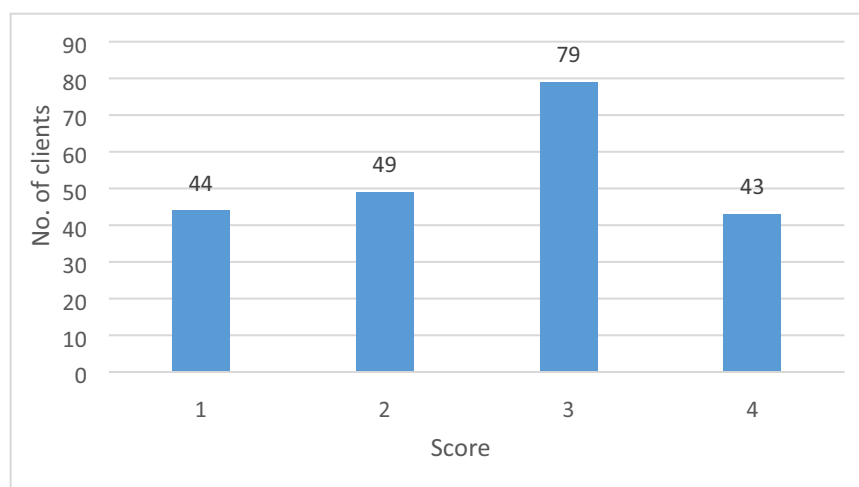


We have also developed a series of questions to rate our clients' abilities in key areas. By collecting this data we can track our client's progress towards living with less support needs and as previously mentioned give Commissioners better insight into areas which may require more focus.

The following questions are answered by the clients' key workers and work on a 4 point scale.

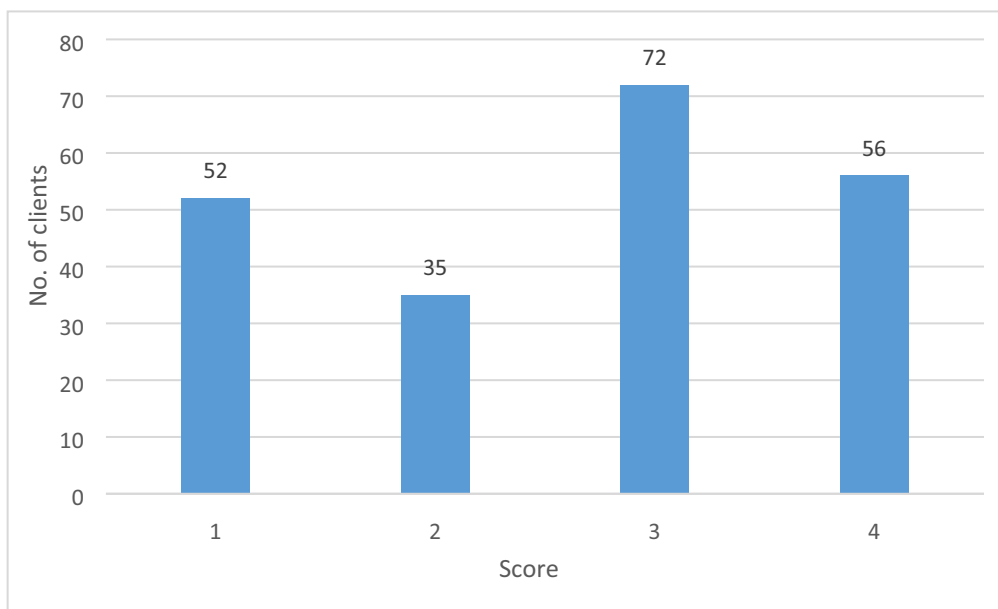
Outside the Home

1. Needs Bridge support to carry out tasks/appointments outside the home at all times
2. Needs Bridge support to carry out some tasks/appointments outside the home
3. Needs occasional Bridge support to carry out tasks/appointments outside the home
4. Needs no Bridge support to carry out tasks/appointment outside the home



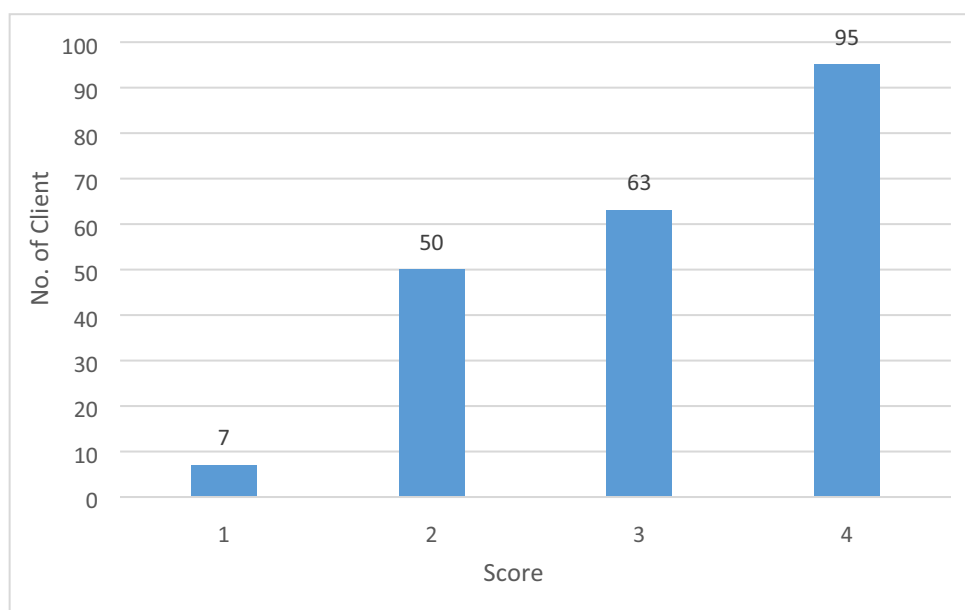
Access to Physical Health

1. Needs Bridge support to all physical health appointments
2. Needs Bridge support to some physical health appointments
3. Needs occasional Bridge support to physical health appointments
4. Manages all their physical health needs without Bridge support



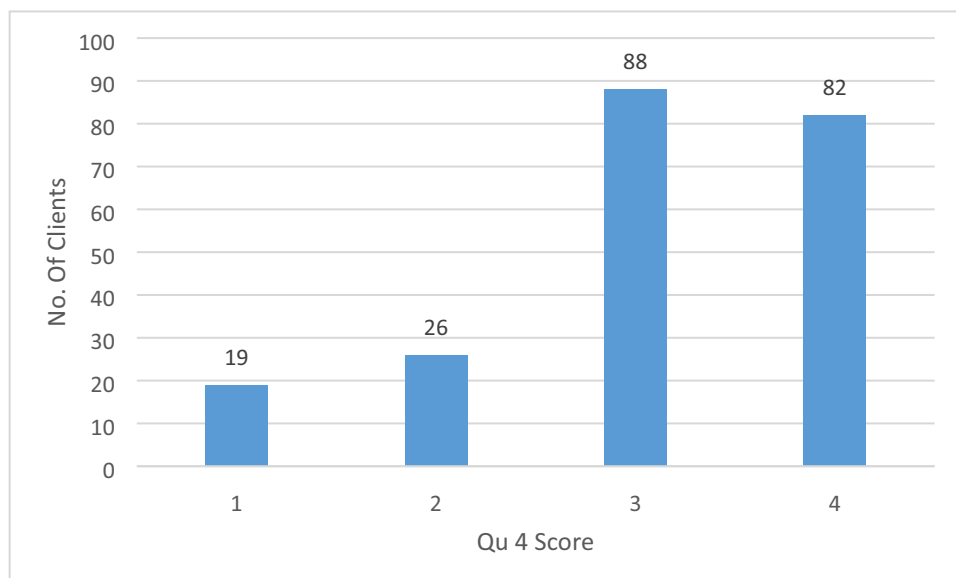
Physical Health Condition

1. Life threatening disease or illness
2. Chronic (ongoing) illness, disease or condition
3. Minor physical health issues
4. No current physical health conditions



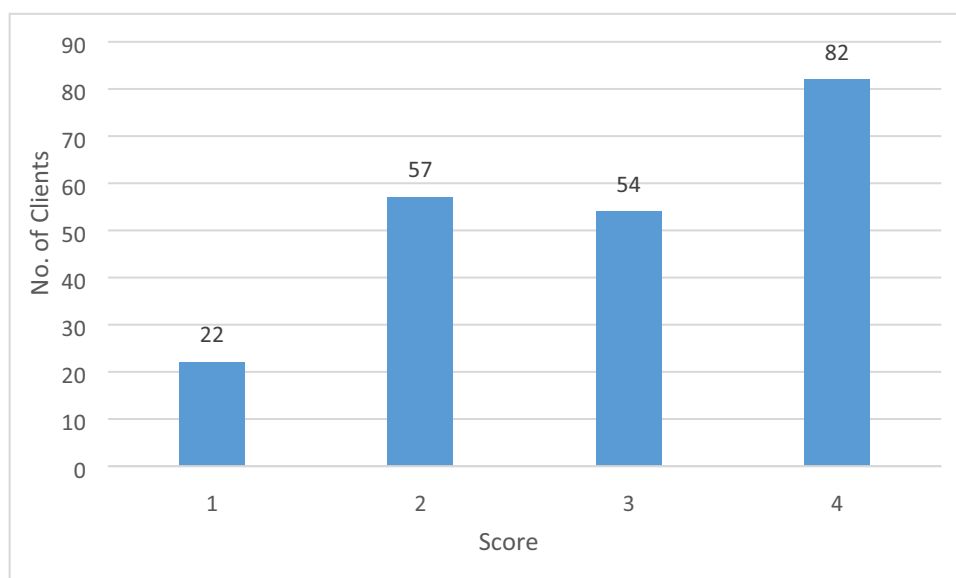
Social Isolation

1. No social contact beyond professionals including Bridge
2. Requires support to maintain social contact
3. Has some social contact without support
4. Multiple/frequent independent social contact



