



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2022

Company number:	02162224
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Since being supported by Bridge I have...

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

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

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

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

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

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

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

I am sure that I speak for all Trustees when I say how proud we are of what the whole Bridge team has achieved this past year. There is very little glamour in the work that Bridge does but, day in and day out, Bridge makes a real and enduring difference in the lives of our clients. From the many discussions I have had with the team at Bridge I know that they are all committed to providing the right sort of support to people with mental health issues. Our clients, whether in South London or in Essex, would not be able to live the lives they do without that effort and commitment.

This Trustees' Report looks back to a year when we were all slowly emerging from a period of lockdowns and uncertainty. Everyone at Bridge will have mixed emotions about it - sadness at the loss of friends, colleagues, and clients; relief that a particular storm has been weathered; pride in the way that they and Bridge rose to the challenge and continued to provide support to some of the most vulnerable people in our communities. This message is an opportunity to put on record my thanks and the thanks of my fellow Trustees to everyone at Bridge for all they have done over the past year, and to the Bridge Executive Team for their leadership through such challenging times.

In the past year we have said farewell to two long serving and valued Trustees, John Wilkes and Haydn Gott, and to a more recent Trustee, Dom Wilson. I want to record my personal thanks to them all for their invaluable support and wisdom. Bridge has been very lucky to have had them as Trustees.

Looking to the future, we now face a different set of challenges with the cost of living crisis and a profound squeeze on public expenditure. Bridge is not just prepared and ready for these challenges but there is a real excitement about what comes next. Not only did we retain our Tilt contract in March but in the past few months Bridge has won work in Essex and in Kingston. Raymond's report highlights a number of these developments and the Trustees' Report provides more detail.

Finally, I want to thank everyone who has trusted Bridge - our clients and their families and friends, our commissioners, those other organisations we work with, and our supporters. None of us at Bridge ever takes that trust for granted.

Raymond Sheehy, Chief Executive of Bridge Support



It is difficult to imagine that as we head into November 2022, it was at this time last year that we began making preparations for the 'Omicron' wave of Covid that was to have such a further effect not only on Bridge services but on the partners we have in the Councils, the NHS and what was then the Clinical Commissioning Groups CCGs (Now the Integrated Care System or ICS). The challenge was not only to keep going, but also to work with our partners so that the needs of our clients were still being met and that our staff felt supported to continue working safely and as effectively through this difficult period. I am thankful and pleased to say that our staff stepped up to the challenge yet again and I witnessed first-hand their commitment and determination in supporting each other and the clients to remain safe throughout.

Against this backdrop, the business challenges were numerous. Reaching more people, developing new projects or winning new work through tenders. Securing existing contracts and maintaining the

Bridge culture and ethos. Making sure that we are a first choice for potential employees who want to work in mental health and support. All these have continued. The emerging cost of living crisis, the energy prices and the cost of fuel all impacted on how Bridge planned to support staff, with London Living Wage and Living Wage also a major factor in financial and organisational planning. In this respect we engaged with the staff on how best to help and maintained our years-long commitment to being a Living Wage Foundation member.

In terms of our existing contracts we had a major success in being the winning bidder for our TILT 24-Hour Forensic Service, securing another 5+2 year contract. A big thanks goes to everyone either working in the service or those working on the bid. In the Royal Borough of Greenwich we continue to provide medium and flexible community support services on a contract that has seen a further extension to October 2024. Our 24-hour services continue to be at capacity and have become another important part of our 'pathway' offer.

The Bridge Back Home service continues to produce results, most notably the high success rate of patients not returning to hospital so frequently once we have worked with them to get them back home after a delayed discharge has kept them there too long despite being ready. Our Recovery College will be going into its ninth year next year and using its educational 'CHIME' model continues to be an example of what can be produced outside of the traditional NHS Recovery College model. The Greenwich Community Mental Health Hub of which we are a key partner of three organisations continues to develop towards offering the 'no wrong door' for people in Greenwich with a mental health problem. This is the most obvious development for Bridge after the ICS became the new system from July 1st 2022 in South East London, replacing the various CCGs.

There have also been new contracts in two key areas. In the South London Partnership (the SLP) Bridge have had two seconded flexible community support workers working in the Community Mental Health Rehabilitation Service (COMHRES+) to support other mental health providers to achieve a rehabilitation approach for their clients. Recently Bridge have been the successful bidder to the SLP in providing a complex needs rehabilitation service for 12 clients in Kingston with work starting early 2023. In Essex, where Bridge were already providing services to 41 people, we were successful in securing the West and North East Essex contracts meaning we will be working with 107 clients across the two areas, most of whom will be able to move to better accommodation in the two areas starting from January 2023. This has been quite a period of growth for Bridge.

This year we have been able to get through more Covid uncertainty, keep clients safe while also providing them with an increasing range of support and accommodation options and we have met the challenges our staff face by maintaining our commitment to them by agreeing two in-year pay rises and maintain our status as a Living Wage Foundation member. We have built ever stronger relationships with partners and commissioners and our track record of securing new services have provided opportunities to do more of what we do well. This has all been possible through the dedication of the staff, the support of the Board of Trustees and the management at all levels of Bridge who play a vital part in the planning and delivery of such high quality services. To everyone a heartfelt thanks.

About Bridge Support

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

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

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

Living with Covid- 19

The impact on Covid-19 on Bridge Support's activities, staff and clients during the year remained significant with our key priority being to ensure support could be delivered safely for both staff and clients.

The Covid-19 response team, established at the start of the pandemic in February 2020, continued to meet regularly throughout 21/22 to make sure the policies and procedures in place to manage our response to the pandemic were appropriate for the level of infection.

Across all Bridge services lockdowns, Covid related restrictions and the changes in working conditions needed to ensure everyone's safety, have impacted hugely on clients particularly in regard to move on from services.

For most of this year focus has been on supporting clients back to community activities as these re-started as restrictions were eased and then finally ended.

While the government testing programme was in place Bridge continued with our rolling programme of testing across all frontline staff for both permanent and bank staff. After the government testing closed we continued to use lateral flow testing before events where staff from different services were involved such as the Away Day for all staff in May 2022 and for in person training.

To express Bridge's continuing thanks to all staff for their resilience and hard work during the pandemic, staff received an additional bonus in March 2022.

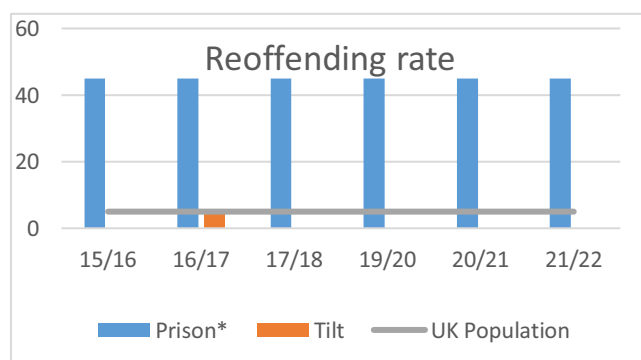
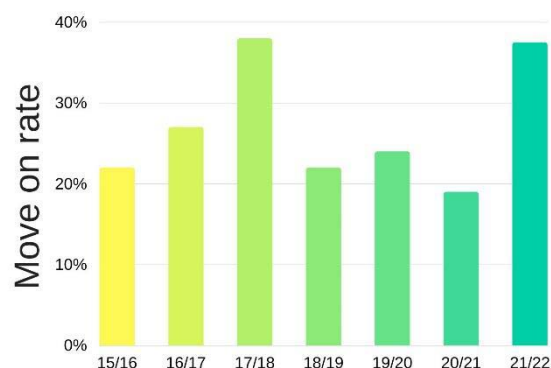
Tilt Project

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

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

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

This year the average length of stay at the project is 3 years – an increase of around 7 months compared to other years owing to the impact of the Covid pandemic. 50% of residents who moved on went to independent living or less supported accommodation. 16% moved to non-forensic 24 hour placements and 16% were recalled back to hospital.




The reoffending rate for current and past residents at the project is less than 5% and in 2021/22 we maintained our 0% reoffending rate.


*Prison: The facts, Prison Reform Trust, Summer 2017

A client's journey through Tilt


When Kevin moved into the Tilt Project after spending a period of time in hospital staff observed that he often isolated himself in his room.



At first Kevin was reluctant to engage in a structured daily activity programme, however with staff support and encouragement he began attending a local organisation offering work based training and college.



With more structured activities and a slight change in his mental health medication, Kevin remained stable, was less isolated and enjoying his stay at Tilt.

