



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2021

Company number:	02162224
Charity Registration Number:	802227

Contents

Since being supported by Bridge I have.....	3
Message from the Chair and Chief Executive	4
About Bridge Support	6
Our Covid Response.....	7
Tilt Project	9
Flexible Community Support	14
Sidcup Road & Wrotesley Road.....	17
Support to Independence.....	20
The Recovery College	23
Stir Café	24
Impact.....	25
Our clients	31
Shaping future services	41
Our plans for 2021/2022	42
Financial Review	45
Structure, Governance and Management	47
Statement of Trustees' Responsibilities	49
Independent auditor's report to the members of Bridge 86 Limited.....	51
Financial Statements	55
Reference and Administrative Details	72

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.

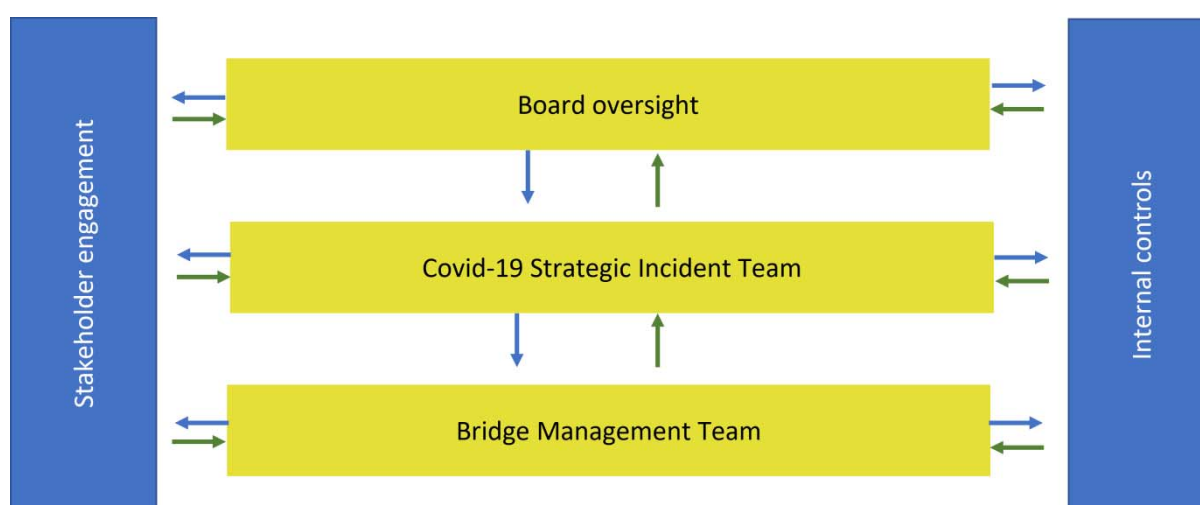
Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends 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.

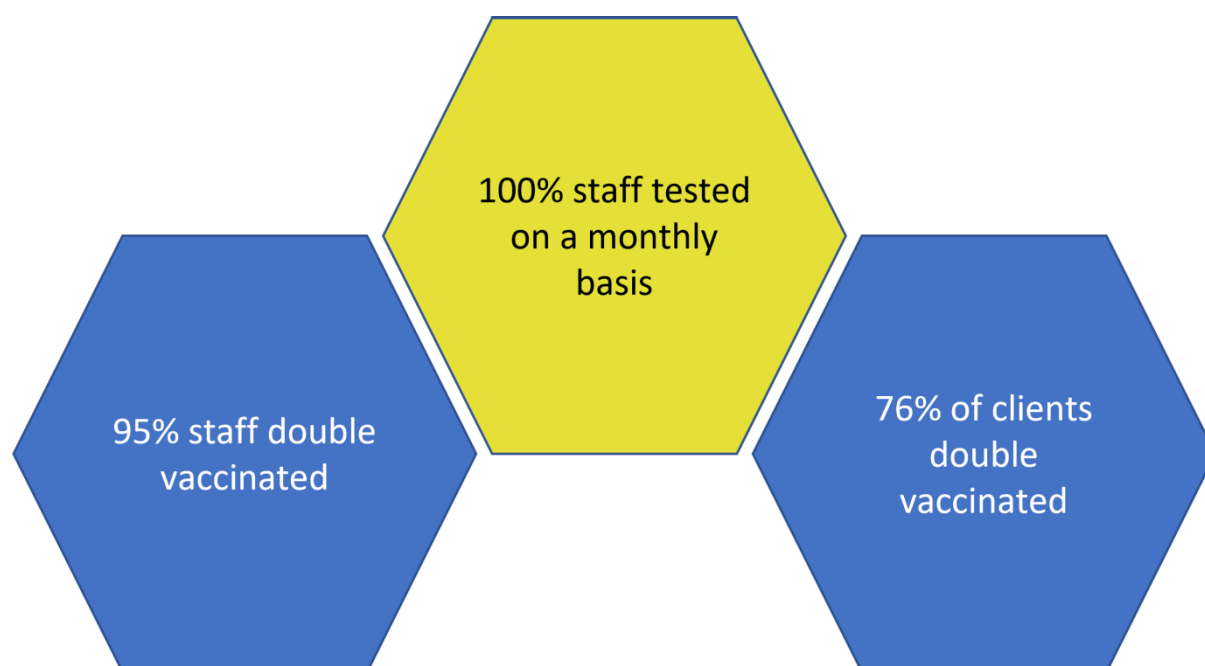
Internal controls and processes were continually reviewed and updated to reflect the changing situation and risks.

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.



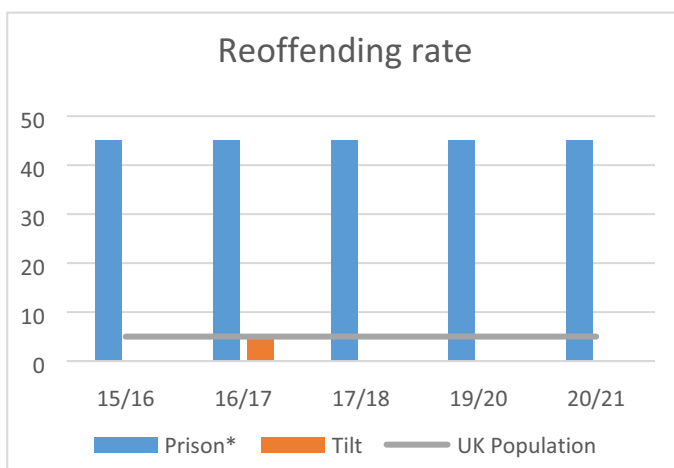
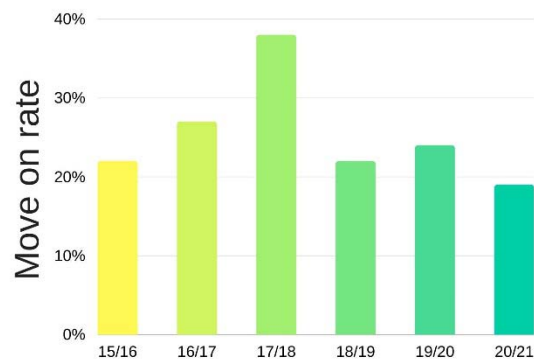
Tilt Project

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.

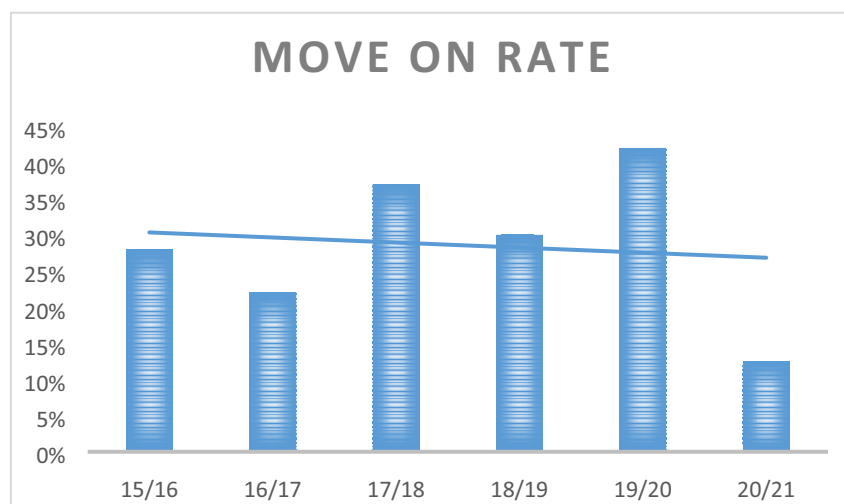
Staff recognised that Jamal needed a more structured routine. They worked with Jamal to develop a routine which helped him manage his day to day living better and minimised fluctuations in his mental health.

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.

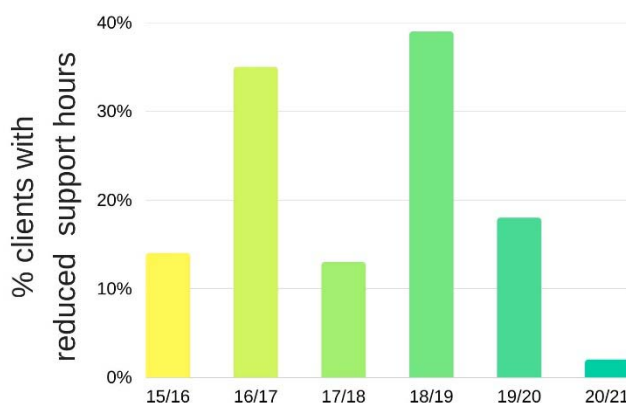
Bridge Support's Medium Support workers worked alongside a medication service to help Jon manage his medication and gain more stability in his mental health.

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.