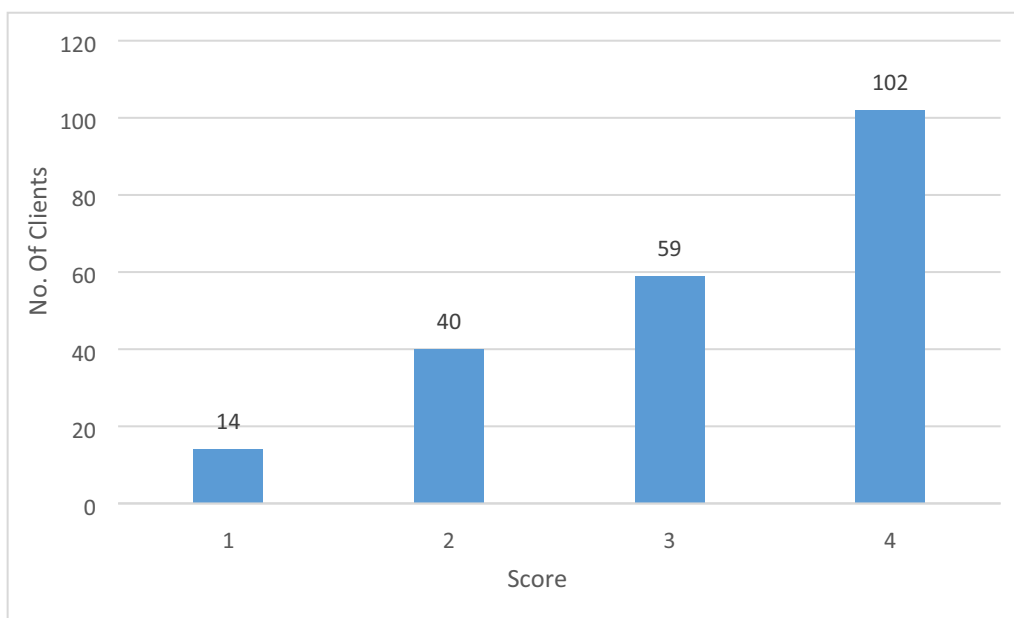
Maintaining the Home

1. Receives Home care package to maintain home
2. Does not maintain home without support
3. Will maintain home with occasional prompting
4. Maintains home independently



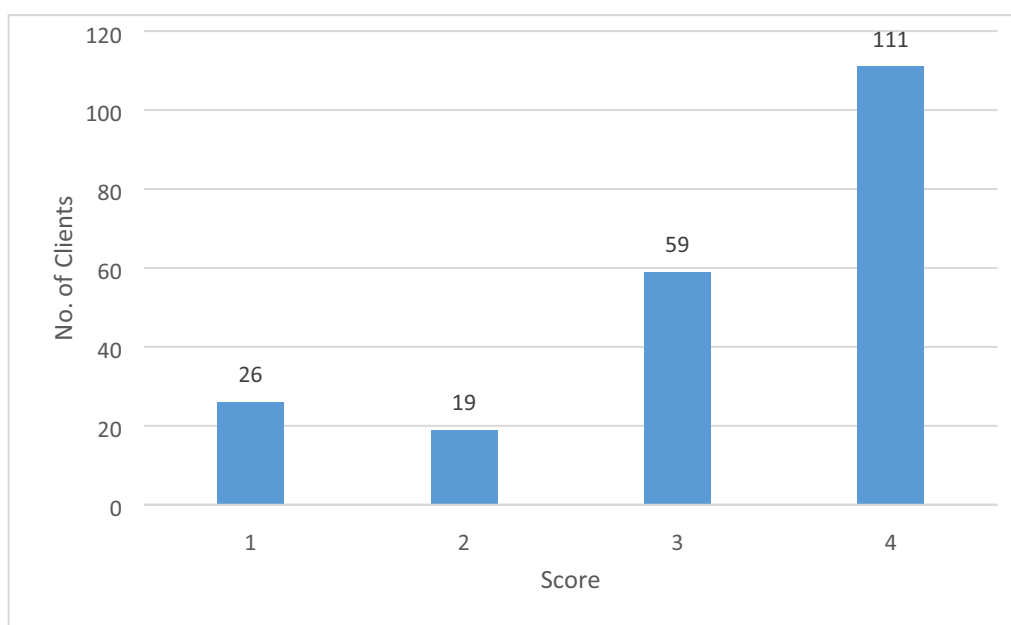
Self-Care

1. Receives Home care package to manage self-care
2. Does not manage self-care without prompting
3. Will manage self-care but needs occasional prompting
4. Manages self-care without prompting



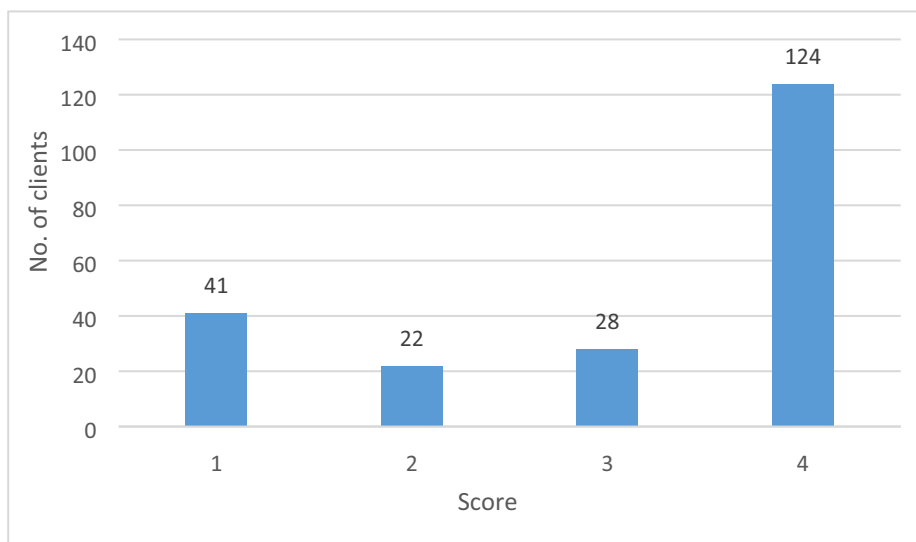
Budgeting

1. Runs out of money within days of benefits received – often runs out of food/needs food bank vouchers
2. Benefits do not last until the next payment and bills remain unpaid
3. Bills are paid with prompting and benefits last between payments
4. Budgets well needs no support with bills