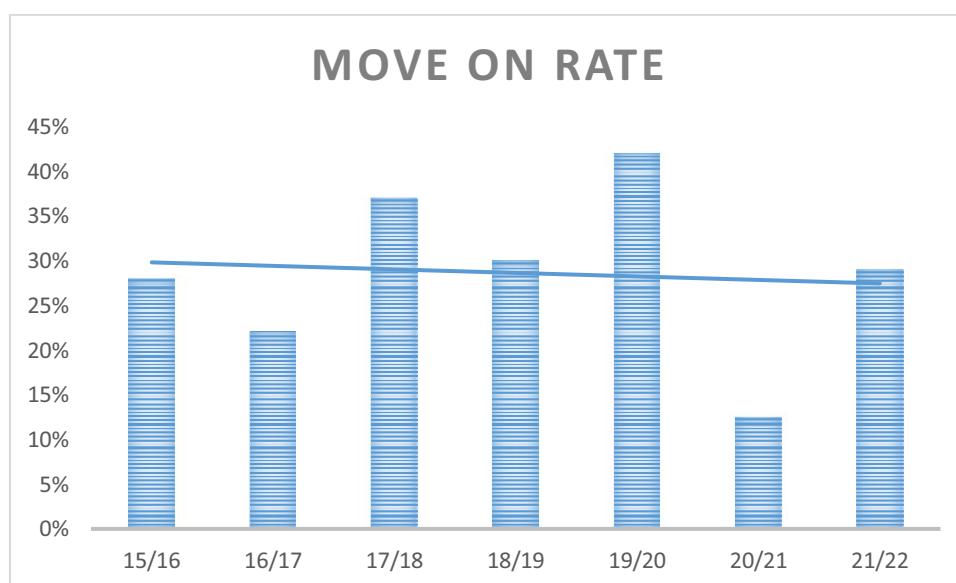


Due to his progress Kevin has now made the move from Tilt to less supported accommodation.

Medium Support

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

The Medium Support contract was due to end in September 2022 but owing to the pandemic Bridge's contract was extended pending discussions about reshaping the Greenwich Mental Health Pathway.



Our move on rate in 2021/22 was much improved from the low rate in 20/21 where Covid-19 had a large impact.

A client's journey through Medium Support

When Jas came to Medium Support he was frightened of too much involvement with others and had little interaction with staff and other residents owing to his beliefs that he was cursed.

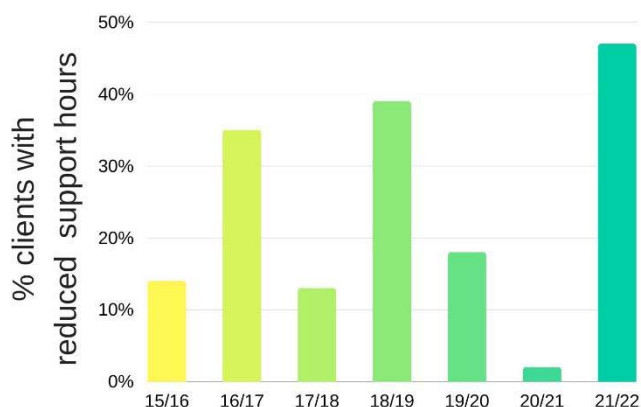
His support worker worked hard to gain Jas's trust and bring him out of his shell. With much encouragement and support Jas successfully applied for some seasonal work.

With a successful work application Jas no longer believed he was cursed. His confidence increased and he started playing football on a regular basis and looking for a more permanent job role.

Jas has moved into his own flat in the community where he is attending college to develop his IT skills.

Flexible Community Support

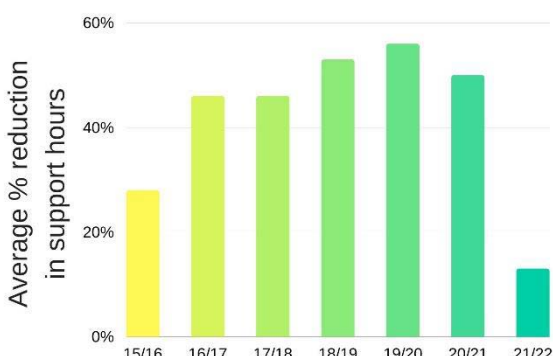
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from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



In 2021/22, FCS supported over 130 clients (2020/21: 145) with the aim to enable our clients to live well and as independently as possible. During the year 60 clients successfully moved on from the service with the majority going on to live independent of a support service and discharged back to primary care.

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

Post the Covid-19 pandemic, we found a significant number of clients using their self-management skills developed with staff support and encouragement in the lockdown periods. This increased resilience has resulted in 47% of clients needing less support. Additionally in 21/22, our average hourly rate per client fell from 2.02 hours per week to 1.76 hours per week. This represents a 13% reduction in hourly support per client.



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

In 2021/22, the proportion of clients receiving fortnightly, monthly or on demand support has increased to 42% (2020/21:31%). The return to more community activities has enabled more clients to enjoy living with less support.

A client's journey with Flexible Community Support

Jack had a diagnosis of paranoid schizophrenia. Although he had anti-psychotic medication to help manage his mental health he remained non-compliant while smoking cannabis daily. He was referred to Bridge for help with social inclusion and hoarding

After developing a relationship with Jack, his support worker helped him access community drug and alcohol services. They worked with him to minimise his cannabis use resulting in much improved medication compliance. Jack's quality of life improved enormously.

Further psychotherapy input allowed Jack to better understand and deal with past trauma and not use cannabis as a coping mechanism.

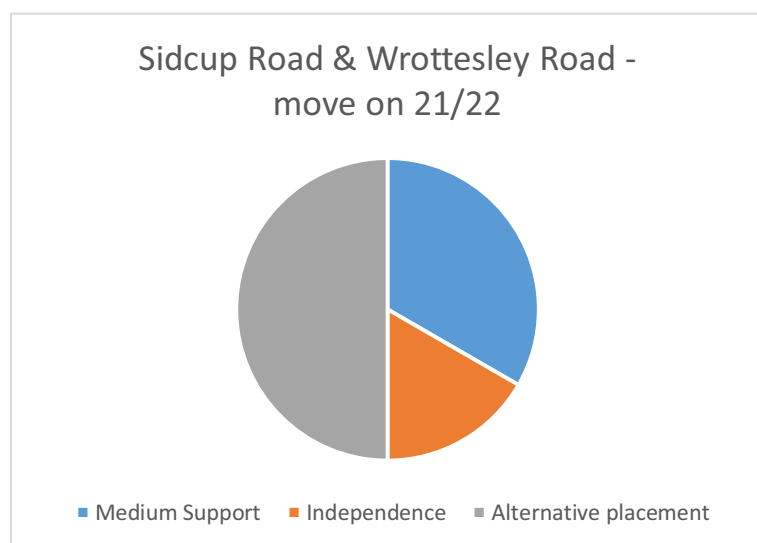
Bridge staff were able to help reduce his hoarding and provided further opportunities for social inclusion. Jack rediscovered his love for painting and found this a great way to help maintain his mental health

Two and half years later, Jack no longer needs Bridge support. He is in a long-term relationship, works part-time and has exhibited some paintings in a local gallery.

Sidcup Road & Wrotesley Road

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

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



The aim at Sidcup Road & Wrotesley Road is to move clients on to lower support. This chart shows that whilst we have had a number of clients moving on to Medium Support and independent living, there have been a higher number of clients moving to alternative placements than expected.

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

Sali moved in after spending a long time in mental health institutions.

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

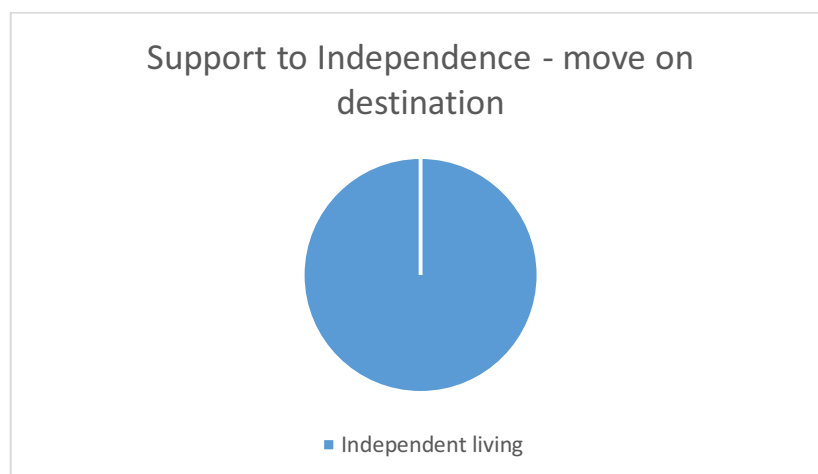
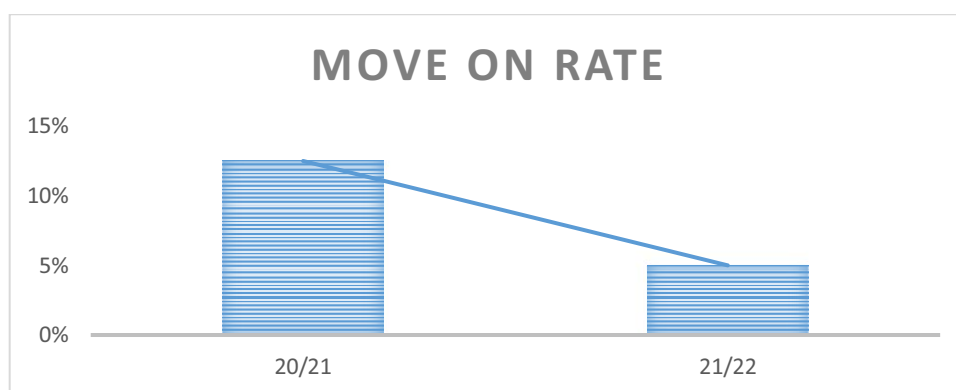
Staff worked with her on a one-to-one basis to improve her daily living skills. With support from the ST&R worker Sali gained qualifications in customer service and began working as a volunteer.