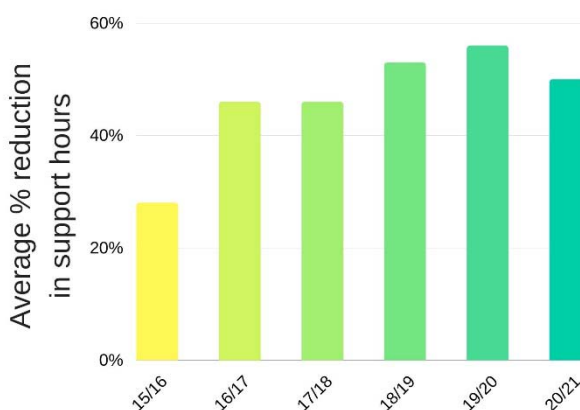


In 2020/21 Bridge Support supported over 145 (2019/20: 130) clients with the aim to enable our clients to live well and as independently as possible. We review client progress every month to ensure that we are encouraging independence, promoting self-reliance and providing the most appropriate amount 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.

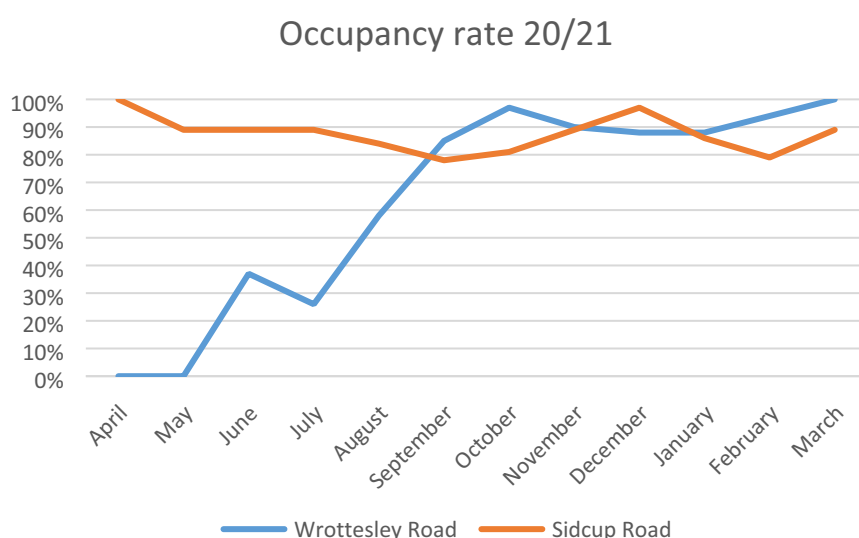
Scott successfully implemented his plan focusing on his objectives for the future. His support was reduced as he gained confidence and took control of his social anxiety. With increased confidence he started a new relationship.

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.

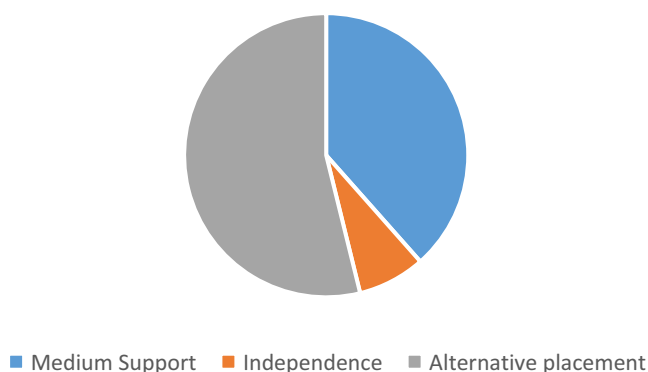
Both services provide specialist move on accommodation with an expected average length of stay of 24 months before clients are ready to move down to less supported accommodation or directly to independent living. A dedicated and experienced staff team use individual support plans, Recovery Star, alongside 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.

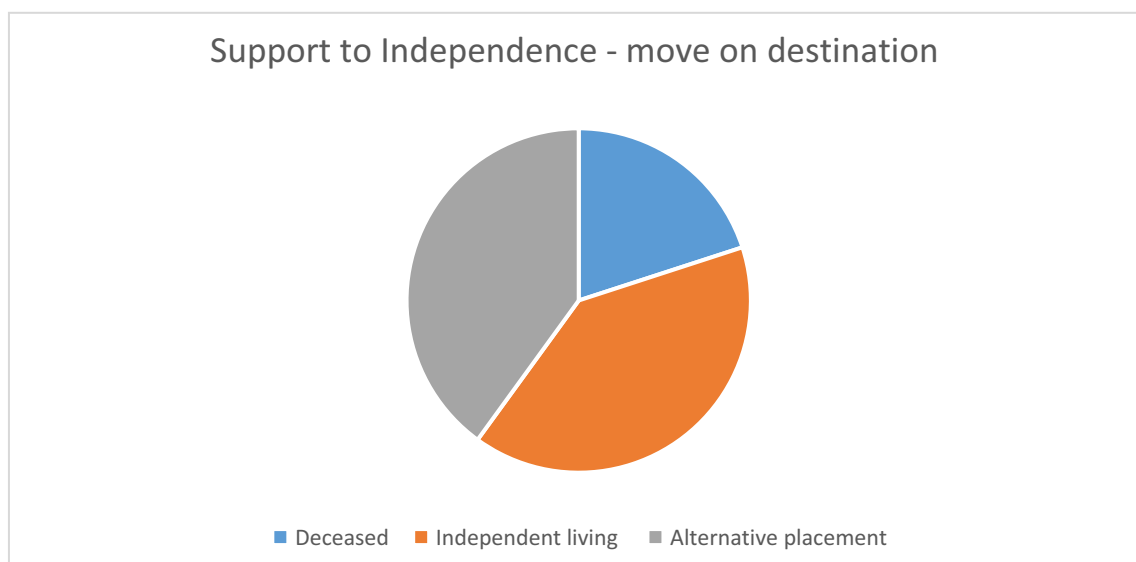
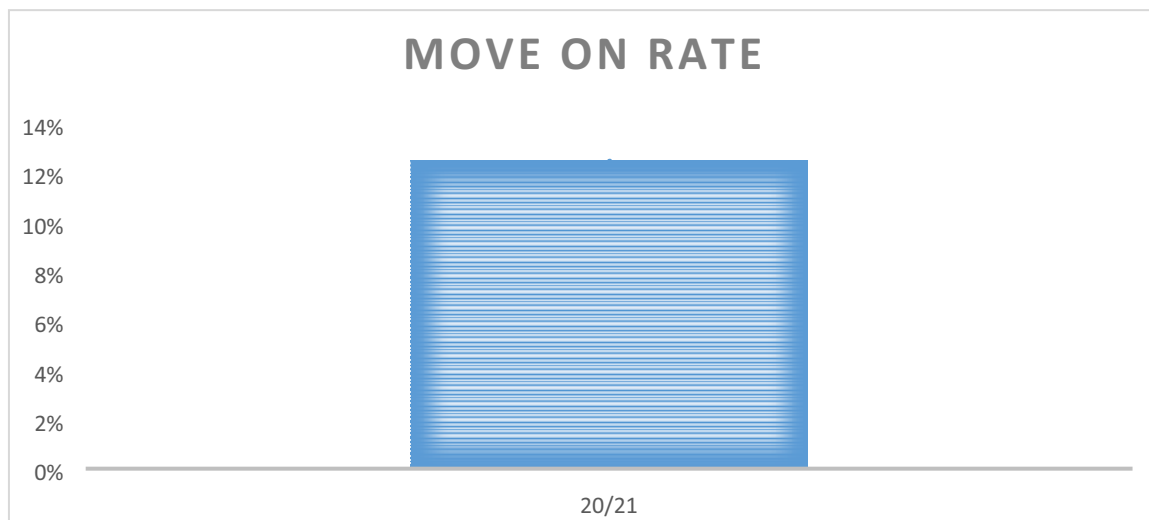
Staff at Wrottesley Road took time to develop a relationship with Raj who had a tendency to isolate himself and not ask for help.

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.

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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.



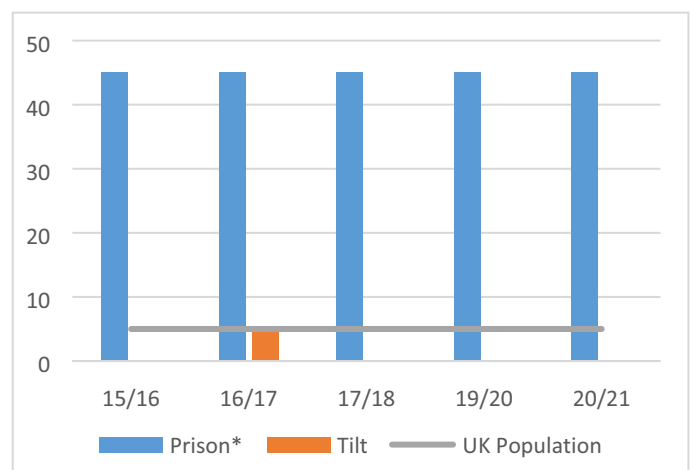
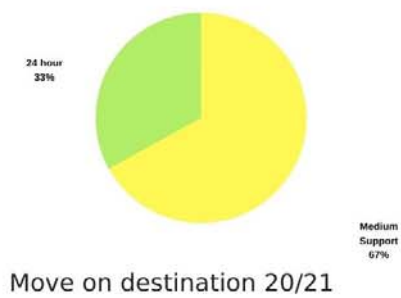
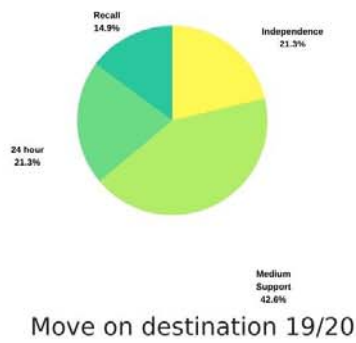
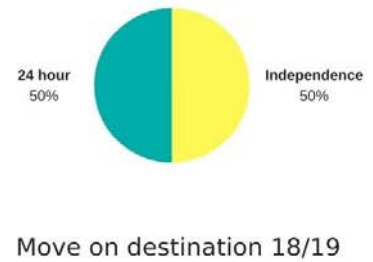
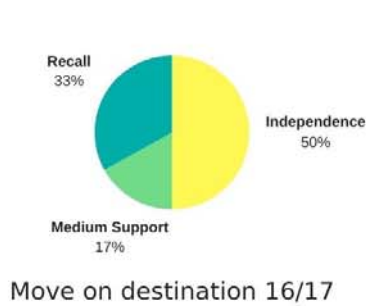
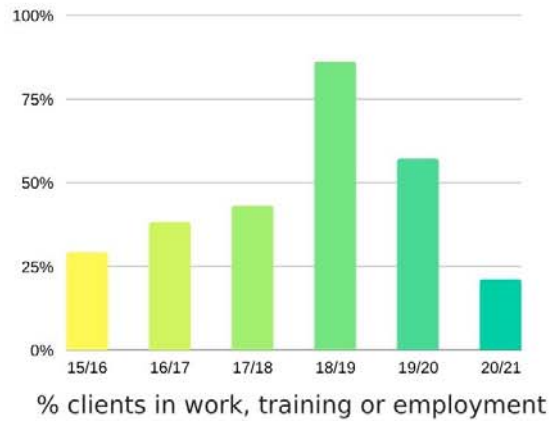
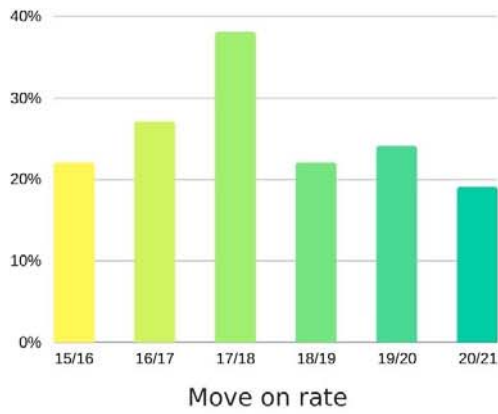
Impact