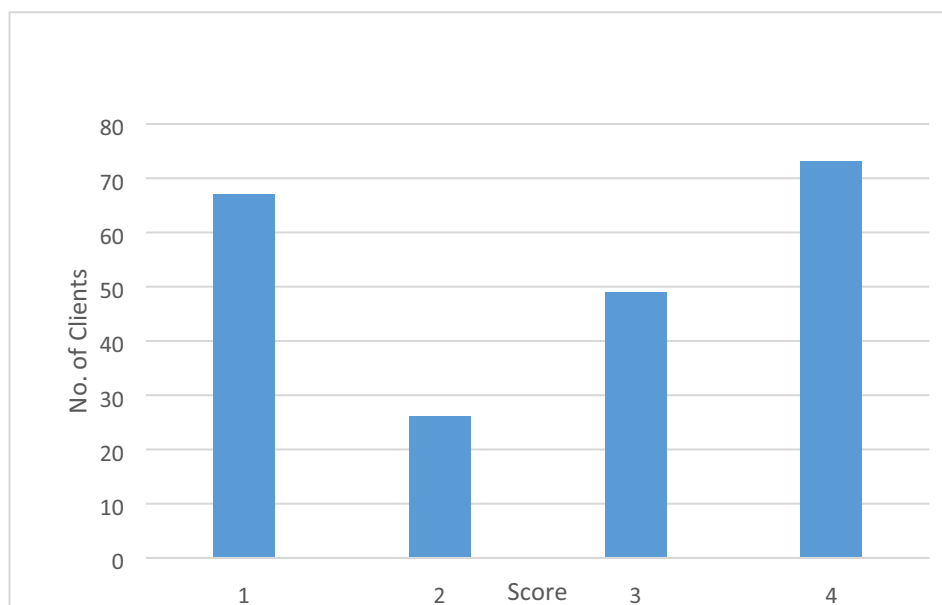
Substance/Alcohol/Gambling Misuse

1. Daily
2. Weekly
3. Infrequent
4. None



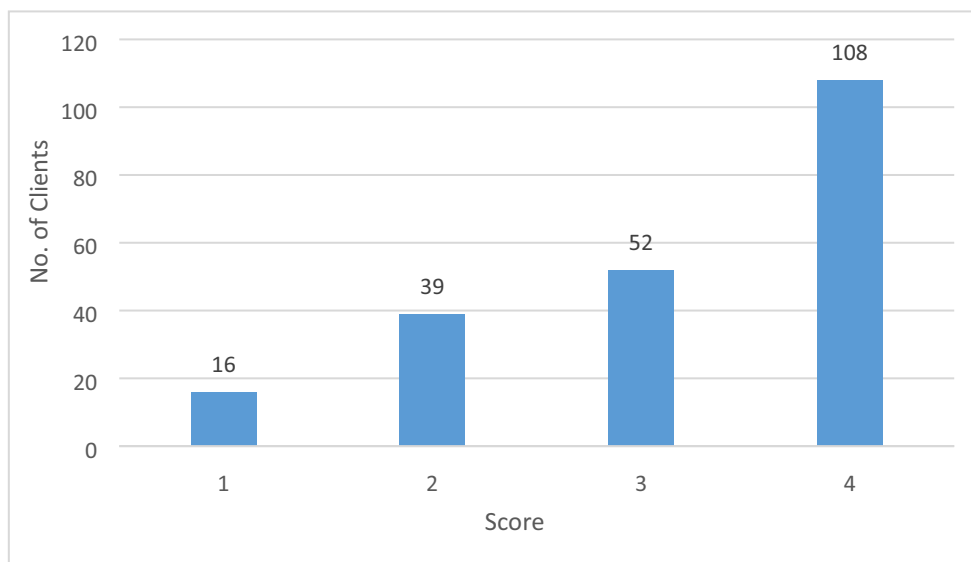
Engagement with Mental Health Interventions

1. Struggles to engage with interventions
2. Engages sporadically with interventions
3. Engages with interventions if prompted
4. Fully engaged



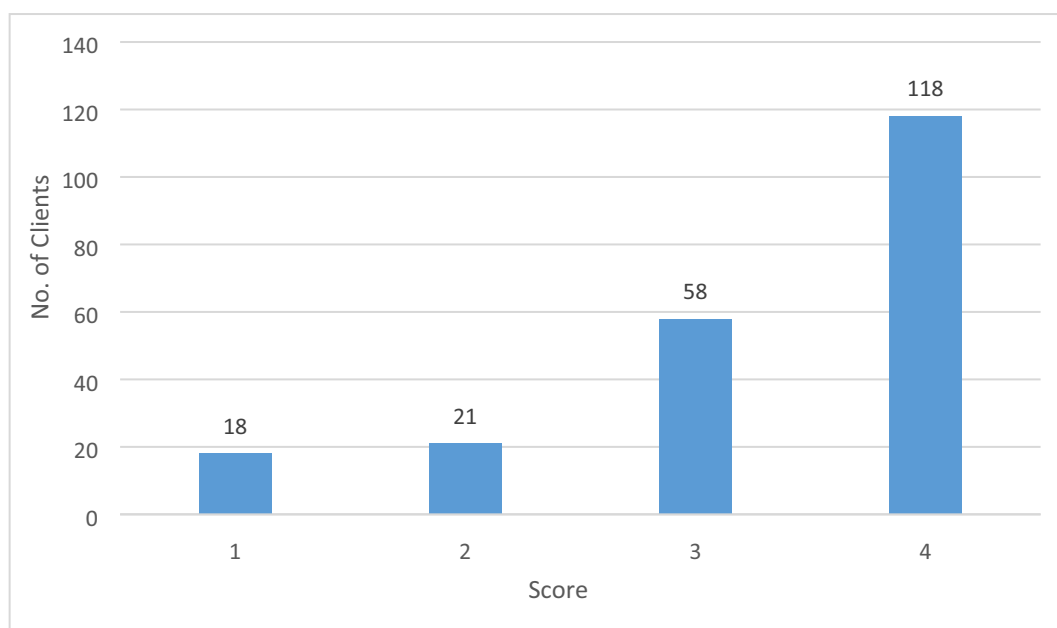
Insight into their Mental Health

1. No insight into mental health condition
2. Very limited insight
3. Partial insight
4. Has insight into mental health condition



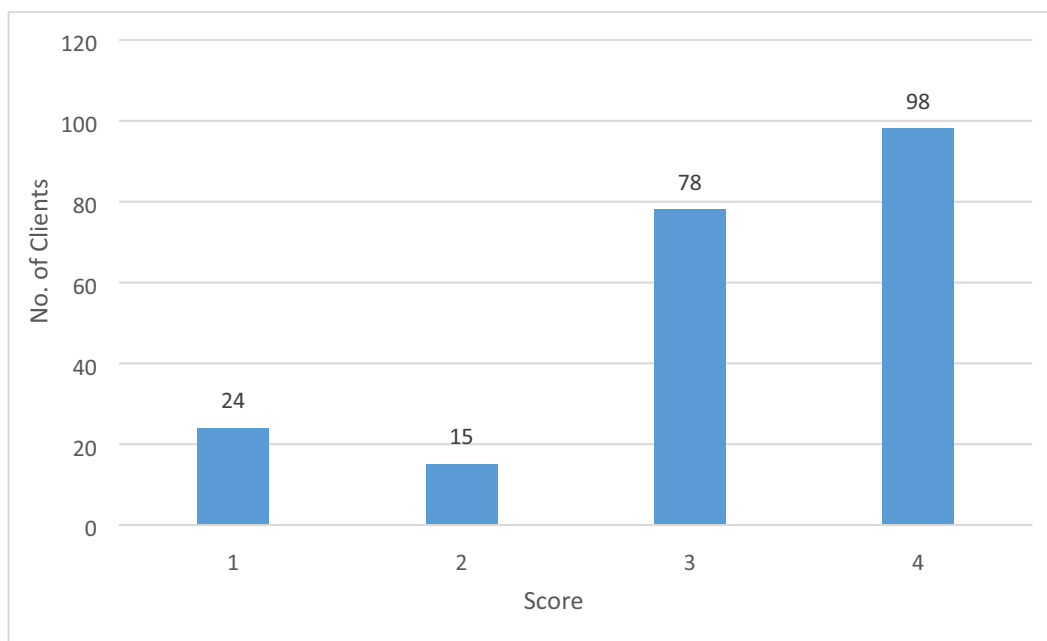
Managing psychotropic medication

1. Is non-compliant with oral medication and/or depot
2. Has a medication service in place or is on depot but misses service or depot appointments
3. Has a medication service in place or is on depot and engages with service or depot appointments
4. Self-medicates or attends depot appointments independently without prompting or is not on medication



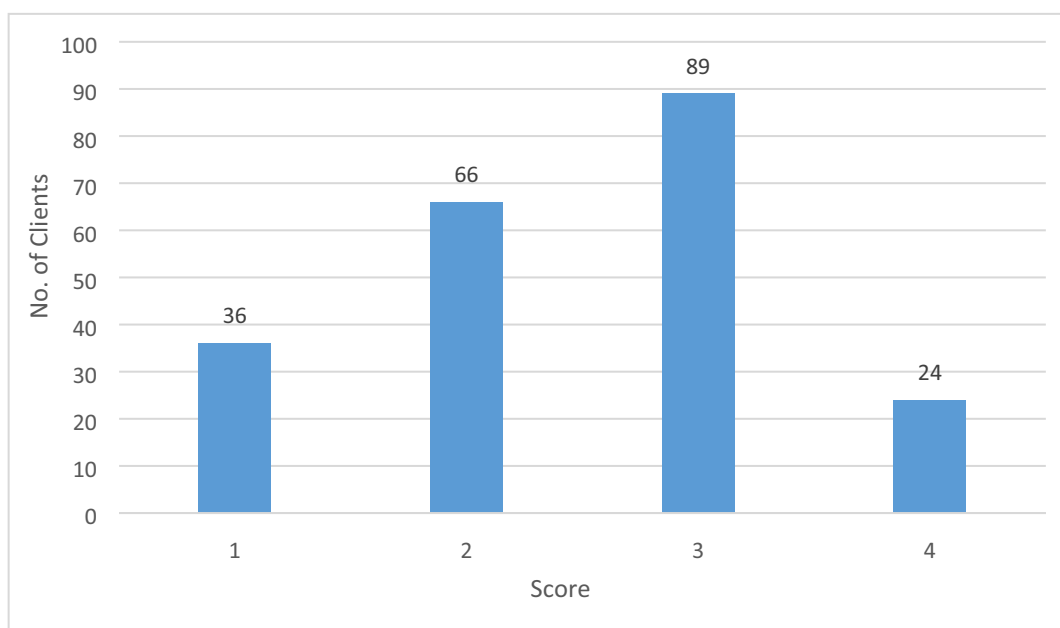
At Risk of Exploitation

1. Highly vulnerable - susceptible to circumstance altering financial exploitation, sexual exploitation or cuckooing
2. Vulnerable to periods of financial exploitation, sexual exploitation or cuckooing
3. Susceptible to be taken advantage of for small amounts of money or favours (not sexual)
4. Not susceptible