Thanks to Sali's hard work and the support from staff Sali moved on into less supported accommodation in the borough faster than anticipated.

Support to Independence

Bridge Support provides support for 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. All three schemes are staffed 24 hours a day, seven days a week. Working in partnership with Notting Hill Genesis who provide and manage the accommodation, our aim is to prepare clients for a successful move to independent living within two years, providing support to improve their independent living skills, get involved in social and leisure activities and improve the management of their mental health.

Move on rates in 21/22 were low due to the continuing effects of the Covid pandemic combined with a difficult to navigate pathway into less supported accommodation. This is one of the key areas Bridge will be looking at with the award of the contract for new services starting in 2023.



A client's journey through Support to Independence

Penny moved in after a troubled childhood had resulted in her growing up in a children's home. Moving around so much in her childhood meant Penny found it difficult to trust people.

Staff worked hard to give Penny consistency in the support she received, bringing order and regularity into her daily life. This gave her a solid foundation on which she was able to work with staff to plan her future goals.

Penny started college and with staff encouragement completed her exams, gaining the necessary qualifications to move into employment.

Staff supported Penny with navigating her first job and ensuring no problems arose with benefits. Penny thrived in her new role and has since moved into independent accommodation in the community.

The Recovery College

The Recovery College provides courses and workshops for people who are currently or have previously lived with mental illness, their families and carers. The range of subjects include practical skills for independent living through to vocational skills to help our students move towards the workplace, all delivered with attention to the wellness and wellbeing that comes from attainment. The College has over 1000 enrolled students with 165 places offered every six week term.

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

An example of the amazing impact the Recovery College has on those it touches is a student who became a volunteer and then a part time employee of the College, before securing full time employment.

When I arrived at the Recovery College, I had been unwell for many years, unable to step out of my front door, unable talk to strangers, unable to look loved ones in the eye and after a stay in hospital my doctor advised I would probably never work again. I was 26 years old. He advised me to add structure to my day and recommended the Recovery College in Greenwich.

As a new student I was amazed at how quickly I felt not just welcomed but comfortable. I found myself seeking them out as a safe place and re-discovering parts of my personality that had been absent for years. My friends and family thought I'd been put on some new wonder drug. Every time I would explain about the Recovery College and how it was helping me.

I was offered the opportunity to volunteer in the office which led me to becoming a member of staff and completing the peer training course so I could run my own classes.

I am thrilled to be offered a new adventure, to pursue a new career. I am now about to enter working life; in a field I had never been confident enough to pursue. I considered my life over at 26, and now at 31 I am getting a fresh start.

Bridge Back Home

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

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

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

In the 10 month pilot the team have supported over 200 individuals. Individual were asked to complete a questionnaire regarding their mental health, quality of life, mood and ability to self-manage at the beginning of their support and on their discharge. From a sample of 26% of clients the improvement in scores for each area was:

- an increase of 124% in their mental health
- an increase of 103% in quality of life
- an increase of 128% in mood
- an increase of 98% in their ability to self manage

Overall the service achieved a satisfaction rating of 93%.

A client's journey through Bridge Back Home

Lincoln was referred to Bridge Back Home via Greenwich Home Treatment Team. He was struggling with a recent HIV positive diagnosis which exacerbated his mental health diagnosis and had resulted in a breakdown.

Lincoln had received no emotional support since his diagnosis so in the first instance Bridge staff walked with him and listened.

Knowing Lincoln needed specialist counselling, Bridge staff found an appropriate support service specialising in working with those with HIV and supported him to attend.

With counselling in place Bridge staff were able to start working with Lincoln to resolve his other issues around housing and debt.

Greenwich Mental Health Hub

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

The hub offers:

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

A client's journey through Greenwich Mental Health Hub

Ola was referred to the hub by his GP as he was suffering from severe social anxiety and very rarely left his home. He experienced auditory hallucinations and very vivid nightmares which he found difficult to manage.

Greenwich Mental Health Hub support staff worked with Ola to set goals around leaving the home at quiet times of the day. With support he was able to make these part of his routine.

Hub support staff felt that Ola would benefit from more clinical input and requested a referral to secondary mental health services.

Via secondary mental health services Ola was able to receive therapy from a psychiatrist. Both this clinical input and the input from support staff have led to Ola saying he is experiencing joy in his life for the first time since childhood.

Community Mental Health Rehabilitation Plus Pilot

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

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

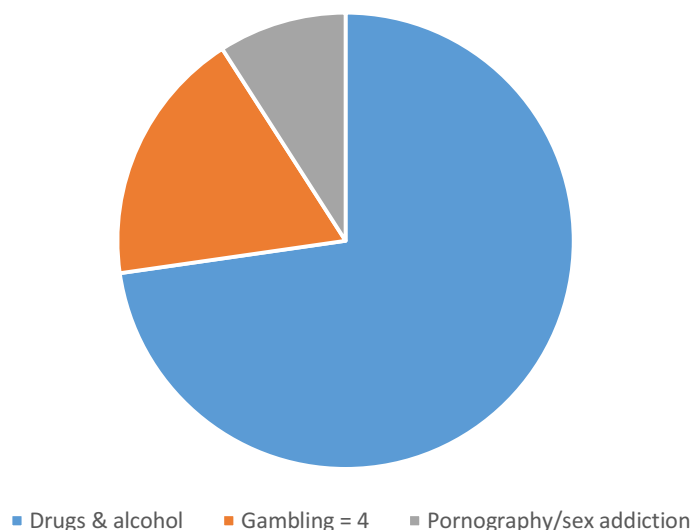
The aim of the pilot is to offer a greater continuity of support as people transition from hospital to home and from residential placements to more independent living as well as to provide focus on physical health and social care needs as well as clinical needs.

Substance Misuse worker

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

Since 2020 we have been trialling an inhouse substance misuse worker to help with clients who are struggling to understand their addiction and who need additional support within their accommodation. In 2021/22 Bridge made the trial post of Substance Misuse worker permanent.

During 2021/22 the Substance Misuse worker supported a total of 22 clients with their addictions. The following chart shows the different kinds of addiction for which clients have received support:



A client's journey through addiction

Having suffered from mental health issues for many years Barry was drinking around 2 bottles of vodka a day

He was visited by Bridge's Substance Misuse Worker despite being adamant he did not want help.

The Substance Misuse Worker worked hard to gain Barry's trust, guiding him to organisations that could help and most importantly ensuring Barry was taking some responsibility for his own recovery.

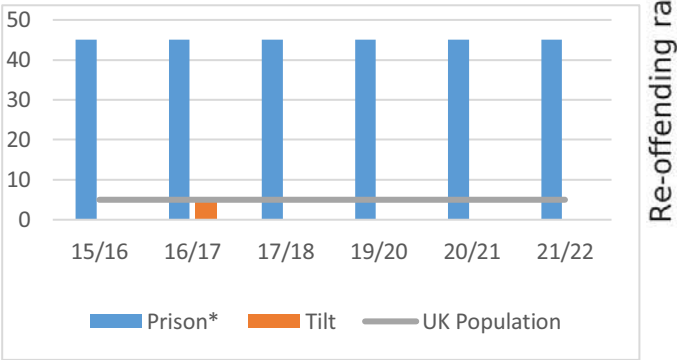
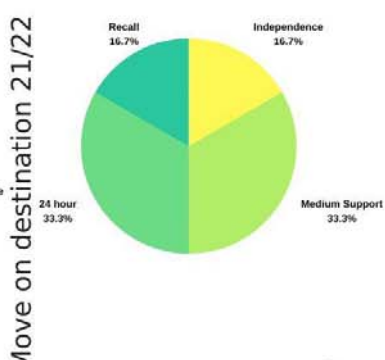
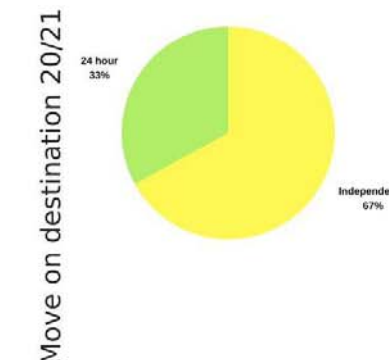
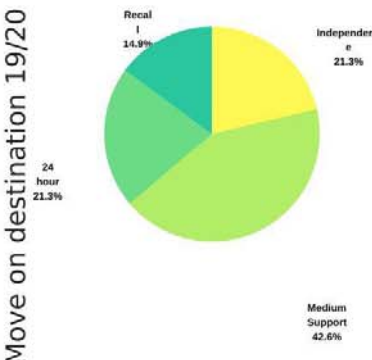
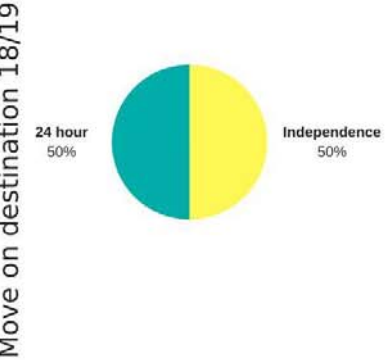
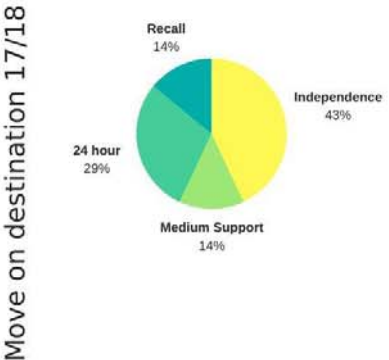
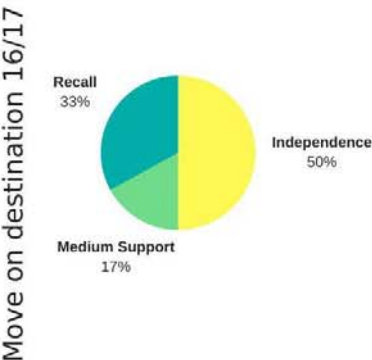
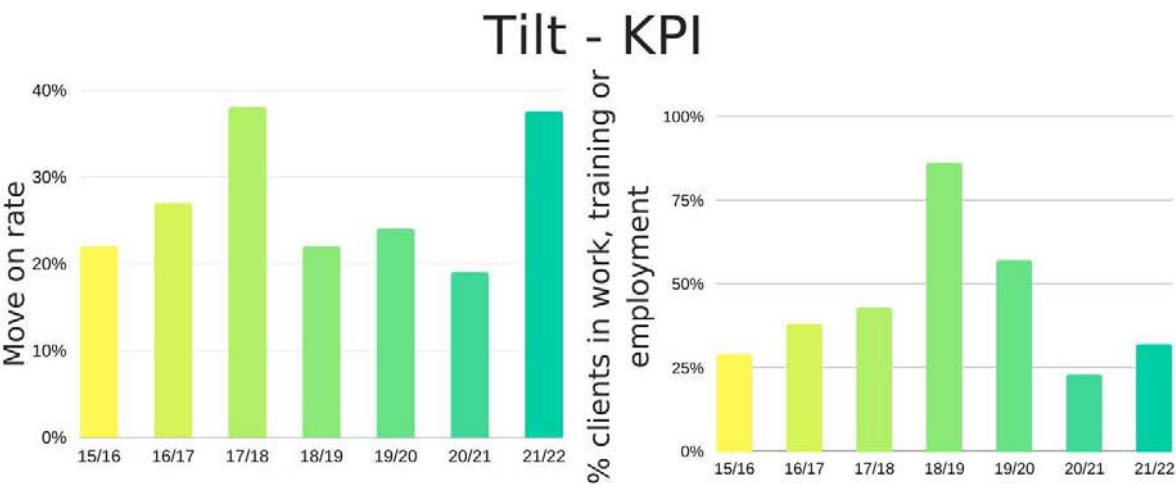
With support Barry has been abstinent from alcohol for 6 months.