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.

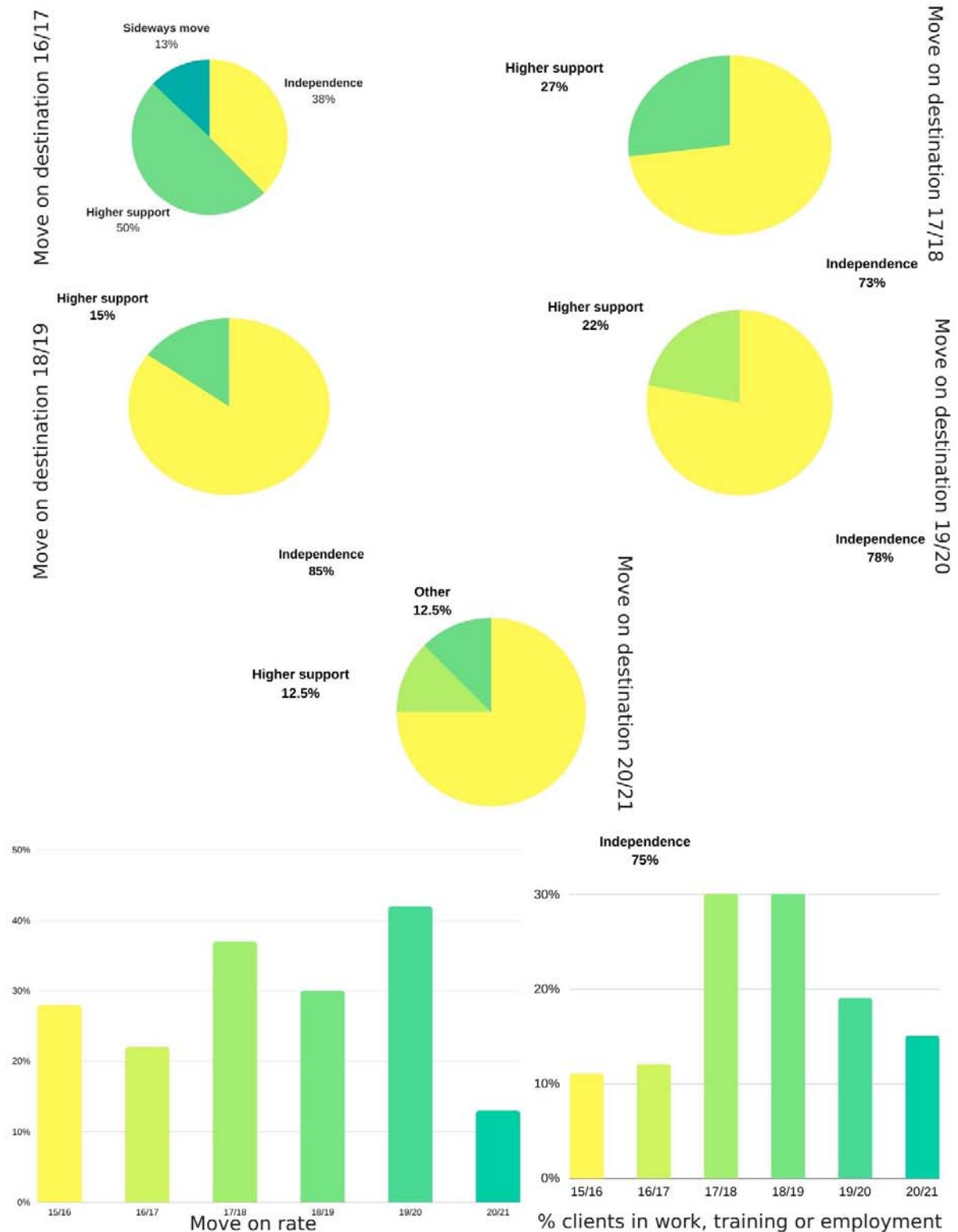
Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we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

Tilt - KPI

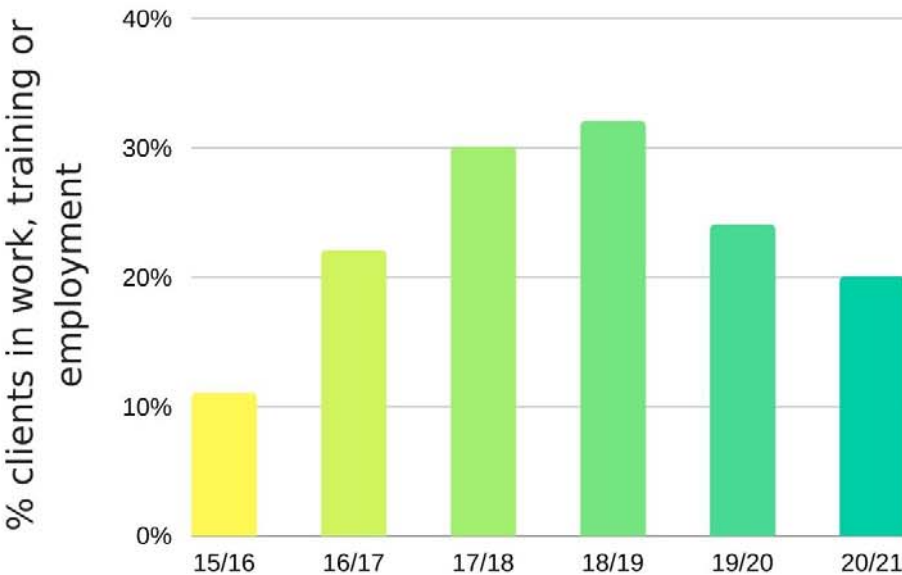
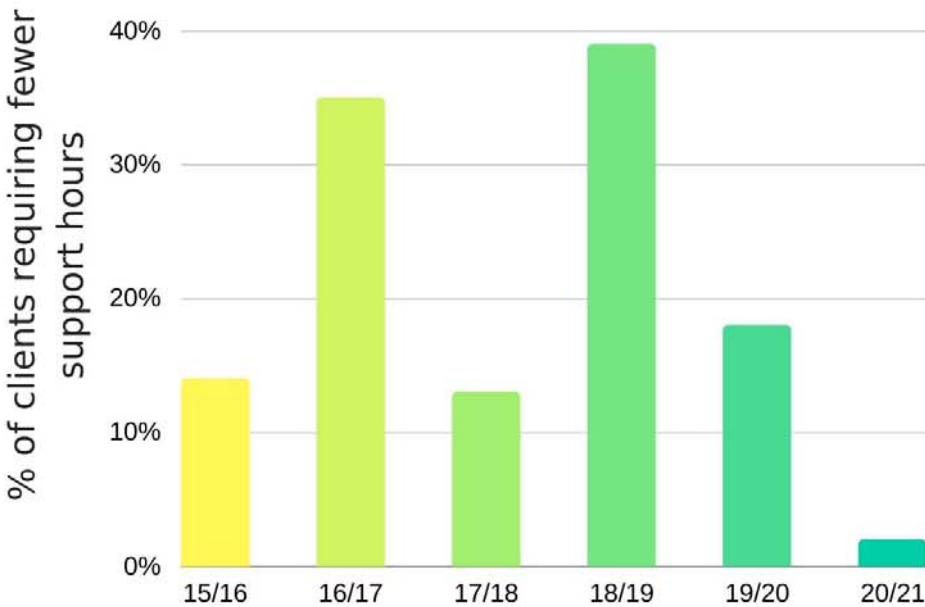