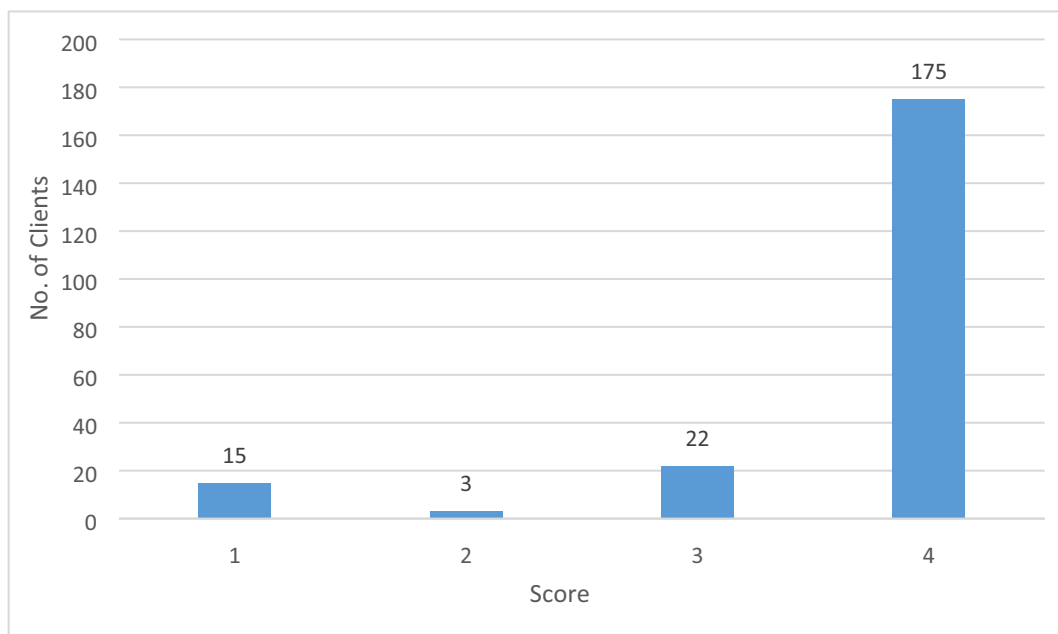
Emotional Support

1. Requires frequent (daily) emotional support from Bridge
2. Requires some (weekly) emotional support from Bridge
3. Requires occasional emotional support from Bridge
4. Requires no emotional support from Bridge



Overnight Support

1. Accesses overnight support frequently
2. Accesses overnight support weekly
3. Accesses overnight support occasionally
4. Does not access overnight support



Shaping future services

During 2020/2021 Bridge has been a key partner to commissioners at both Royal Borough of Greenwich and Essex County Council helping shape future services.

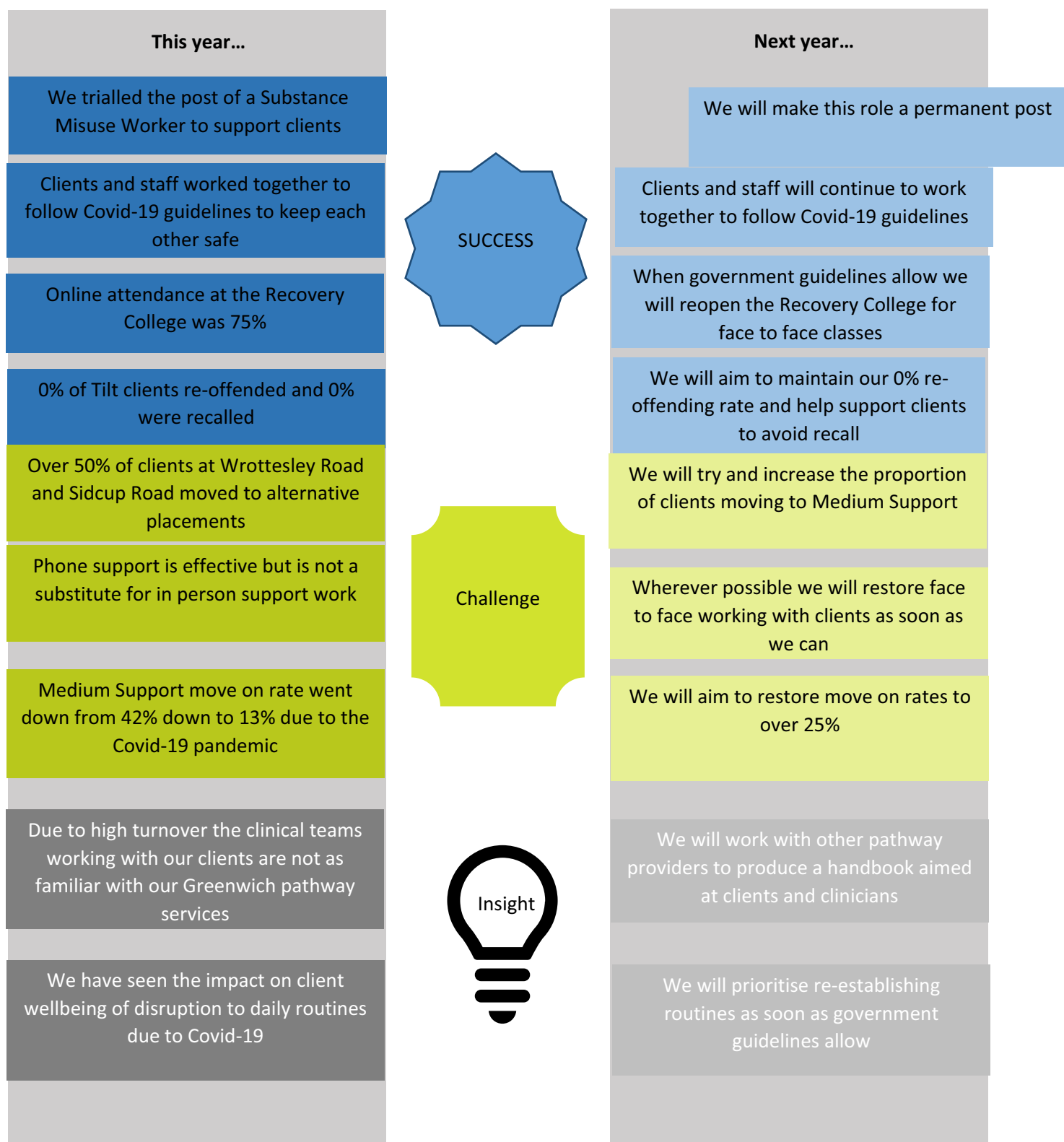
In the Royal Borough of Greenwich Bridge has been an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

Bridge has also been working alongside Oxleas NHS Foundation Trust on developing a pilot project to support patients being discharged from the ward so as to prevent readmission and provide time specific support in the community to resolve any issues that may be affecting their mental health.

Lastly Bridge has been working with Essex County Council as they put together the service specification for a more progressive mental health pathway. Essex are aiming to introduce this pathway in November 2021,

Our plans for 2021/2022

- Covid-19 is likely to continue to affect service delivery for most of the coming year 2021/2022 and we will continue to work to support our clients while following government guidance
- We will work with existing commissioners to respond to contract renewal opportunities
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas in the UK
- We will also be offering our existing commissioners a wider range of services to better meet their needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.



Last year we said we would ...		This year we achieved...
achieve move on rates of 42% or more in Medium Support		a move on rate of 13% in Medium Support owing to the Covid-19 pandemic
increase capacity to over 135 clients within Flexible Community Support		increased capacity to over 150 clients within Flexible Community Support
	aim to maintain the Tilt project re-offending rate	the Tilt project re-offending rate remaining at 0%
Work with South London Partnership to achieve a higher than last year occupancy rates	Occupancy rates were higher than last year and we will continue to work with the South London Partnership to further improve them	
Introduce a new student survey to measure impact and used it to help secure ongoing funding		Secured a 3 year contract with Greenwich CCG
Open an additional 24 hour supported living service to help prevent de-skilling of people in residential care		Wrottesley Road opened in June 2020 & has achieved above target void rates
Trial the use of a substance misuse worker		The substance misuse worker supporting over 15 clients

Financial Review

The Directors of Bridge 86 Limited are charity trustees for the purposes of charity law. Under the Company's articles of association, they comprise the Board of Trustees and are referred to as **Trustees**.