Impact

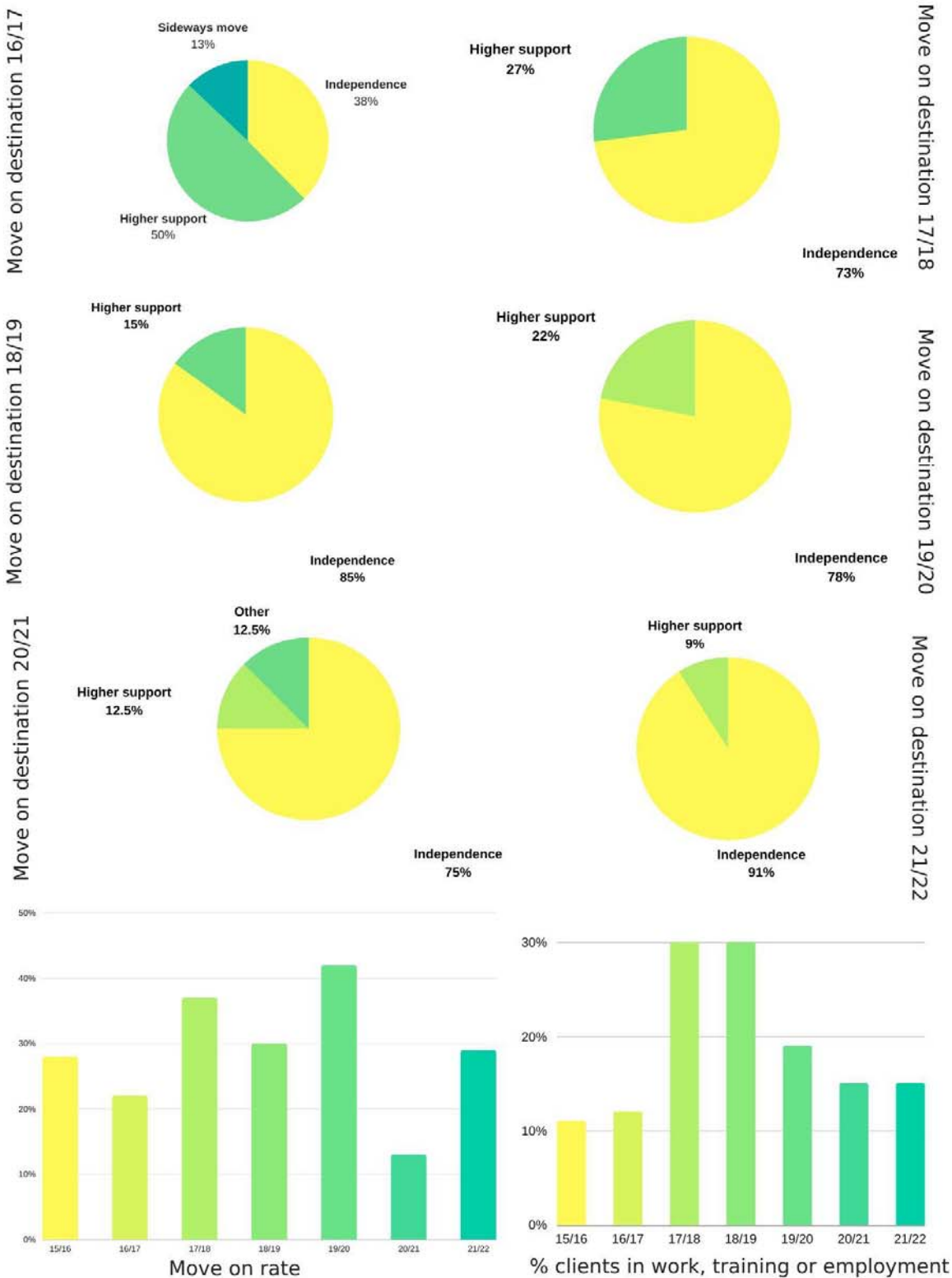
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

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

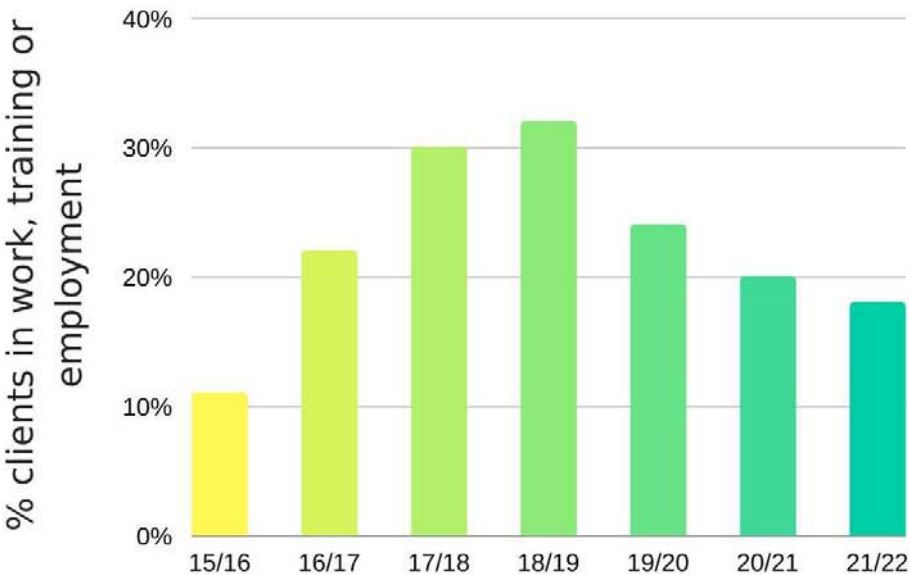
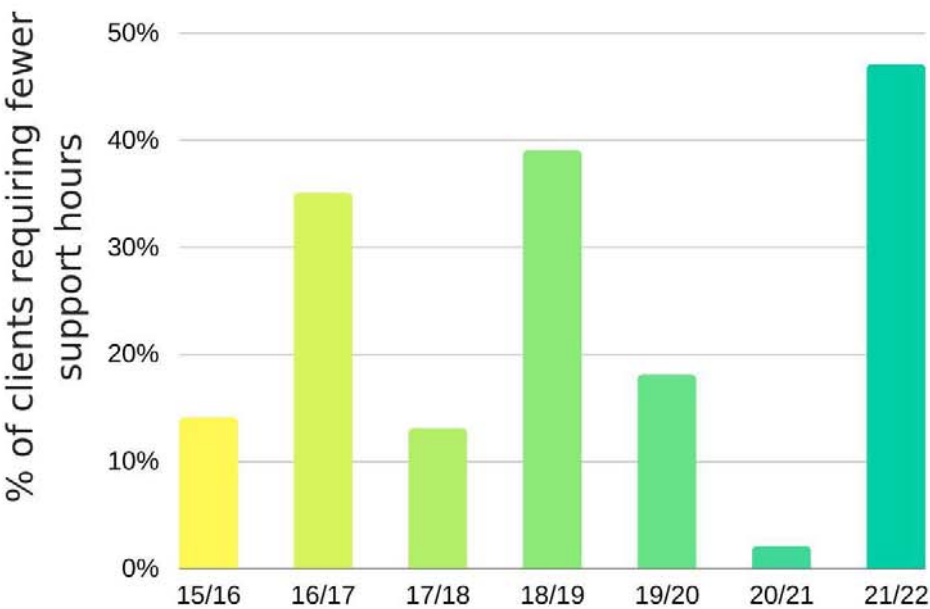
Across Bridge Support's services our clients' skills vary greatly and with a relatively high move on rate for our accommodation based services there can be a large variation from year to year. The following information about our services and their impact has been collected from the evaluation tools we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