Re-offending rate

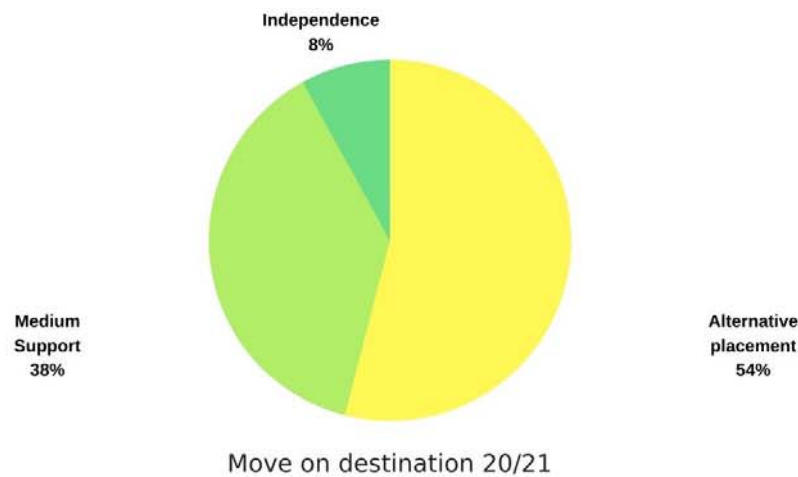
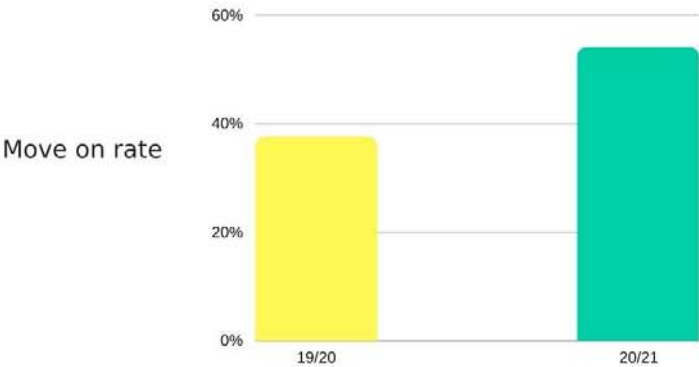
Medium Support - KPI



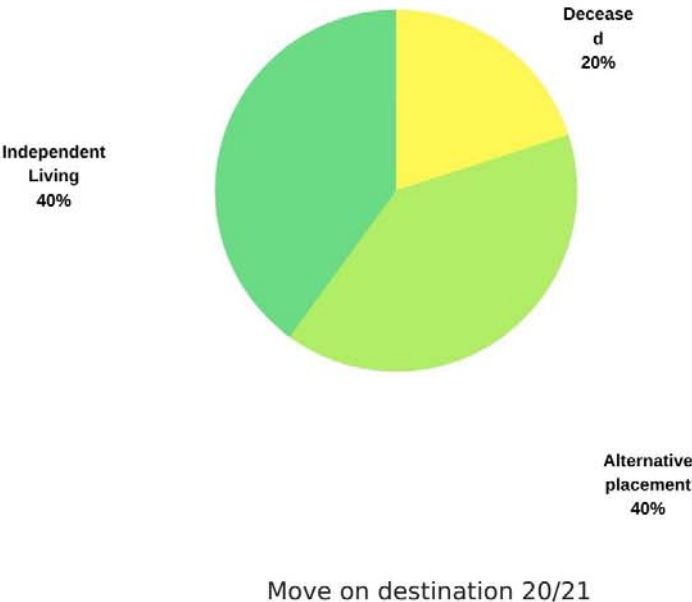
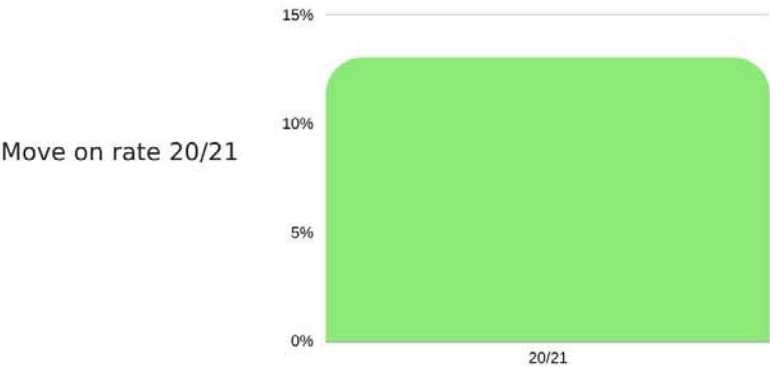
Flexible Community Support - KPI



Sidcup & Wrotesley Road - KPI



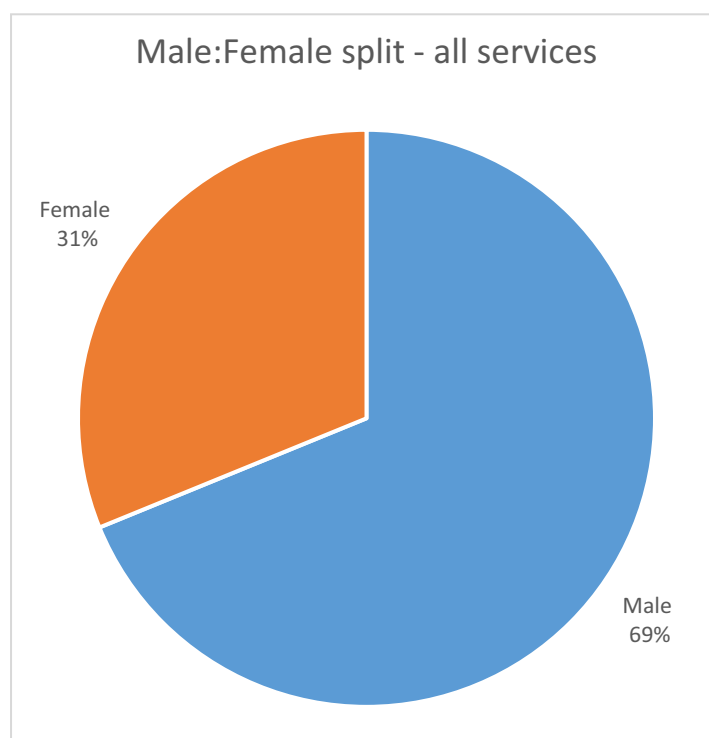
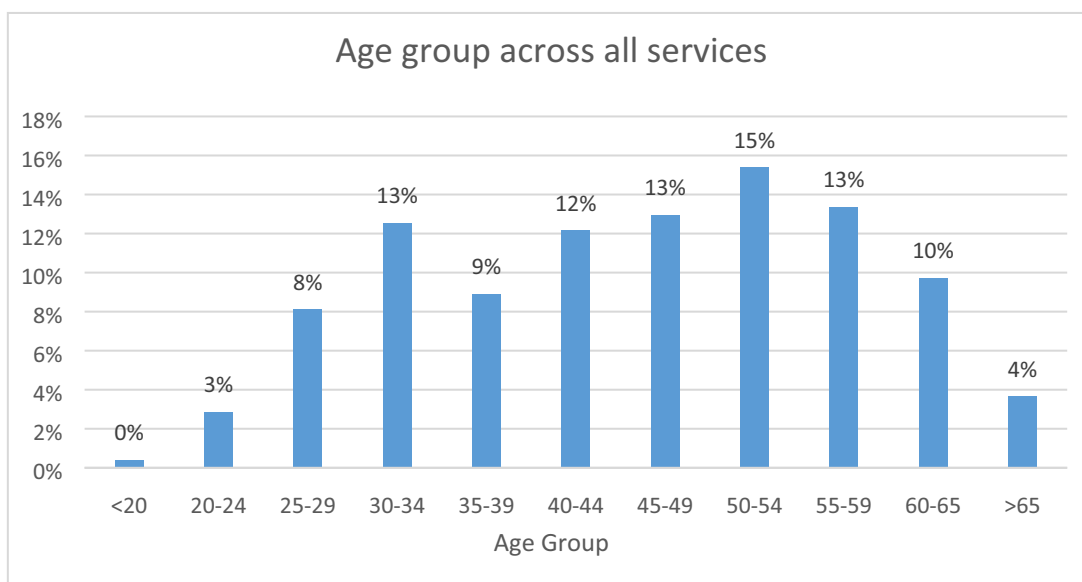
Support to Independence - KPI