The Trustees present their report and financial statements for the year ended 31 March 2021. In this Report, references to **Bridge Support**, **the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Income and Expenditure

The Group has made a surplus of £102,665 (2020: £44,868) during the year, an increase of £57,797 over that achieved for 2019/20. The consolidated surplus consisted of a loss of £12,762 (2020: £139,782) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £115,427 (2020: £184,650) for Bridge Support itself. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably and that the cafe would stay closed until trading conditions permit its reopening. They reviewed this decision on 20th July 2021 and agreed that the cafe would remain closed. All Stir Enterprises Limited's creditors have been paid. The two members of staff who worked at Stir had been furloughed from 21st March 2020. Following consultations with the staff their posts were made redundant in June 2021. The Board of Bridge 86 Limited noted these decisions at its meeting on 29th September 2021. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2021 of £272,596 (2020: £259,751). Bridge 86 Limited is to pilot a Crisis cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

Income for the year again increased substantially to £4,130,791, from £3,444,576 in 2020 and £2,915,009 in achieved in 2019. This was achieved through the opening of another High Support service in Wrotesley Road, Woolwich in June 2020 and reflected the full year effects of winning the tender to support clients in Essex which commenced in November 2019.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff directly involved in supporting clients amounted to £2,127,085 (2020: 1,650,703), increasing by over £400,000 compared with last year as a result of opening the new services noted above. The costs of renting properties has increased to over £500,000 following the opening of services at Wrotesley Road.

Balance Sheet

The balance sheet remains strong with cash holdings of £1,107,718 (2020: £903,197).

Bridge Support is a participating employer in the Royal Borough of Greenwich pension scheme. The scheme, which provides benefits on a defined benefit basis, is in deficit. Bridge's share of this deficit

which is a specific reserve in the financial statements increased at the end of the year particularly since the return on government bonds used to evaluate future pension liabilities reduced further. The last active member of the pension fund sadly died in August 2021 and Bridge Support will be discussing with representatives of the pension fund the implications of this.

General Funds are £836,852 (2020: £723,778) whilst the Pension reserve deficit reduces this by £250,675 (2020: £211,161), to give total general funds available of £586,177 (2020: £512,617).

Reserves Policy

At the end of the year reserves amounted to £586,177 (2020 £512,617) which represented 1.75 (2020: 1.81) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in September 2021, is to maintain unrestricted funds at a level equivalent to three months expenditure. The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in September 2021, based on the same methodology considered in 2015 and 2017. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that the free reserves (which exclude the net book value of Fixed Assets) covered the financial obligations 1.2 times as at 31st July 2021. They also decided that in due course they would seek the advice of the Charity's auditors in changing the existing reserves policy to the risk-based approach and unless there were strong reasons to the contrary would formally adopt the revised risk-based approach.

Principal Risks and Uncertainties

Whilst the impact of the Covid-19 pandemic upon the economy in general, and Charities in particular has been very substantial, Bridge Support has been fortunate in bearing much less of the impact that many others have borne. Whilst many charities are dependent upon income derived from donations, legacies and investments, Bridge Support's income is mainly derived from contracts that have been tendered by commissioners and which cover periods of several years. Thus whilst the pandemic has led to "lock-down" and consequential reductions of income for many organisations, Bridge has been able to continue to give the support to clients it has been contracted to provide for and thus its income from the Royal Borough of Greenwich, Essex County Council, Oxleas NHS Foundation Trust and South East London Clinical Care Group has continued in 2021 at the same levels, and in some instances at higher levels, than in 2020.

Since the pandemic has required our commissioners to devote significant amounts of their time and energy to managing the immediate impacts all contracts which were due to be re-tendered have been extended. Our contract with Oxleas NHS Foundation Trust for the Tilt service has been retendered with tender submissions submitted on 12th September 2021. The outcome has yet to be announced. Our contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 30th September 2022, as has our contract with Essex County Council.

The management and staff of Bridge Support have devoted a very high level of attention to managing processes and systems to prevent exposure of clients and staff to the risk of the infection, and as a result services have been able to continue uninterrupted since March 2020.

Support from the Royal Brough of Greenwich and Essex County Council has included the funding of some costs incurred by Bridge Support in relation to and in consequence of the pandemic including the increased levels of personal protective equipment required for staff and clients.

In addition to the risks and uncertainties brought by the pandemic the Trustees have assessed the major risks to which the Charity is exposed, and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks.

The Charity maintains a Risk Register that is reviewed by the senior management team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified as a key risk the over-reliance on too few commissioners in too few geographic areas and a strategy to mitigate this has been developed involving the seeking opportunities for providing support to clients in neighbouring areas which has resulted in the winning of a contract for supported living of 41 clients in three properties in Essex for Essex County Council.

Other risks include void rates in the Medium Support and Tilt services, which are managed closely with commissioners to ensure referrals are received to reduce periods of voids, the loss of key members of staff which has been mitigated by the expansion of senior management and the risk of losing existing contracts. Continuing contact with commissioners of existing contracts is maintained to ensure that service standards are maintained at the highest level.

Key Management Remuneration

The Remuneration Committee was formed during the year and will consider and recommend to the Board the framework or policy for the remuneration of the Chief Executive and the Executive Team.

Fundraising

Fundraising statement Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Any such amounts receivable are presented in our accounts as “Donations and legacies” and are all voluntary in nature.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees.

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2019 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

The Charity is a company limited by guarantee, incorporated in England and Wales under number 2162224 on 8th September 1987. Its governing documents are its Memorandum and Articles of Association, as amended by special resolution on 24th November 2010 and 27th January 2021. These documents set out the Charity’s objectives and the framework within which Bridge Support must operate to achieve these. The Articles of Association are subject to approval by the Charity Commission and are regularly reviewed by Trustees to ensure they remain up to date.

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the Charity Commission when making decisions in the day-to-day running of the Charity.

None of the Trustees has any beneficial interest in the Charity. All of the Trustees are members of the Charity and guarantee to contribute £1 in the event of winding up.

The Articles of Association provide for Trustees to be elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. A Trustee may only serve three terms, each of three years, unless 75% of the Board of Trustees recommend that the Trustee be elected for a fourth and final term of three years.

The Charity has a formal application and interview process for appointing Trustees, which takes into account the nature of its work, the requirements of its beneficiaries, and seeks to ensure an effective mix of experience and skills on the Board.

During the year one trustee resigned and following the end of the financial year another Trustee was appointed.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged although these have been limited during the pandemic. These will resume when safe to do so. All new Trustees are expected to undertake an induction process that covers:

- Their obligations as both Trustees and members;
- The operational framework for the Charity;
- Resourcing and the current financial position as set out in the latest, published accounts;
- Future plans and objectives.

The Board of Trustees (Directors) is responsible for setting the overall strategy and direction of the Charity, and for ensuring Bridge Support uses its resources effectively in pursuit of its strategy.

The Charity has no specific investment powers. Any surplus funds in addition to the funds required for the day to day requirements of the Charity are put on deposit with the Charity's bankers to maximise receivable interest.

The Board of Trustees meets at least six times each year as a Board and attend a Trustees Away Day. In addition to this, they are supported through the work of four committees:

- Finance and Audit Sub-Committee, which is responsible for recommending to the Board the appointment of the external auditors, reviewing Bridge Support's accounts and financial controls, and reviewing the statements and actions on risk and internal controls.
- Quality, Governance and Risk Committee, which oversees service quality and risk, and organisational governance.
- Remuneration Committee, which considers and recommends to the Board the framework or policy for the remuneration of the Chief Executive and the Executive Team
- Nominations Committee, which oversees the recruitment of new Trustees. This includes: identifying which of the applicants meet the requirements of the Trustee specification; managing the application and interview process; and making recommendations to the Board of suitable candidates.

In addition the Innovations Working Group, that comprises both Trustees and members of the Executive Team, provides an opportunity to explore innovative ideas and developments.

The Executive Team works closely with the Board of Trustees to help turn the Charity's vision and strategy into a reality. They are responsible for the day-to-day management of the organisation.

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, Debbie Towersey, People and Resources Director and Cassandra Myer, Operations Director who resigned in July 2020 and took up the post of Pathways and Partnership Specialist. Biographical information on the current Executive Team can be found at:

<https://www.bridgesupport.org/meet-the-team/>

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Standards Comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees Annual Report is approved that in so far as the Trustees are aware:

Bridge 86 Ltd. Trustee Report (incorporating the directors report)

- There is no relevant audit information of which the parent charitable company's auditor is unaware
- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

Price Bailey LLP have expressed their willingness to continue as Bridge Support's auditors.

In preparing this report the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006

The Trustees' annual report has been approved by the Trustees on 24th November 2021 and signed on their behalf by:



.....George Wilkinson (Nov 25, 2021; 4:25pm)..... George Wilkinson, Chair of Trustees

Independent auditor's report to the members of Bridge 86 Limited

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including 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 group and parent charitable company's affairs as at 31 March 2021, and of the group's 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 group and parent 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 group or parent 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.