Medium Support - KPI

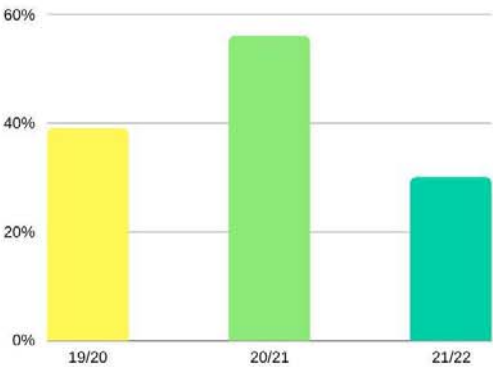


Flexible Community Support - KPI

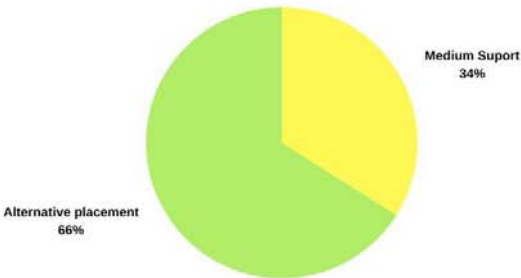


Sidcup & Wrotesley Road - KPI

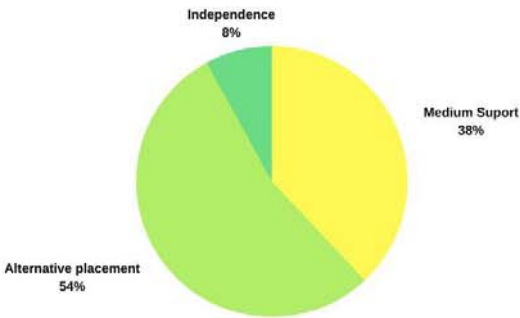
Move on rate 20/21



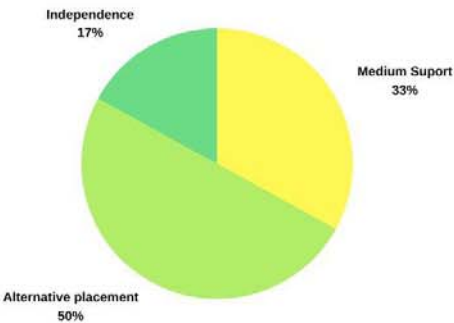
Move on destination 19/201



Move on destination 20/21

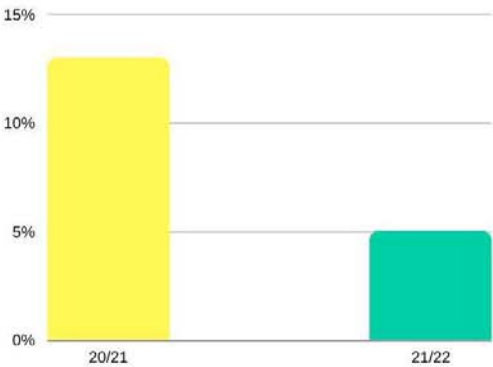


Move on destination 21/22

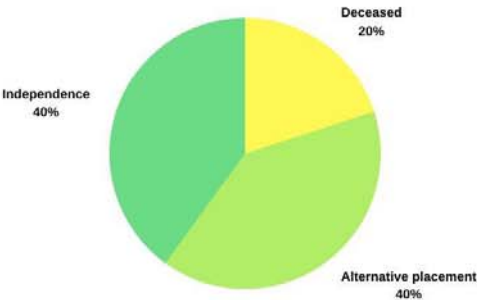


Support to Independence - KPI

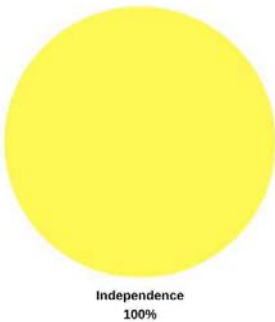
Move on rate 20/21



Move on destination 20/21



Move on destination 21/22



Shaping future services

Throughout 21/22 Bridge has continued to be a key partner to commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

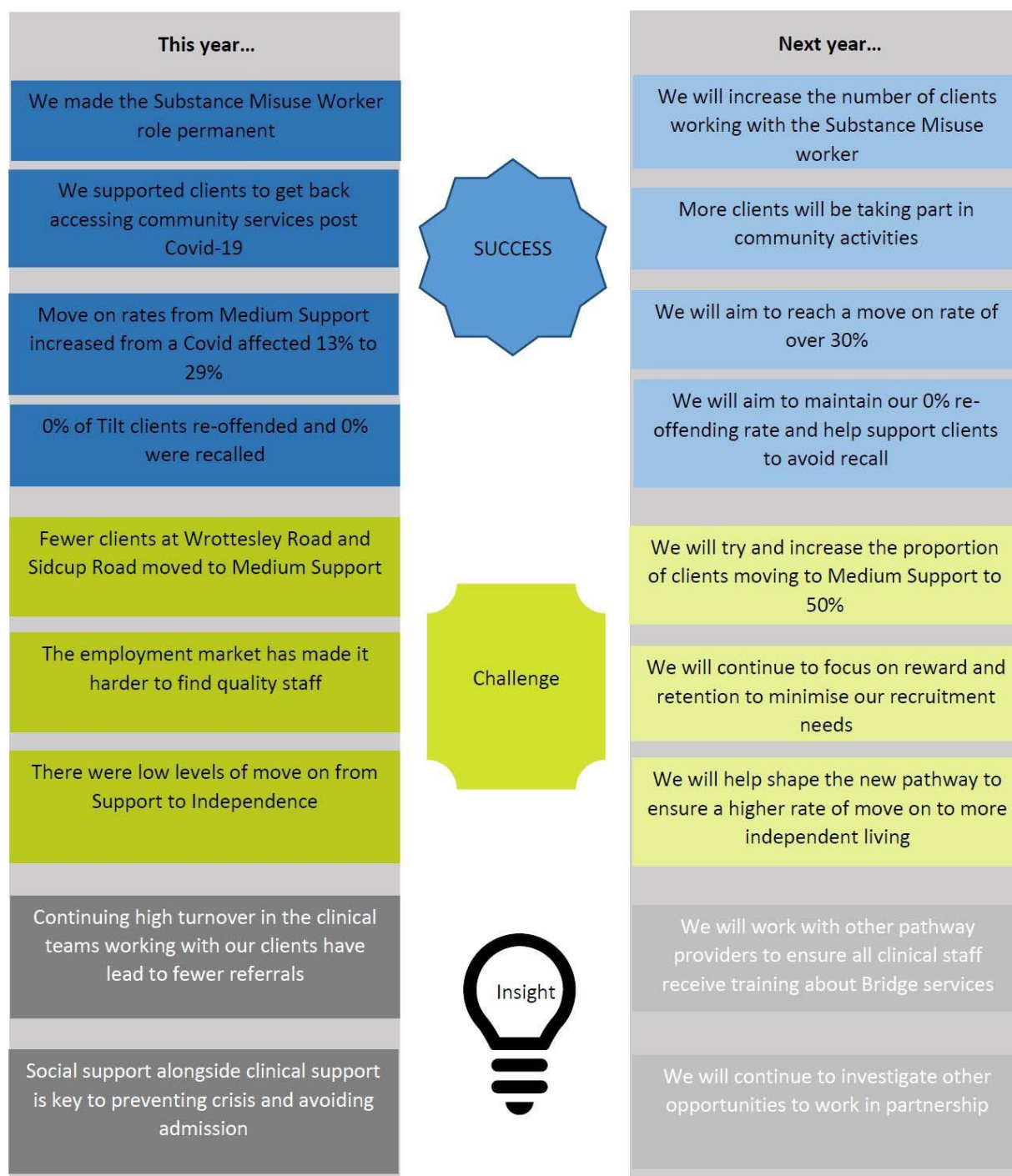
In the Royal Borough of Greenwich, Bridge is an active member of the Mental Health Alliance which is developing a new more collaborative way of working to achieve better results for individuals with severe and enduring mental illness.

The pilot project on which we were working alongside Oxleas NHS Foundation Trust last year is now underway – Bridge Back Home.