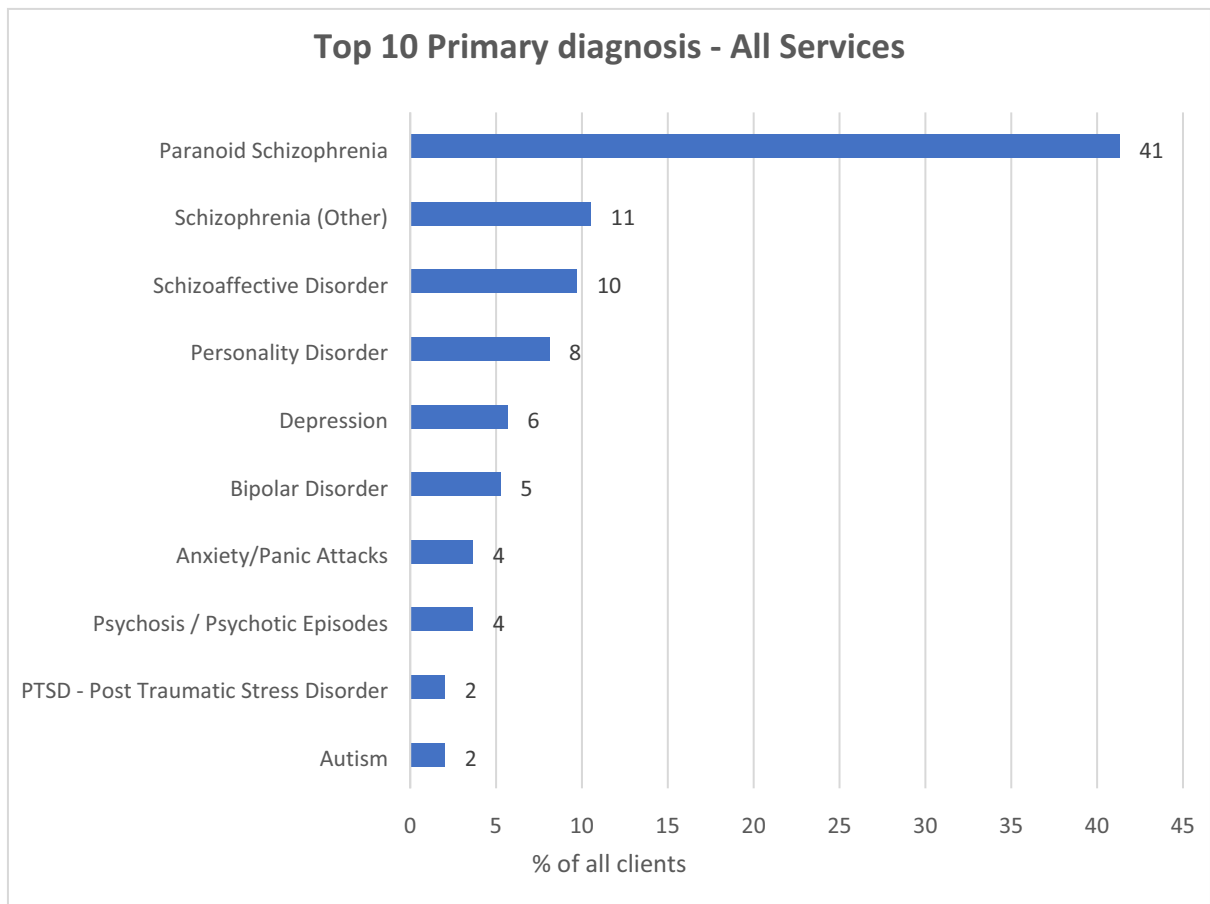
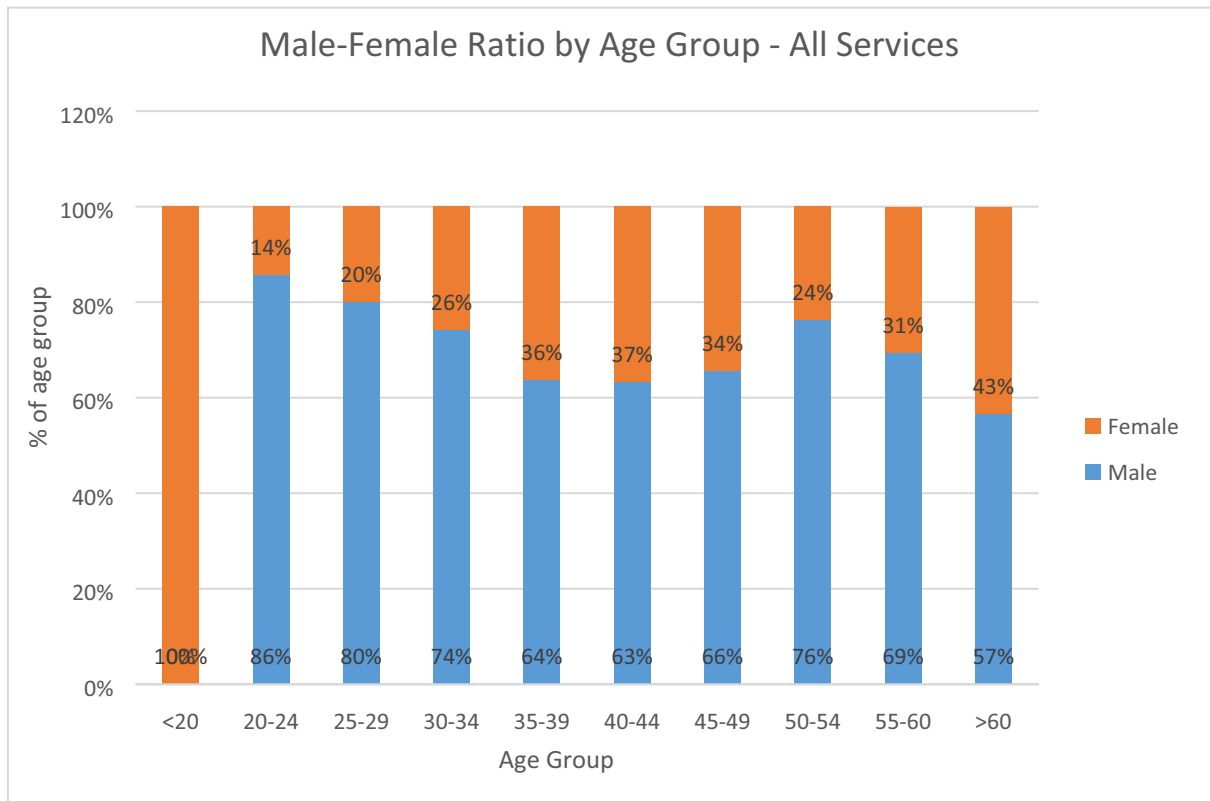


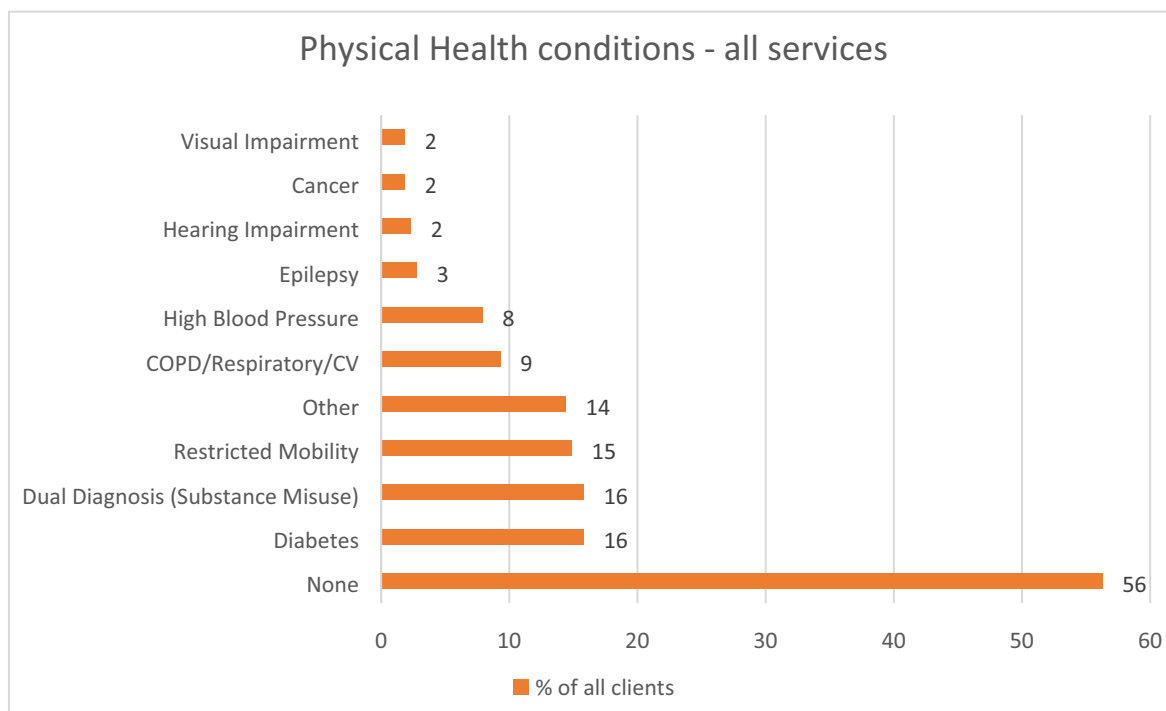
Our clients

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.





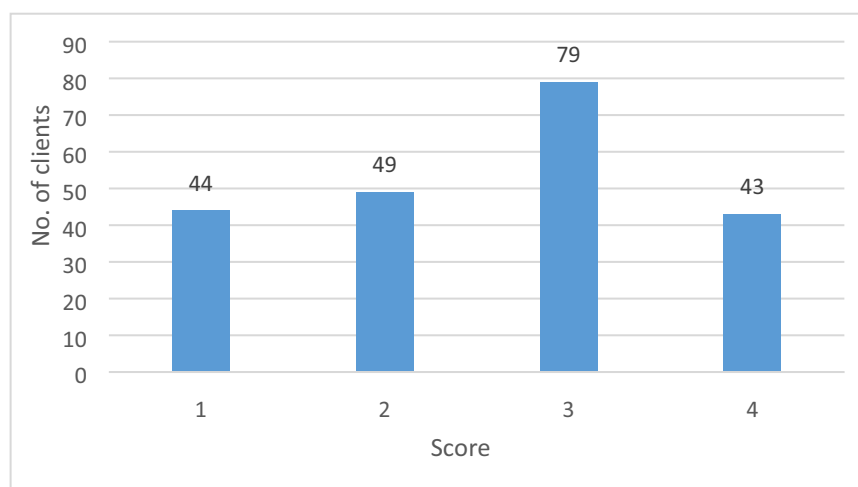


We have also developed a series of questions to rate our clients' abilities in key areas. By collecting this data we can track our client's progress towards living with less support needs and as previously mentioned give Commissioners better insight into areas which may require more focus.

The following questions are answered by the clients' key workers and work on a 4 point scale.