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 included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the group and parent 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 group and parent 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent Charitable Company and the sector in which it operates and considered the risk of the group and parent Charitable Company not complying with the applicable laws and regulations including fraud in particular those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the group and parent Charitable Company this included compliance with the Charities Act 2011 and SORP 2019, GDPR, employment law, safeguarding and health and safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the group and parent Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision-making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved 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 trustees, 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 group and parent charitable company's members and its trustees 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 group and parent charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP
Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 25 November 2021

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2021

		Unrestricted Funds	
		2021	2020
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	6,357	2,203
Trading activities	2b	0	69,107
Charitable activities:			
Support for clients	3	4,072,219	3,352,643
Investment income	4	414	8,478
Other income		51,801	12,144
Total income		4,130,791	3,444,576
Expenditure on:	5		
Raising Funds			
Trading Activities		61,263	202,435
Charitable activities:			
Flexible Community Service (FCS)		561,057	558,005
Medium Support Service (MSS)		891,641	872,405
High Support Service (HSS)		616,989	279,070
Essex County Council (ECC)		676,553	296,273
TILT Project (TILT)		819,518	704,881
Recovery College (RC)		253,421	298,232
Development (Devel)		147,684	188,406
Total expenditure		4,028,126	3,399,708
Net income for the year	6	102,665	44,868
Other recognised gains and losses:			
Actuarial Losses/gains on defined benefit pension schemes	13	(29,105)	(32,750)
Net movement in funds		73,560	12,118
Total funds brought forward		512,617	500,499
Total funds carried forward		586,177	512,617

All of the above results are derived from continuing activities. The attached notes form part of these financial statements.

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2021

		Charity		Group	
	Note	2021 £	2020 £	2021 £	2020 £
Fixed assets:					
Tangible assets	9	98,997	134,696	98,997	134,696
Investments	10	2	2	-	-
		<u>98,999</u>	<u>134,698</u>	<u>98,997</u>	<u>134,696</u>
Current assets:					
Debtors	11	835,148	535,912	837,949	482,923
Cash at bank and in hand		1,106,382	843,193	1,107,718	903,197
		<u>1,941,530</u>	<u>1,379,105</u>	<u>1,945,667</u>	<u>1,386,120</u>
Liabilities:					
Creditors: amounts falling due within one year	12	1,206,814	793,079	1,207,812	797,039
		<u>734,716</u>	<u>586,026</u>	<u>737,855</u>	<u>589,081</u>
Net current assets					
Total assets less current liabilities		<u>833,715</u>	<u>720,725</u>	<u>836,852</u>	<u>723,778</u>
Defined benefit pension scheme liability	13	250,675	211,161	250,675	211,161
Total net assets		<u>583,040</u>	<u>509,564</u>	<u>586,177</u>	<u>512,617</u>
Funds	14				
Unrestricted funds:					
Pension reserve		(250,675)	(211,161)	(250,675)	(211,161)
General funds		833,715	720,725	836,852	723,778
Total funds		<u>583,040</u>	<u>509,564</u>	<u>586,177</u>	<u>512,617</u>

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 24th November 2021 and signed on their behalf by:



George Wilkinson (Nov 23, 2021, 4:25pm)

George Wilkinson
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2021

			Group		
	Note	2021	2021	2020	2020
		£	£	£	£
Net cash provided by / (used in) operating activities	15		236,247		(280,136)
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		414		8,478	
Purchase of fixed assets		<u>(32,141)</u>		<u>(109,456)</u>	
Cash (used in) investing activities			(31,727)		(100,978)
Cash and cash equivalents at the beginning of the year			903,197		1,284,311
Cash and cash equivalents at the end of the year	16		<u><u>1,107,717</u></u>		<u><u>903,197</u></u>

Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2021	2020
Net movement in funds for the year	73,560	12,118
Items charged to the SOFA related to the Pension scheme	10,409	16,887
Interest, rent and dividends from investments	(414)	(8,478)
Non Operating Cash Flows Eliminated		
Depreciation	67,840	34,477
Actuarial Losses/gains	29,105	32,750
(Increase)/Decrease in stocks	-	465
(Increase)/Decrease in debtors	(355,026)	(250,048)
Increase/(Decrease) in creditors	410,773	(118,305)
Net cash generated by operating activities	<u><u>236,247</u></u>	<u><u>(280,136)</u></u>

Analysis of cash and cash equivalents

	Group	
	2021	2020
Cash and Deposits at the start of the year	903,197	1,284,311
(Decrease)/Increase in Cash and Deposits	204,520	(381,114)
Cash and Deposits at the end of the year	<u><u>1,107,717</u></u>	<u><u>903,197</u></u>

Analysis of changes in net debt

	Group	
	2021	2020
Cash and cash equivalents 01.04.2020	903,197	1,284,311
Cash flows	204,520	(381,114)
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2021	<u><u>1,107,717</u></u>	<u><u>903,197</u></u>

See note 16 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

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 October 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note. All amounts are shown in pounds sterling.

The results of the trading subsidiary are consolidated into these accounts on a line by line basis.

Administrative details are shown on page 72

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which manages the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably and that the cafe would stay closed until trading conditions permitted its reopening. They reviewed this decision on 20th July 2021 and agreed that the Cafe would remain closed. All Stir Enterprises Limited's creditors have been paid. The two members of staff who worked at Stir had been furloughed from 21st March 2020. Following consultations with the staff their posts were made redundant in June 2021. The Board of Bridge 86 Limited noted these decisions at its meeting on 29th September 2021. An impairment provision which had been made in the accounts of Bridge 86 Limited in 2019/20 was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2021 of £272,596. The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group. Bridge 86 Ltd has contracts for income which extend to at least 30th September 2022 and which will then be retendered. Bridge 86 Ltd is confident of succeeding in these tenders and also in securing further contracts both in South London and Essex. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that tenders are not successful. Bridge 86 Limited will pilot a Crisis Cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

Income from sales by the café managed by Stir Enterprises Ltd is recognised upon when the sale is made.

d) Interest and investment income 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.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

f) Expenditure and irrecoverable VAT

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:

- Trading costs incurred by Stir Enterprises Ltd
- Expenditure on charitable activities which includes the costs of delivering services and educational activities undertaken to further the purposes of the charity and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

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, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture and Equipment	33%
Computer equipment	33%
Additions to Leased Buildings	33%

j) Stocks

Consumable goods valued at the lower of cost and net realisable value.

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid at the year end.

l) Cash at bank and in hand

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

m) 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.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

n) Pensions

The charity is a member of the London Government Pension Scheme which is administered by the London Borough of Greenwich. The defined benefit scheme is funded through payments to an administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Current and past service costs along with interest costs are recognised as charges against resources expended. Expected returns on pension scheme assets are shown against other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to the statement of financial activities.

The asset or liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan assets. The defined benefit obligation is calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The charity also offers a defined contribution pension scheme for employees managed and run by The People's Pension. The assets of the scheme are held separately from those of the charity. The contributions payable are charged to the statement of financial activities.

o) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. Estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

The present value of the Royal Borough of Greenwich pension scheme depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. These assumptions, including the discount rate, are disclosed in note 13. Any changes in these assumptions will impact the carrying value of the pension liability.

p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments are measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The investments note 10 details the historical cost of the investments and the unrealised gains to arrive at their fair value.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

2a Income from donations and legacies	2021	2020
	£	£
Donations	6,357	2,203
Grants	-	-
	6,357	2,203

2b Income from trading activities	2021	2020
	£	£
Stir Enterprises Limited	-	69,107
	-	69,107

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. In 2020/21 income received by Stir Enterprises Ltd was for the government Coronavirus Job Retention Scheme for staff. This income amounted to £48,501 and is disclosed as Other Income

3 Income from charitable activities	2021	2020
	£	£
Support for clients		
Royal Borough of Greenwich	1,755,483	1,521,135
Core Rents Receivable	710,444	717,082
Oxleas NHS Foundation Trust	699,318	699,318
Essex County Council	577,309	229,850
NHS Greenwich CCG	272,706	138,709
Housing service charges receivable	35,132	32,860
London Borough of Bexley	21,827	13,690
Total income from charitable activities	4,072,219	3,352,643

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service which increased its capacity during the year by the opening of the Wrotesley Road service in June 2020.

Income from Oxleas NHS Foundation Trust is for a contract awarded on 8th October 2013 for the support of clients at the Tilt project, and which is being re-tendered to be let from 1st April 2022.

NHS Greenwich CCG includes financing for the Recovery College and for support to clients in the Kitchener Flats.

Income from Essex County Council arises from the award of contracts which were competitively tendered and which commenced on 1st November 2019, and thus 2020/21 is the first full year of trading. Income from the London Borough of Bexley is for one client within the High Support Service opened during the year. There are no unfulfilled conditions for any of the above contracts.