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

Our plans for 2022/2023

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



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

Last year we said we would ...
achieve move on rates of 25% or more in Medium Support
increase capacity to over 150 clients within Flexible Community Support
aim to maintain the Tilt Project 0% re-offending rate
Produce a handbook for Greenwich Support Services
Work with existing commissioners to respond to contract renewal opportunities
Offer existing commissioners a wider range of services
Respond to pre-qualification questionnaires and invitations to tender

This year we achieved...
a move on rate of 29% in Medium Support
Supported 130 clients in Flexible Community Support
the Tilt project re-offending rate remaining at 0%
Handbook available to all clinical staff and potential clients
Secured a 5 year contract with Oxleas NHS Foundation Trust for the Tilt Project
Bridge Back Home team working with over 200 referrals
Secured a new contract for an improved mental health pathway in Essex

Financial Review

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

The Trustees present their report and financial statements for the year ended 31 March 2022. In this Report, references to **Bridge Support, the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

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

Income and Expenditure

The Group has made a surplus of £356,539 (2021: 102,665) during the year. The consolidated surplus consisted of a loss of £15,180 (2021: £12,762) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £371,719 (2021: £115,427) for Bridge Support itself.

As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably and that the cafe would stay closed until trading conditions permit its reopening. They reviewed this decision on 20th July 2021 and agreed that the cafe would remain closed. All Stir Enterprises Limited's creditors have been paid. The two members of staff who worked at Stir had been furloughed from 21st March 2020. Following consultations with the staff their posts were made redundant in June 2021. The Board of Bridge 86 Limited noted these decisions at its meeting on 29th September 2021. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2022 of £284,967 (2021: £272,596). Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.

Bridge 86 Limited is to pilot a Crisis cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

Income for the year again increased substantially to £4,627,737 from £4,130,791 in 2021 (which had itself increased from £3,444,576 in 2020). This was achieved through the commissioning of the Bridge Back Home and the Community Wellbeing hub and the full year effects of opening of another High Support service in Wrotesley Road, Woolwich in June 2020.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £2,265,192 (2021: £2,127,085). The costs of renting properties has increased to £547,280.

Balance Sheet

The balance sheet remains strong with cash holdings of £ 1,673,866 (2021: £1,107,718).

Bridge Support is a participating employer in the Royal Borough of Greenwich pension scheme. The scheme, which provides benefits on a defined benefit basis, is in deficit. Bridge's share of this deficit which is a specific reserve in the financial statements increased at the end of the year particularly since the return on government bonds used to evaluate future pension liabilities reduced further. The last active member of the pension fund sadly died in August 2021. The cessation valuation provided by actuaries of the pension fund amounts to £280,000 and Bridge Support is awaiting details from the Pension Fund.

General Funds are £1,403,797 (2021: £836,852) whilst the Pension reserve deficit reduces this by £280,000 (2021: £250,675), to give total general funds available of £1,123,797 (2021: £586,177).

Reserves Policy

At the end of the year reserves amounted to £1,123,797 (2021: £586,177) which represented 3.16 (2021: 1.75) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2022, is to maintain unrestricted funds at a level equivalent to three months expenditure. The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2022, based on the same methodology considered in 2015, 2017 and 2021. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 2.28 (2021: 1.4) times as at 31st July 2022 and believe there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

Whilst the impact of the Covid-19 pandemic upon the economy in general, and charities in particular has been very substantial, Bridge Support has been fortunate in bearing much less of the impact that many others have borne. Whilst many charities are dependent upon income derived from donations, legacies and investments, Bridge Support's income is mainly derived from contracts that have been tendered by commissioners and which cover periods of several years. Thus whilst the pandemic has led to "lock-down" and consequential reductions of income for many organisations, Bridge has been able to continue to give the support to clients it has been contracted to provide for and thus its income from the Royal Borough of Greenwich, Essex County Council, Oxleas NHS Foundation Trust and South East London Clinical Care Group has continued in 2022 at the same levels, and in some instances at higher levels, than in 2021.

With the level of the disruption of the pandemic reducing, contracts for services in the North-East and West of Essex and the contract with Oxleas NHS Foundation Trust for the Tilt service were tendered during 2021. The outcome of the tender for the Tilt service was announced in March 2022, the contract being re-let to Bridge Support for five years with an option to it to be extended for a further two years. The tender for the service in Essex was let to Bridge Support in the summer of 2022 which increased the number of clients to be supported by a factor of 3. Support from clients under this contract will commence in early 2023.

Our contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 30th September 2024 and will probably be subject to a form of tendering commencing in the second half of 2023.

The increases in the cost of living has resulted in the increase in the hourly rates of pay published by the Living Wage Foundation increasing by 10.1% outside of London and by 8.2% in London. As a member of the Living Wage Foundation Bridge Support is committed to increasing the salaries of its

staff to these levels. It is negotiating an increase in its prices with commissioners of its services, and indications are that over 90% of cost increases will be approved by them.

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

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified as a key risk the over-reliance on too few commissioners in too few geographic areas and a strategy to mitigate this has been developed involving the seeking opportunities for providing support to clients in neighbouring areas which has resulted in the winning of a pilot contract for supporting of 12 clients in south west London in 2023 which may lead to the opportunity to tender for further contracts in other parts of South London if the pilot is successful.

Other risks include void rates in the Medium Support and Tilt services, which are managed closely with commissioners to ensure referrals are received to reduce periods of voids, the loss of key members of staff which has been mitigated by the expansion of senior management and the risk of losing existing contracts. Continuing contact with commissioners of existing contracts is maintained to ensure that service standards are maintained at the highest level.

Key Management Remuneration

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

Fundraising

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

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

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2021 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

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

The Trustees confirm that the Charity had due regard to the public benefit guidance issued by the

Charity Commission when making decisions in the day-to-day running of the Charity.

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

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

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

During the year two trustees retired having reached the end of their respective terms of office, and a further trustee resigned after the year end.

The Charity takes steps to ensure that all Trustees are familiar with the practical work of the Charity and accompanied visits to each of our locations are actively encouraged although these have been limited during the pandemic. These will resume when safe to do so. All new Trustees are expected to undertake an induction process that covers:

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

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

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

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

- Finance and Audit Sub-Committee, which is responsible for recommending to the Board the appointment of the external auditors, reviewing Bridge Support's accounts and financial controls, and reviewing the statements and actions on risk and internal controls.
- Quality, Governance and Risk Committee, which oversees service quality and risk, and organisational governance.
- Remuneration Committee, which considers and recommends to the Board the framework or policy for the remuneration of the Chief Executive and the Executive Team
- Nominations Committee, which oversees the recruitment of new Trustees. This includes: identifying which of the applicants meet the requirements of the Trustee specification; managing the application and interview process; and making recommendations to the Board of suitable candidates.

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

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

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

Statement of Trustees' Responsibilities

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

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

- There is no relevant audit information of which the parent charitable company's auditor is unaware

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

- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

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

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

The Trustees' annual report has been approved by the Trustees on 2nd December 2022 and signed on their behalf by:



.....George Wilkinson (Dec.2, 2022, 4:57pm)..... George Wilkinson, Chair of Trustees

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

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>.

This description forms part of our auditor's report.

Use of our report

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



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 09 December 2022

Financial Statements

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2022

		Unrestricted Funds	
		2022	2021
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	90	6,357
Trading activities	2b	-	-
Charitable activities:			
Support for clients	3	4,619,536	4,072,219
Investment income	4	157	414
Other income		7,954	51,801
Total income		4,627,737	4,130,791
Expenditure on:	5		
Raising Funds			
Trading Activities		22,469	61,263
Charitable activities:			
Flexible Community Service (FCS)		573,930	561,057
Medium Support Service (MSS)		928,540	891,641
High Support Service (HSS)		749,090	616,989
Essex County Council (ECC)		645,897	676,553
TILT Project (TILT)		817,697	819,518
Recovery College (RC)		248,986	253,421
Development (Devel)		284,589	147,684
Total expenditure		4,271,198	4,028,126
Net income for the year	6	356,539	102,665
Other recognised gains and losses:			
Actuarial Gains/(losses) on defined benefit pension schemes	13	181,081	(29,105)
Net movement in funds		537,620	73,560
Total funds brought forward		586,177	512,617
Total funds carried forward		1,123,797	586,177

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

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2022

		Charity		Group	
	Note	2022 £	2021 £	2022 £	2021 £
Fixed assets:					
Tangible assets	9	74,408	98,997	74,408	98,997
Investments	10	2	2	-	-
		74,410	98,999	74,408	98,997
Current assets:					
Debtors	11	396,736	835,148	396,736	837,949
Cash at bank and in hand		1,673,866	1,106,382	1,675,195	1,107,718
		2,070,602	1,941,530	2,071,931	1,945,667
Liabilities:					
Creditors: amounts falling due within one year	12	943,216	1,206,814	944,214	1,207,812
Net current assets		1,127,387	734,716	1,127,717	737,855
Total assets less current liabilities		1,201,797	833,715	1,202,125	836,852
Defined benefit pension scheme liability	13	78,328	250,675	78,328	250,675
Total net assets		1,123,469	583,040	1,123,797	586,177
Funds	14				
Unrestricted funds:					
Pension reserve		(280,000)	(250,675)	(280,000)	(250,675)
General funds		1,403,469	833,715	1,403,797	836,852
Total funds		1,123,469	583,040	1,123,797	586,177