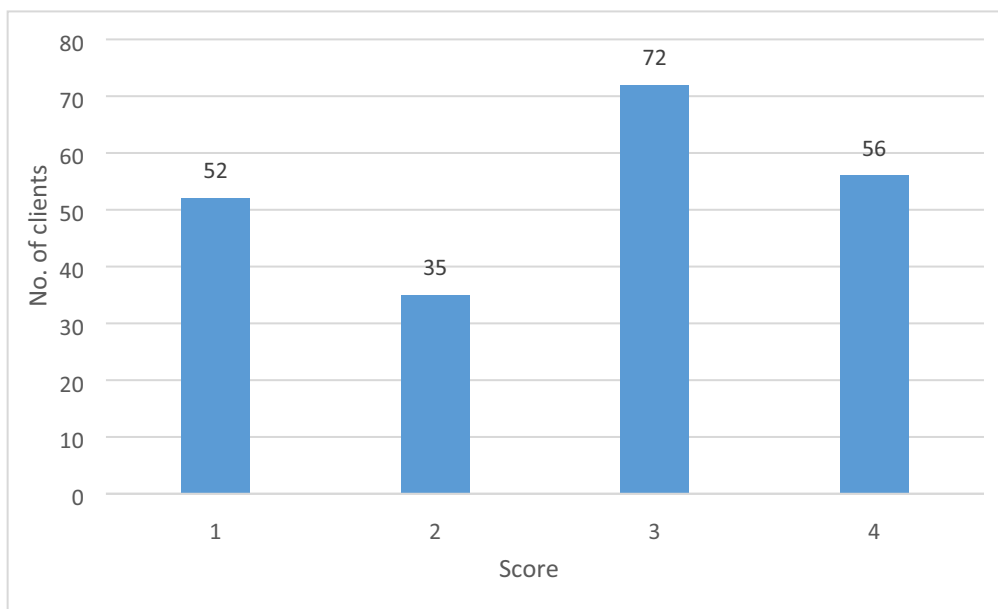
Outside the Home

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



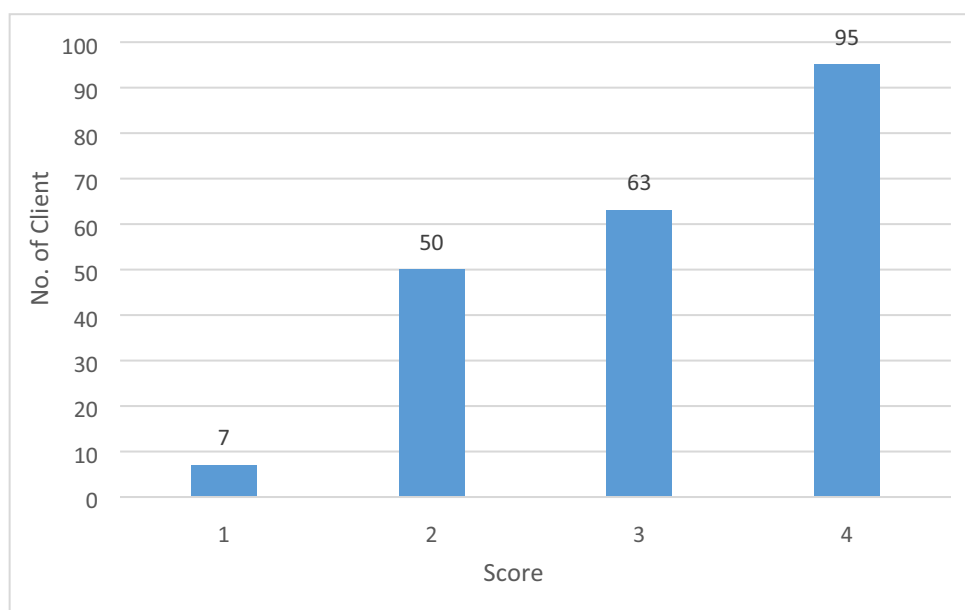
Access to Physical Health

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



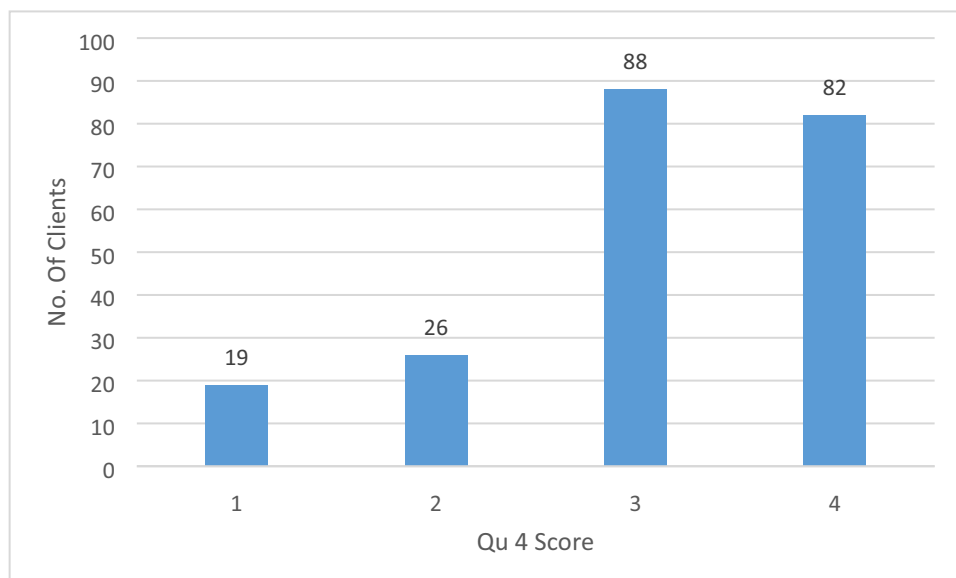
Physical Health Condition

1. Life threatening disease or illness
2. Chronic (ongoing) illness, disease or condition
3. Minor physical health issues
4. No current physical health conditions