4 Income from investments	2021	2020
	£	£
Bank interest	414	3,678
Rental of Office space	-	4,800
	414	8,478

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

5 Analysis of expenditure	Direct costs	Grant & other funding	Support costs	2021 £	2020 £
Trading Activities	61,263	-	-	61,263	202,435
Flexible Community Service (FCS)	425,680	-	135,377	561,057	558,005
Medium Support Service (MSS)	756,264	-	135,377	891,641	872,405
High Support Services (HSS)	452,075	-	164,914	616,989	279,070
Essex County Council (ECC)	528,869	-	147,684	676,553	296,273
TILT Project (TILT)	664,450	-	155,068	819,518	704,881
Recovery College (RC)	154,965	-	98,456	253,421	298,232
Development (Devel)	-	-	147,684	147,684	188,406
TOTAL	3,043,565	-	984,560	4,028,125	3,399,708

The High Support Service was developed last year and its first clients moved into the first property in April 2019. A second High Support Service has been developed during 2020 and opened in June 2020. Costs related to the developments of this service have been included within Development costs above. Development costs are those support costs which have arisen in the development of new support services. The Essex County Council contract was tendered for and support of the clients started on 1st November 2019. The current financial year has seen the first full year of its operation. Trading activities represent the costs incurred by the wholly owned subsidiary, Stir Enterprises Limited. During the current year these have been mainly restricted to the salary costs for the two employees who were furloughed throughout the year.

Prior Year comparatives

	Direct costs		Support costs	2020 Total
	£	£	£	£
Trading Activities	202,435	-	-	202,435
Flexible Community Service (FCS)	440,996	-	117,009	558,005
Medium Support Service (MSS)	729,613	-	142,792	872,405
High Support Services (HSS)	229,489	-	49,580	279,070
Essex County Council (ECC)	206,037	-	90,236	296,273
TILT Project (TILT)	625,552	-	79,329	704,881
Recovery College (RC)	173,289	-	124,943	298,232
Development (Devel)	-	-	188,406	188,406
TOTAL	2,607,412	-	792,295	3,399,708

Support Costs	FCS	MSS	TILT	RC	ECC	HSS	Devel	Total
	£	£	£	£	£	£	£	£
Staffing	86,515	86,515	105,392	99,099	62,920	94,380	94,380	629,201
Accommodation	11,877	11,877	14,469	13,605	8,638	12,957	12,957	86,380
Communications	12,093	12,093	14,731	13,852	8,795	13,192	13,192	87,948
Legal Fees	924	924	1,126	1,058	672	1,008	1,008	6,720
Consultancy & Marketing	1,790	1,790	2,181	2,050	1,302	1,953	1,953	13,019
Printing & Stationary	2,405	2,405	2,929	2,754	1,749	2,623	2,623	17,488
Audit Fees	1,592	1,592	1,940	1,824	1,158	1,737	1,737	11,580
Other costs	8,853	8,853	10,783	10,141	6,438	9,658	9,658	64,384
Depreciation	9,328	9,328	11,363	10,685	6,784	10,176	10,176	67,840
TOTAL	135,377	135,377	164,914	155,068	98,456	147,684	147,684	984,560

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

Prior Year comparatives	FCS	MSS	TILT	RC	ECC	HSS	Devel	2020 Total
	£	£	£	£	£	£	£	£
Staffing	75,659	92,330	51,293	80,787	58,347	32,059	121,822	512,297
Accommodation	11,414	13,929	7,739	12,188	8,803	4,837	18,379	77,289
Communications	5,610	6,846	3,804	5,991	4,327	2,377	9,034	37,989
Legal Fees	602	735	408	643	464	255	970	4,077
Consultancy & Marketing	4,526	5,523	3,068	4,833	3,490	1,918	7,287	30,645
Printing & Stationary	1,553	1,896	1,053	1,659	1,198	658	2,501	10,518
Audit Fees	1,626	1,984	1,103	1,736	1,254	689	2,618	11,010
Other costs	10,927	13,335	7,409	11,669	8,426	4,630	17,596	73,992
Depreciation	5,092	6,214	3,452	5,437	3,927	2,158	8,199	34,479
	<u>117,009</u>	<u>142,792</u>	<u>79,329</u>	<u>124,943</u>	<u>90,236</u>	<u>49,580</u>	<u>188,406</u>	<u>792,295</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £149,687 (2020: £112,165) and comprise:

	2021	2020
	£	£
Staff costs	66,504	65,815
AGM and committee expenses	3,763	863
Auditor's fees	11,580	11,010
Depreciation	<u>67,840</u>	<u>34,477</u>
	<u>149,687</u>	<u>112,165</u>

Staff costs included within governance costs are the estimated costs of the Chief Executive, Strategic HR and Quality Director, Head of Operations, Pathways and Partnership Specialist, and Finance Director in the strategic management of the charity.

6	Net income for the year	2021	2020
		£	£
	This is stated after charging		
	Operating lease rentals:		
	Property	405,045	403,223
	Depreciation	67,840	34,477
	Auditor's remuneration	11,580	11,010

The increase in depreciation arises due to leasehold improvements at the new High Support service at Wrottesley Road which were incurred towards the end of the 2019/20 financial year. A full year's depreciation charge for these improvements has been made in 2020/21.

7	Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel	2021	2020
		£	£
	Staff costs were as follows:		
	Salaries and wages	2,484,846	1,999,669
	Social security costs	219,052	181,401
	Employer's contribution to defined contribution pension schemes	103,563	54,365
	Operating costs of defined benefit pension schemes	<u>10,409</u>	<u>16,887</u>
		<u>2,817,870</u>	<u>2,252,321</u>

The increase in staff costs reflects the full year effects in 2020/21 of the Essex County Council contract which started on 1st November 2019, and the opening of the new High Support Service at Wrottesley Road in June 2020.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2021 No.	2020 No.
£60,000 - £70,000	1	2
£70,000 - £80,000	1	-
£90,000 - £100,000	1	1

Pension contributions for these employees amounted to £16,527 (2020 £11,547)

The total employee benefits including pension contributions of key management personnel were £367,870 (2020: £334,903). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2020: £nil). George Wilkinson was reimbursed travelling expenses incurred of £643 (2020: £376). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Charitable activities	105	87
Governance	1	1
	106	88

The increase in the average number of employees in 2021 compared with 2020 is because of the full year effect of employing staff for contracts in the county of Essex which commenced on 1st November 2019, and the opening of the new High Support service at Wrottesly Road, which started on 8th June 2020.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Charity and Group					
	Leasehold Improvements	Café Equip	Fixtures & Fittings	Office Equip	Comp Equip	Total
Cost	£	£	£	£	£	£
Start of the year	87,709	8,921	20,250	151,047	157,235	425,161
Additions in year	1,981	-	-	16,329	13,831	32,141
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	167,375	171,067	457,302
Depreciation						
Start of the year	10,147	3,949	6,233	135,339	134,797	290,465
Charge for the year	29,401	4,339	6,523	13,768	13,809	67,840
Disposals in year	-	-	-	-	-	-
End of the year	39,548	8,288	12,756	149,106	148,606	358,305
Net book value						
At end of the year	50,141	633	7,493	18,269	22,460	98,997
At start of the year	77,562	4,972	14,017	15,708	22,438	134,696

All of the above assets are used for charitable purposes.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

10 Investments

	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	2	2	-	-

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which manages the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. See also Note 1b above. Other Income comprises CJRS furlough income.

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2021

	2021	2020
	£	£
Turnover	-	69,107
Other Income	48,501	-
Cost of sales	(57,215)	(131,069)
Gross profit	(8,714)	(61,962)
Selling Expenses	-	(48,051)
Administrative expenses	(3,676)	(14,166)
Other Costs	(372)	(15,603)
Operating loss	(12,762)	(139,782)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	(12,762)	(139,782)

Balance Sheet of Stir Enterprises Limited. as at 31st March 2021

	2021		2020	
	£	£	£	£
Current assets				
Debtors	2,801		7,017	
Cash at bank and in hand	1,338		60,004	
	<u>4,139</u>		<u>67,021</u>	
Creditors: amounts falling due within one year	(273,595)		(323,715)	
Net current assets		(269,456)		(256,694)
Net assets		<u>(269,456)</u>		<u>(256,694)</u>

11 Debtors

	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	747,298	399,869	747,298	402,870
Other debtors	19,670	25,007	22,471	29,023
Prepayments	58,192	50,100	58,192	50,100
Accrued Income	9,988	930	9,988	930
Owed by subsidiary undertaking	-	60,006	-	-
	835,148	535,912	837,949	482,923

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £272,596 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The significant increase in Trade Debtors is due to invoicing for funding a for the new Bridge Back Home service which started on 1st April 2021. The funding was received in full in 2021/22.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

12 Creditors: amounts falling due within one year	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	128,766	89,331	128,766	92,293
Taxation and social security	58,460	53,184	58,460	53,184
Other creditors	22,339	21,898	22,339	21,898
Accruals	109,042	11,858	110,040	12,856
Deferred income	888,208	616,808	888,208	616,808
	<u>1,206,814</u>	<u>793,079</u>	<u>1,207,812</u>	<u>797,039</u>

The increase in accruals has arisen principally due to a change in policy which enables staff who had not been able to use their holiday entitlement due to the pandemic to carry forward unused leave and utilise it by October 2021, and to accrue for costs of utilising a property for the High Support service which had not been invoiced.