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

Approved by the trustees on 2nd December 2022 and signed on their behalf by:



George Wilkinson (Dec 2, 2022, 4:57pm)

George Wilkinson

Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2022

			Group		
	Note	2022	2022	2021	2021
		£	£	£	£
Net cash provided by / (used in) operating activities	15		607,487		236,247
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		157		414	
Purchase of fixed assets		<u>(40,166)</u>		<u>(32,141)</u>	
Cash (used in) investing activities			(40,009)		(31,727)
Cash and cash equivalents at the beginning of the year			1,107,717		903,197
Cash and cash equivalents at the end of the year	16		<u>1,675,195</u>		<u>1,107,717</u>

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

	Group	
	2022	2021
Net movement in funds for the year	537,621	73,560
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
Non Operating Cash Flows Eliminated		
Depreciation	64,755	67,840
Actuarial Losses/(Gains)	(181,081)	29,105
(Increase)/Decrease in stocks	-	-
(Increase)/Decrease in debtors	441,213	(355,026)
Increase/(Decrease) in creditors	<u>(263,598)</u>	<u>410,773</u>
Net cash generated by operating activities	<u>607,487</u>	<u>236,247</u>

Analysis of cash and cash equivalents

	Group	
	2022	2021
Cash and Deposits at the start of the year	1,107,717	903,197
(Decrease)/Increase in Cash and Deposits	<u>567,478</u>	<u>204,520</u>
Cash and Deposits at the end of the year	<u>1,675,195</u>	<u>1,107,717</u>

Analysis of changes in net debt

	Group	
	2022	2021
Cash and cash equivalents 01.04.2021	1,107,717	903,197
Cash flows	567,478	204,520
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2022	<u>1,675,195</u>	<u>1,107,717</u>

See note 16 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Basis of preparation

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

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note. All amounts are shown in pounds sterling.

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

Administrative details are shown on page 63

b) Going concern

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

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which manages the Stir Café. As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and there are no current plans for it to re-open.

Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2022 amounting to £284,966 (2021: £272,596). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group. The tender for one significant contract, for the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st March 2024 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in Essex has been re-tendered and successfully won. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful. Bridge 86 Limited will pilot a Crisis Cafe, and will utilise part of the space previously occupied by Stir Enterprise Limited for this purpose.

c) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

d) Interest and investment income receivable

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

e) Fund accounting

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

f) Expenditure and irrecoverable VAT

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

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

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

g) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between activities on the basis of the time directors and head office staff spend on each activity.

h) Operating leases

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

i) Tangible fixed assets

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

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

j) Debtors

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

k) Cash at bank and in hand

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

l) Creditors and provisions

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

m) Pensions

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

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

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

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

n) Critical judgements

The Trustees make estimates and assumptions concerning the future. The accounting estimates and assumptions will, by definition, seldom equal the related actual results. Estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

The present value of the Royal Borough of Greenwich pension scheme depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. These assumptions, including the discount rate, are disclosed in note 13. Any changes in these assumptions will impact the carrying value of the pension liability.

o) Financial Instruments

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

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

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

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

2a Income from donations and legacies	2022	2021
	£	£
Donations	90	6,357
Grants	-	-
	90	6,357

2b Income from trading activities	2022	2021
	£	£
Stir Enterprises Limited	-	-
	-	-

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. In 2021/22 income received by Stir Enterprises Ltd was for the government Coronavirus Job Retention Scheme for staff. This income amounted to £7,290 (2021: £48,501) and is disclosed as Other Income

3 Income from charitable activities	2022	2021
	£	£
Support for clients		
Royal Borough of Greenwich	1,857,840	1,755,483
Oxleas NHS Foundation Trust	999,318	699,318
Core Rents Receivable	738,060	710,444
Essex County Council	588,961	577,309
NHS South East London CCG	280,369	272,706
MIND	118,825	-
Housing service charges receivable	36,163	35,132
London Borough of Bexley	-	21,827
Total income from charitable activities	4,619,536	4,072,219

Income from the Royal Borough of Greenwich includes that from contracts for the Medium & Flexible Support services awarded as a result of competitive tendering from 1st December 2014, and for purchase orders for specific clients of the High Support Service. Wrotesley Road, part of High Support service, has been open for the whole of the 2021/22 year. It opened in June 2020 and so comparative figures above only reflect 9 months of it being established.

Income from Oxleas NHS Foundation Trust is for a contract awarded on 8th October 2013 for the support of clients at the Tilt project. This contract was re-tendered during the year and Bridge Support had been successful in securing the contract for a further five years. In addition Bridge Support was commissioned to provide the Bridge Back Home service from 1st April 2021.

NHS South East London CCG includes financing for the Recovery College and for support to clients in the Kitchener Flats.

Income from Essex County Council is the award of contracts which were competitively tendered and started in November 2019.

The Community Wellbeing Hub started in 2021/22 and is provided jointly by Bridge Support together with Oxleas NHS Foundation Trust and Bromley, Lewisham & Greenwich MIND.

Income from the London Borough of Bexley was for one client supported by the High Support Service.

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

4 Income from investments	2022	2021
	£	£
Bank interest	157	414
	157	414

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

5 Analysis of expenditure	Direct costs	Grant & other funding	Support costs	2022 £	2021 £
Trading Activities	22,469			22,469	61,263
Flexible Community Service (FCS)	447,656	-	126,274	573,930	561,057
Medium Support Service (MSS)	787,210	-	141,330	928,540	891,641
High Support Services (HSS)	520,788	-	228,302	749,090	616,989
Essex County Council (ECC)	515,438	-	130,459	645,897	676,553
TILT Project (TILT)	632,881	-	184,816	817,697	819,518
Recovery College (RC)	140,271	-	108,715	248,986	253,421
Development (Devel)	117,331	-	167,258	284,589	147,684
TOTAL	3,184,044	-	1,087,154	4,271,198	4,028,125

Increases in costs arise due to Wrottesley Road, part of the High Support Service, which opened during the previous year and full year costs have been incurred providing this service in this year. The Tilt contract was tendered for during the year and support cost reflect this. Development costs are those support costs which have arisen in the development of new support services, including Bridge Back Home which started in the year. Trading activities represent the costs incurred by the wholly owned subsidiary, Stir Enterprises Limited. During the current year these have been mainly restricted to the salary costs for the two employees who were furloughed until June 2021 when their posts became redundant.

Prior Year comparatives	Direct costs	Support costs	2021 Total
	£	£	£
Trading Activities	61,263	-	61,263
Flexible Community Service (FCS)	425,680	-	135,377
Medium Support Service (MSS)	756,264	-	135,377
High Support Services (HSS)	452,075	-	164,914
Essex County Council (ECC)	528,869	-	147,684
TILT Project (TILT)	664,450	-	155,068
Recovery College (RC)	154,965	-	98,456
Development (Devel)	-	-	147,684
TOTAL	3,043,566	-	984,560

Support Costs	FCS	MSS	HSS	ECC	Tilt	RC	Devel	Total
	£	£	£	£	£	£	£	£
Staffing	79,856	89,377	144,379	82,502	116,877	68,752	105,773	687,516
Accommodation	10,567	11,827	19,105	10,917	15,466	9,097	13,997	90,976
Communications	12,011	13,443	21,715	12,409	17,579	10,341	15,909	103,407
Legal Fees	574	643	1,038	593	840	494	761	4,943
Consultancy & Marketing	3,631	4,064	6,565	3,752	5,315	3,126	4,810	31,263
Printing & Stationary	2,598	2,908	4,697	2,684	3,803	2,237	3,441	22,368
Audit Fees	1,577	1,765	2,851	1,629	2,308	1,357	2,089	13,576
Other costs	7,939	8,885	14,353	8,202	11,619	6,835	10,516	68,349
Depreciation	7,521	8,418	13,599	7,771	11,009	6,476	9,962	64,756
	126,274	141,330	228,302	130,459	184,816	108,715	167,258	1,087,154

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

Prior Year comparatives	FCS	MSS	TILT	RC	ECC	HSS	Devel	2021 Total
	£	£	£	£	£	£	£	£
Staffing	86,515	86,515	105,392	99,099	62,920	94,380	94,380	629,201
Accommodation	11,877	11,877	14,469	13,605	8,638	12,957	12,957	86,380
Communications	12,093	12,093	14,731	13,852	8,795	13,192	13,192	87,948
Legal Fees	924	924	1,126	1,058	672	1,008	1,008	6,720
Consultancy & Marketing	1,790	1,790	2,181	2,050	1,302	1,953	1,953	13,019
Printing & Stationary	2,405	2,405	2,929	2,754	1,749	2,623	2,623	17,488
Audit Fees	1,592	1,592	1,940	1,824	1,158	1,737	1,737	11,580
Other costs	8,853	8,853	10,783	10,141	6,438	9,658	9,658	64,384
Depreciation	9,328	9,328	11,363	10,685	6,784	10,176	10,176	67,840
	<u>135,377</u>	<u>135,377</u>	<u>164,914</u>	<u>155,068</u>	<u>98,456</u>	<u>147,684</u>	<u>147,684</u>	<u>984,560</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £155,499 (2021: £149,687) and comprise:

	2022	2021
	£	£
Staff costs	75,957	66,504
AGM and committee expenses	505	3,763
Auditor's fees	13,574	11,580
Depreciation	64,756	67,840
	<u>154,791</u>	<u>149,687</u>

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

6 Net income for the year

This is stated after charging

Operating lease rentals:

	2022	2021
	£	£
Property	441,264	405,045
Depreciation	64,756	67,840
Auditor's remuneration	13,574	11,580

The increase in operating lease rentals arises as a result of the length and cost of leases for several properties including those at Brewery and Conduit Roads, Samuel Close, and those which house the Tilt service having been renegotiated as a consequence of Bridge Support successfully winning services that had been re-tendered or commissioners extending contracts into the future prior to re-tendering being required.