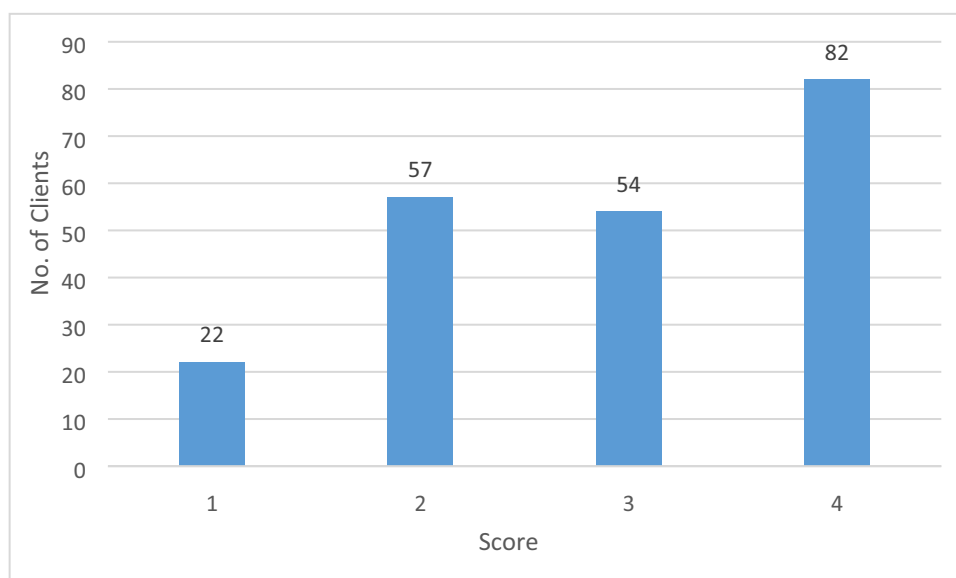
Social Isolation

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



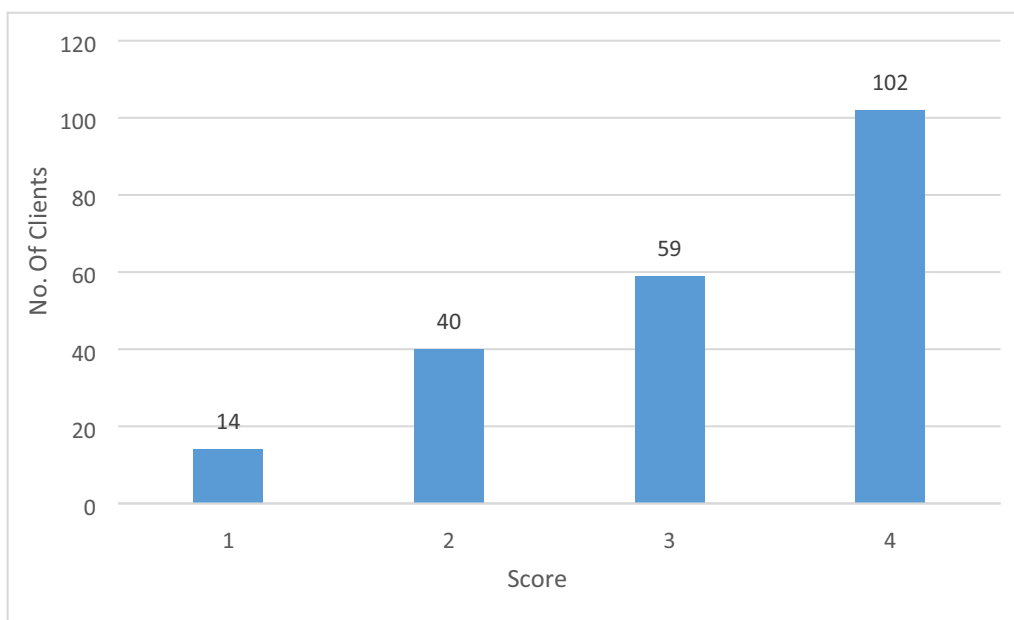
Maintaining the Home

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



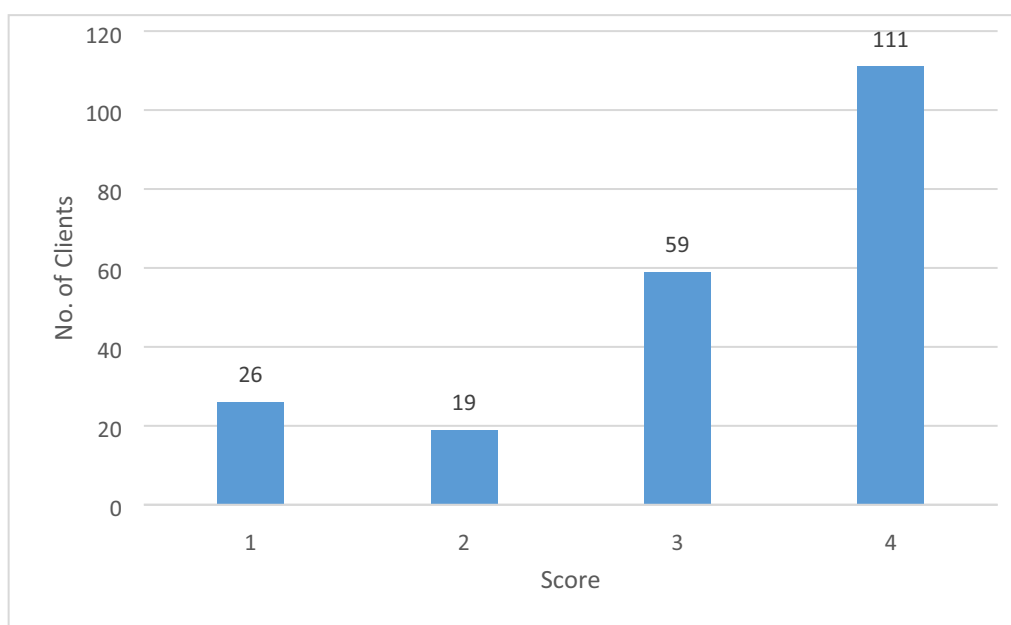
Self-Care

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



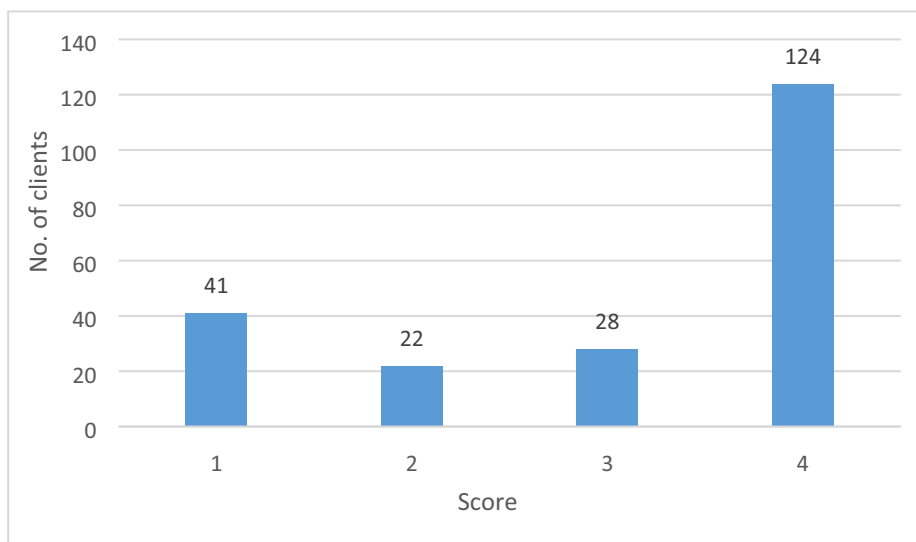
Budgeting

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



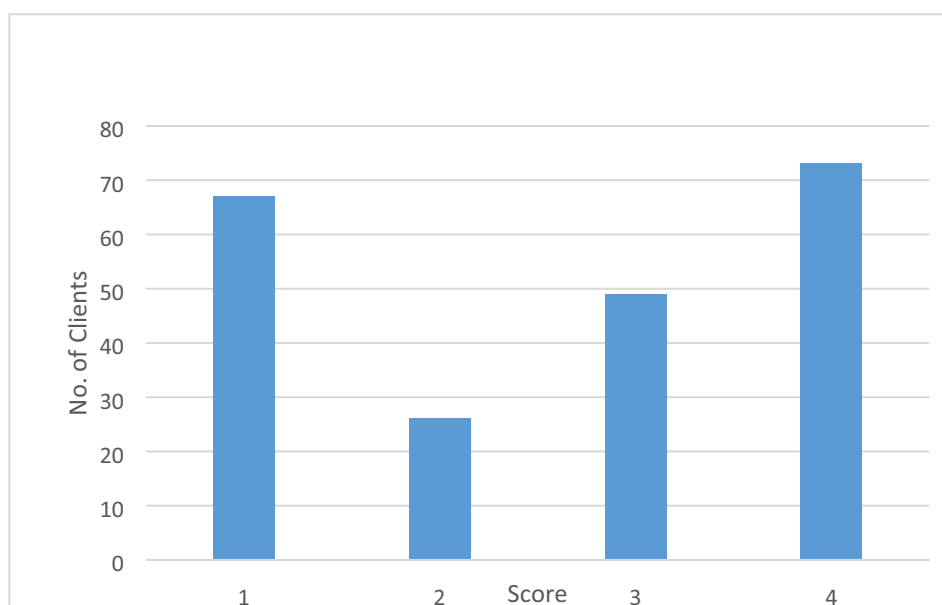
Substance/Alcohol/Gambling Misuse

1. Daily
2. Weekly
3. Infrequent
4. None



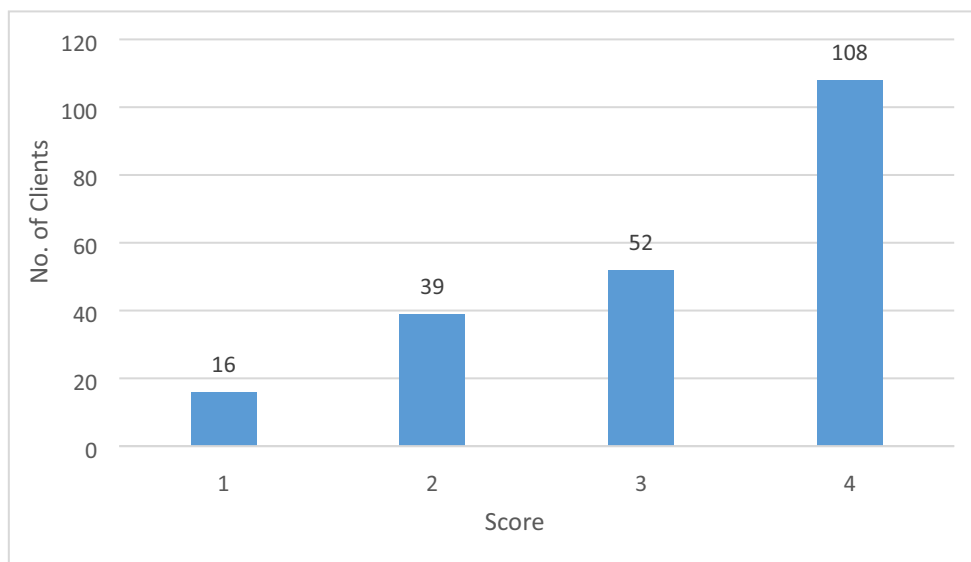
Engagement with Mental Health Interventions

1. Struggles to engage with interventions
2. Engages sporadically with interventions
3. Engages with interventions if prompted
4. Fully engaged



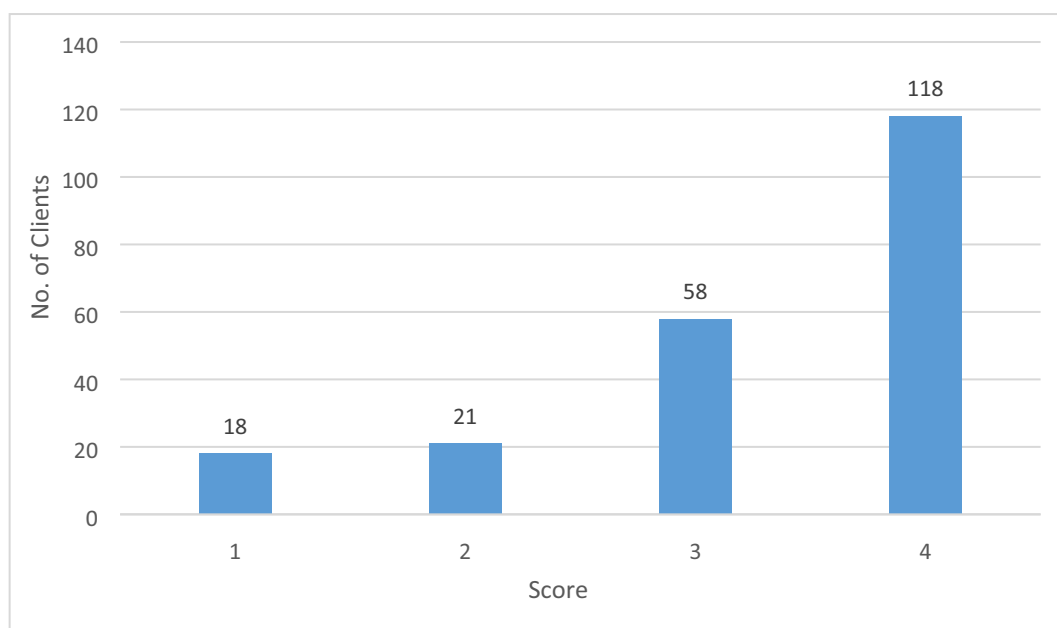
Insight into their Mental Health

1. No insight into mental health condition
2. Very limited insight
3. Partial insight
4. Has insight into mental health condition