Deferred income

	Charity and Group	
	2021	2020
	£	£
Balance at the beginning of the year	616,808	691,809
Amount released to income in the year	(75,000)	(75,001)
Amount deferred in the year	346,400	-
Balance at the end of the year	<u>888,208</u>	<u>616,808</u>

The amount deferred in the year comprises funding for the Bridge Back Home service, which commenced in April 2021 and which facilitates the faster discharge of patients from acute hospital wards to their homes, and funding for piloting a Crisis cafe. Deferred income received in previous years has been applied in partially financing the costs of running the Recovery College.

13 Pension schemes

The charity participates in the Royal Borough of Greenwich pension fund, a scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the charity, being invested within a mixed investment portfolio.

The contributions are determined by a qualified actuary on the basis of projected unit method of valuation to calculate the service costs. The most recent valuation was 31 March 2019 and updated to 31 March 2021

The assumptions used by the actuary in their valuation at 31 March 2019

	% p.a.
Discount Rate	2.35%
Pay Increases	3.95%
Retail Price Inflation	2.85%
Consumer Price Inflation	1.95%
Pension Increases	2.45%

Funds will pay limited increases for members that have reached State Pension Age (SPA) by 6 April 2016, with the government providing the remainder of the inflationary increase. For members that reach SPA after this date, it is assumed that Funds will be required to pay the entire inflationary increase.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

The assumptions used by the actuary in their update were:

FINANCIAL ASSUMPTIONS

Charity and Group

	2021	2020
Discount rate	1.95%	2.35%
RPI increase	3.35%	2.85%
CPI increases	2.90%	1.95%
Salary increases	3.90%	2.95%
Pension increases	2.90%	1.95%

The estimated asset allocation is as follows:

ASSET CLASS

Charity and Group

	2021		2020	
	£	% of total	£	% of total
Equities	47,858	9%	38,588	9%
Other bonds	86,503	17%	80,049	18%
Property	45,824	9%	47,345	10%
Cash	6,443	1%	6,774	1%
Unitised Insurance policies	201,958	39%	156,823	37%
UK and Overseas Unit Trusts	128,596	25%	92,101	25%
Total	517,182	100%	421,680	100%

BALANCE SHEET DISCLOSURES

Charity and Group

	2021	2020
	£	£
Present value of funded obligations	767,857	632,841
Fair value of scheme assets (bid value)	(517,182)	(421,680)
Net defined benefit liability / (asset)	250,675	211,161

RECONCILIATION OF OPENING & CLOSING BALANCES OF THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION

Charity and Group

	2021	2020
	£	£
Value at 1 April	632,841	723,960
Current Service cost	9,520	11,170
Interest cost	14,759	16,969
Change in financial assumptions	136,517	(53,219)
Change in demographic assumptions	(8,677)	(14,460)
Experience loss/(gain) on defined benefit obligation	(7,428)	(53,174)
Estimated benefits paid net of transfers in	(11,235)	(5,335)
Past service costs including curtailments	-	5,386
Contributions by Scheme participants	1,560	1,544
Value at 31 March	767,857	632,841

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

RECONCILIATION OF OPENING & CLOSING BALANCES OF FAIR VALUE OF SCHEME ASSETS

	Charity and Group	
	2021	2020
	£	£
Value at 1 April	421,680	562,436
Interest on assets	9,848	13,219
Return on assets less interest	91,307	(50,205)
Other actuarial gains/(losses)	-	(103,398)
Administration expenses	(399)	(500)
Contributions by employer including unfunded	4,421	3,919
Contributions by Fund participants	1,560	1,544
Estimated benefits paid plus unfunded net of transfers in	(11,235)	(5,335)
Value at 31 March	517,182	421,680

THE AMOUNTS RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES

	Charity and Group	
	2021	2020
	£	£
Service cost	9,520	16,556
Net interest on the defined liability (asset)	4,911	3,750
Administration expenses	399	500
	14,830	20,806

RECONCILIATION OF OPENING & CLOSING SURPLUS

	Charity and Group	
	2021	2020
	£	£
Surplus/(deficit) at beginning of the year	(211,161)	(161,524)
Amounts recognised in SOFA	(14,830)	(20,806)
Employer's contributions	4,421	3,919
Sub Total	(10,409)	(16,887)
Actuarial gains/(losses)	(29,105)	(32,750)
Surplus/(deficit) at end of the year	(250,675)	(211,161)

HISTORY OF ASSETS, LIABILITIES, EXPERIENCE GAINS AND LOSSES

	Charity and Group				
	2021	2020	2019	2018	2017
	£	£	£	£	£
At 31 March					
Defined benefit obligation	(767,857)	(632,841)	(723,960)	(701,521)	(697,785)
Scheme assets	517,182	421,680	562,436	520,816	511,668
(Deficit) in the scheme	(250,675)	(211,161)	(161,524)	(180,705)	(186,117)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

14 Movements in funds

	Start of the year	Income	Charity Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	720,725	4,082,290	(3,969,299)	-	833,715
Total funds	509,564	4,053,185	(3,979,708)	-	583,040

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £272,596 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(161,524)	(32,750)	(16,887)	-	(211,161)
General funds	778,937	3,381,922	(3,440,135)	-	720,725
Total funds	617,413	3,349,172	(3,457,022)	-	509,564

	Start of the year	Income	Group Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	723,778	4,130,791	(4,017,717)	-	836,852
Total funds	512,617	4,101,686	(4,028,126)	-	586,177

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(161,524)	(32,750)	(16,887)	-	(211,161)
General funds	662,023	3,444,575	(3,382,821)	-	723,778
Total funds	500,499	3,411,825	(3,399,708)	-	512,617

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

	Charity 2021	2020
	£	£
Net income for the reporting period (as per the statement of financial activities)	102,581	(75,099)
Depreciation	67,840	34,477
Items charged to the SOFA related to the Pension scheme	10,409	16,887
Interest, rent and dividends from investments	(414)	(8,478)
(Increase)/Decrease in debtors	(299,235)	(174,372)
Increase/(Decrease) in creditors	413,735	(113,267)
Net cash (used in) operating activities	294,916	(319,854)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

	Group	
	2021	2020
	£	£
Net income for the reporting period	102,665	44,868
(as per the statement of financial activities)		
Depreciation	67,840	34,477
Items charged to the SOFA related to the Pension scheme	10,409	16,887
Interest, rent and dividends from investments	(414)	(8,478)
(Increase)/Decrease in stocks		465
(Increase)/Decrease in debtors	(355,026)	(250,048)
Increase/(Decrease) in creditors	410,773	(118,305)
Net cash (used in) operating activities	236,247	(280,136)

16 Analysis of cash and cash equivalents

	Charity		
	Start of the year	Cash flows	Other Changes
	£	£	£
Cash at bank and in hand	333,477	262,775	-
Deposits (less than three months)	509,716	414	-
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	843,193	263,189	-

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	757,986	(424,509)	-	333,477
Deposits (less than three months)	506,038	3,678	-	509,716
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,264,024	(420,831)	-	843,193

	Group		
	Start of the year	Cash flows	Other Changes
	£	£	£
Cash at bank and in hand	393,482	204,106	-
Deposits (less than three months)	509,715	414	-
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	903,197	204,520	-

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	778,274	(384,792)	-	393,482
Deposits (less than three months)	506,037	3,678	-	509,715
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,284,311	(381,114)	-	903,197

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2021

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Charity and Group Property	
	2021	2020
Less than 1 year	175,024	219,952
1 - 5 years	15,822	115,474
Over 5 years	-	-
	<u>190,846</u>	<u>335,426</u>

Future minimum lease payments have decreased since the remaining obligations for three particular properties, at Samuel Close, Deepdene House and Anglesea Road, are approaching the end of their current lease periods.

18 Contingent assets or liabilities

There are no contingent assets or liabilities

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

20 Related party transactions

There were no related party transactions during the year (2020: £0)

21 Post Balance Sheet Event

After the Balance sheet date of the 31st March 2021, the last active member of the Royal Borough of Greenwich pension fund died, in August 2021. This results in a potential obligation for Bridge Support as it is currently no longer a member of the pension fund. Bridge Support have applied to the Royal Borough of Greenwich Pension Fund for a suspension notice and will discuss this with representatives of the pension fund and the Royal Borough of Greenwich council.

Reference and Administrative Details

Trustees

George Wilkinson

Haydn Gott

John Wilkes

Dave Baldock

Sarah Boundy

Beez Fedia

Deborah Okutubo

Elaine Rassaby

Nicola Williams – appointed 28th July 2021

Dominic Wilson

Al Beck – resigned 13th February 2021

Chair

Vice Chair

Senior Independent Trustee

Chief Executive and Company Secretary:

Raymond Sheehy

Company number:

02162224

Charity number:

802227

Registered office:

Deepdene House,
30b Bellegrove Road,
Welling,
Kent DA16 3PY

Auditors:

Price Bailey LLP
Causeway House,
1 Dane Street,
Bishop's Stortford
Herts CM23 3BT

Bankers:

Lloyds Bank plc
Bexleyheath Business Centre,
130 The Broadway,
Bexleyheath, Kent. DA6 7DP

Solicitors:

Russell-Cook LLP
2, Putney Hill,
London SW15 6AB