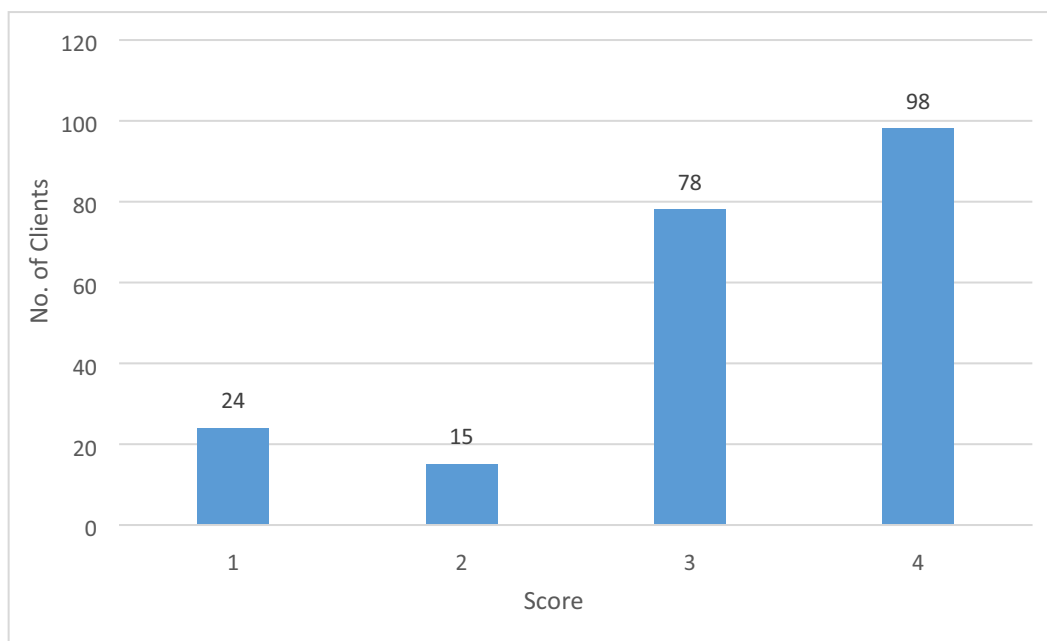
Managing psychotropic medication

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



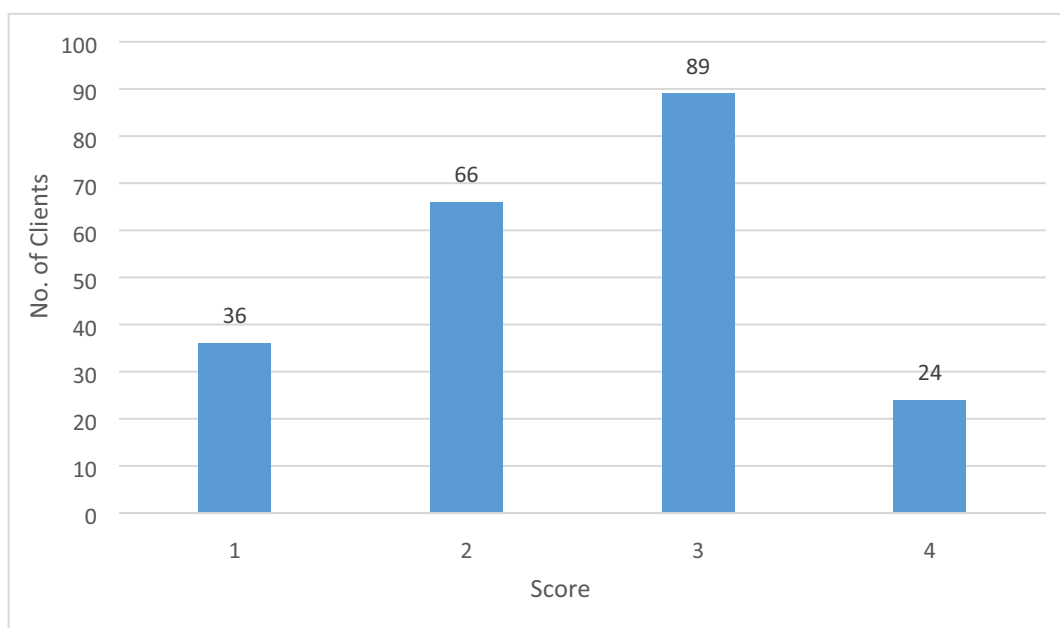
At Risk of Exploitation

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



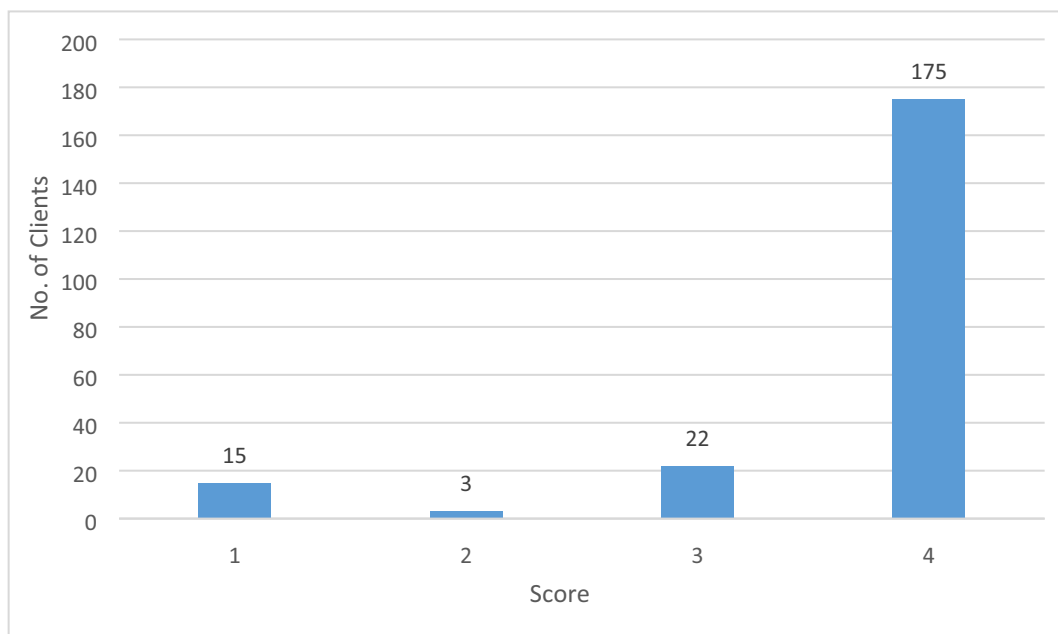
Emotional Support

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.

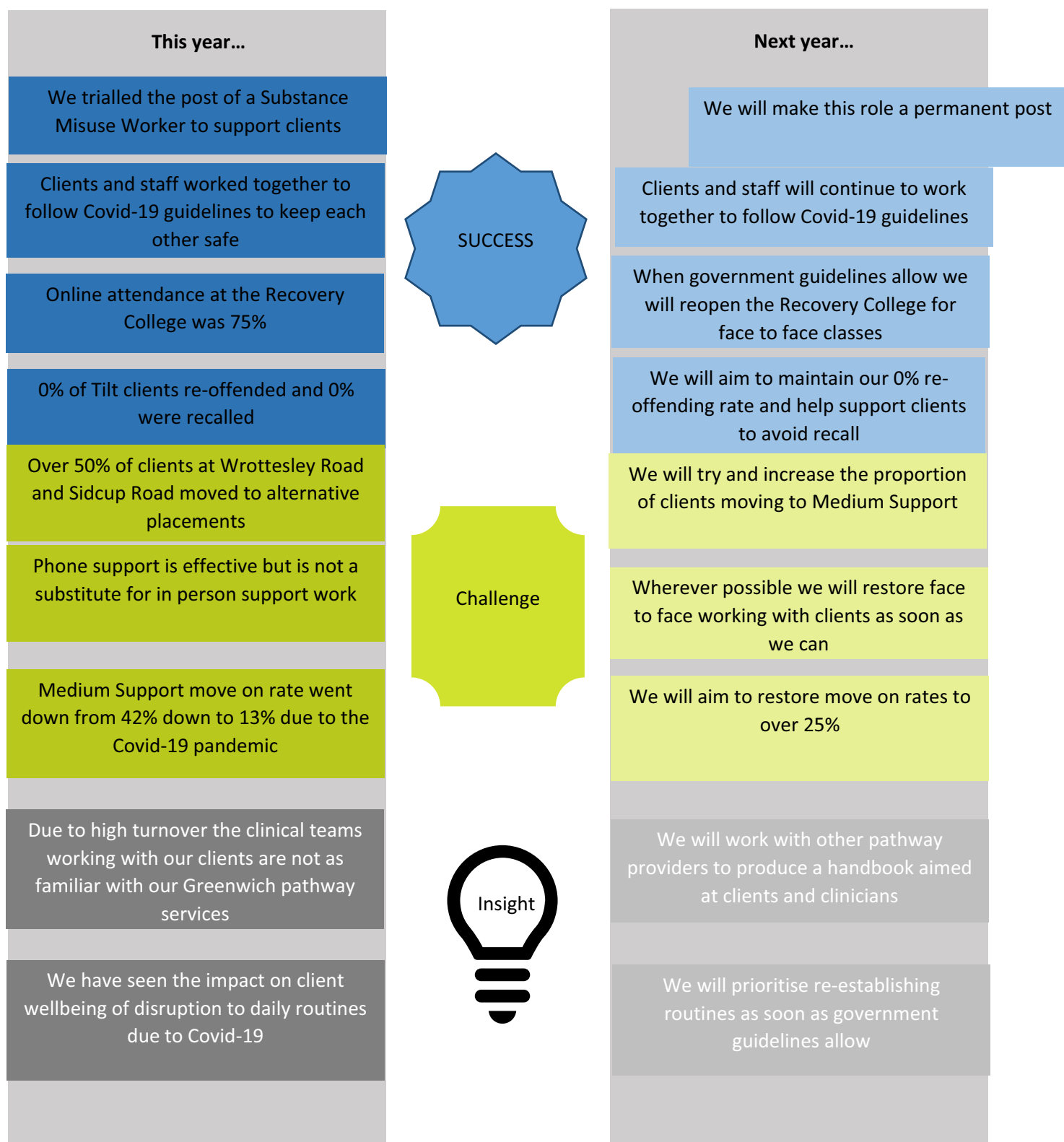
In the Royal Borough of Greenwich Bridge has been an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

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