7 Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	2,616,700	2,484,846
Social security costs	228,358	219,052
Employer's contribution to defined contribution pension schemes	71,348	103,563
Operating costs of defined benefit pension schemes	8,734	10,409
	<u>2,925,140</u>	<u>2,817,870</u>

The increase in staff costs reflects the full year effects in 2021/22 of the opening of the new High Support Service at Wrotesley Road, and the new Bridge Back Home and Community Wellbeing Hub.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

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

	2022	2021
	No.	No.
£60,000 - £70,000		1
£70,000 - £80,000	1	1
£90,000 - £100,000	1	1
£110,000 - £120,000	1	

Pension contributions for these employees amounted to £19,947 (2021 £16,527)

The total employee benefits including pension contributions of key management personnel were £410,657 (2021: £367,870). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2021: £nil). George Wilkinson was reimbursed travelling expenses incurred of £45 (2021: £643). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Staff numbers

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

	2022	2021
	No.	No.
Charitable activities	109	105
Governance	1	1
	110	106

The increase in the average number of employees in 2022 is due to the full year effect of the opening of the new High Support service at Wrottesley Road, together with the commencement of the Bridge Back Home and Community Wellbeing Hub.

During the year the two substantive staff employed by Stir Enterprises Ltd were made redundant at a total cost of £1,496.

8 Taxation

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

9 Tangible fixed assets

	Charity and Group					
	Leasehold	Café Equip	Fixtures &	Office	Comp	Total
	Improvements		Fittings	Equip	Equip	
Cost	£	£	£	£	£	£
Start of the year	89,690	8,921	20,250	167,375	171,067	457,302
Additions in year	-	-	-	5,290	34,876	40,166
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	172,665	205,943	497,468
Depreciation						
Start of the year	39,548	8,288	12,756	149,106	148,606	358,305
Charge for the year	28,664	633	5,932	11,326	18,200	64,755
Disposals in year	-	-	-	-	-	-
End of the year	68,212	8,921	18,688	160,432	166,806	423,059
Net book value						
At end of the year	21,477	-	1,561	12,233	39,136	74,408
At start of the year	50,141	633	7,493	18,269	22,460	98,997

All of the above assets are used for charitable purposes.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

10 Investments

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	<u>2</u>	<u>2</u>	<u>-</u>	<u>-</u>

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

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2022

	2022	2021
	£	£
Turnover	-	-
Other Income	7,290	48,501
Cost of sales	(21,526)	(57,215)
Gross profit	(14,236)	(8,714)
Selling Expenses	-	-
Administrative expenses	(8)	(3,676)
Other Costs	(936)	(372)
Operating loss	(15,180)	(12,762)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	<u>(15,180)</u>	<u>(12,762)</u>

Balance Sheet of Stir Enterprises Limited. as at 31st March 2022

	2022		2021	
	£	£	£	£
Current assets				
Debtors	-		2,801	
Cash at bank and in hand	1,330		1,338	
	<u>1,330</u>		<u>4,139</u>	
Creditors: amounts falling due within one year	(285,965)		(273,595)	
Net current assets		(284,635)		(269,456)
Net assets		<u>(284,635)</u>		<u>(269,456)</u>

11 Debtors

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	313,644	747,298	313,644	747,298
Other debtors	13,900	19,670	13,900	22,471
Prepayments	58,229	58,192	58,229	58,192
Accrued Income	10,963	9,988	10,963	9,988
Owed by subsidiary undertaking	-	-	-	-
	<u>396,736</u>	<u>835,148</u>	<u>396,736</u>	<u>837,949</u>

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £284,967 (2021: £272,596) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic.

The significant decrease in Trade Debtors is due to invoicing for funding in 2021 for the new Bridge Back Home service which started on 1st April 2021. The funding was received in full in 2021/22.

12 Creditors: amounts falling due within one year	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	209,459	128,766	209,459	128,766
Taxation and social security	60,542	58,460	60,542	58,460
Other creditors	22,349	22,339	22,349	22,339
Accruals	141,420	109,042	142,418	110,040
Deferred income	509,445	888,208	509,445	888,208
	<u>943,216</u>	<u>1,206,814</u>	<u>944,214</u>	<u>1,207,812</u>

Creditors have reduced compared to 2021. This is mostly due to the reduction in deferred income (see below), with increases in Trade Creditors due to increased charges for rents and rates, and expenditure related to funding for the retention and recruitment of staff received in March 2022.

Deferred income

Charity and Group

	2022	2021
	£	£
Balance at the beginning of the year	888,208	616,808
Amount released to income in the year	(378,764)	(75,000)
Amount deferred in the year	-	346,400
Balance at the end of the year	<u>509,444</u>	<u>888,208</u>

The amounts released from the deferred income account in the year mainly relate to the release of funding for the Bridge Back Home service which facilitates the faster discharge of patients from acute hospital wards to their homes and which had been invoiced in the previous year. Deferred income received in previous years has been applied in partially financing the costs of running the Recovery College.

13 Pension schemes

The charity participates in the Royal Borough of Greenwich pension fund, a scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the charity, being invested within a mixed investment portfolio.

The contributions are determined by a qualified actuary on the basis of projected unit method of valuation to calculate the service costs. The most recent valuation was 31 March 2019 and updated to 31 March 2021 for contributions made to August 2021.

On 19th August 2021 the last remaining employee of Bridge Support who was an active member of the pension fund sadly died. A cessation valuation as at that date was performed by the pension fund's actuaries to determine the liability which would crystallise should Bridge Support withdraw from the fund. This amounted to a liability of £280,000, valued on a full cessation basis, and £28,000, valued at an ongoing cessation basis. This compares with the net defined benefit liability within the annual report of Bridge Support at 31st March 2021 of £250,675. Bridge Support and the pension fund have been working together to determine whether Bridge Support will remain a member of the pension scheme or whether it will withdraw from the fund. Whilst the valuation of the liability performed on an FRS 102 or ongoing participation basis gives a liability of £78,328 since a decision has yet to be made whether Bridge Support are to remain in the fund or to leave, a transfer of the difference between the FRS 102 valuation of £78,328 and Cessation valuation of £280,000, or £201,672 has been made between General Funds and the Pension Fund and is reflected in note 14 below.

A valuation of Bridge Support's pension obligations as at 31st March 2022 have been calculated by the funds actuaries in accord with FRS102 and the results of this valuation have been incorporated below.

The contributions are determined by a qualified actuary using results from the latest funding valuation at 19th August 2021, the results of the previous FRS 102 report at 31st March 2021, and the Fund Asset Statement at 31st March 2022, Fund Income and Expenditure items to 31st March 2022, Employer Income and Expenditure items to 31st March 2022, details of any new unreduced early retirement payments in respect of the Employer to 31st March 2022, and details of any settlements to and from the Employer to 31 March 2022.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

The assumptions used by the actuary in their valuation at 31 March 2019

	% p.a.
Discount Rate	2.35%
Pay Increases	3.95%
Retail Price Inflation	2.85%
Consumer Price Inflation	1.95%
Pension Increases	2.45%

Funds will pay limited increases for members that have reached State Pension Age (SPA) by 6 April 2016, with the government providing the remainder of the inflationary increase. For members that reach SPA after this date, it is assumed that Funds will be required to pay the entire inflationary increase.

The assumptions used by the actuary in their update were:

FINANCIAL ASSUMPTIONS

	Charity and Group	
	2022	2021
Discount rate	2.60%	1.95%
RPI increase	-	3.35%
CPI increases	3.35%	2.90%
Salary increases	4.35%	3.90%
Pension increases		2.90%

Actuaries have allowed for actual pension increases experienced for the period from 2021-2022. This assumes that pension increases are in line with the annual pension increases set by the HM Treasury Revaluation Order.

The estimated asset allocation is as follows:

ASSET CLASS

	Charity and Group			
	2022		2021	
	£	% of total	£	% of total
Equities	266,007	57%	47,858	9%
Other bonds	80,616	17%	86,503	17%
Property	50,780	11%	45,824	9%
Cash	11,667	3%	6,443	1%
Unitised Insurance policies	-	-	201,958	39%
UK and Overseas Unit Trusts	57,290	12%	128,596	25%
Total	466,360	100%	517,182	100%

BALANCE SHEET DISCLOSURES

	Charity and Group	
	2022	2021
	£	£
Present value of funded obligations	544,688	767,857
Fair value of scheme assets (bid value)	(466,360)	(517,182)
Net defined benefit liability / (asset)	78,328	250,675

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2022

RECONCILIATION OF OPENING & CLOSING BALANCES OF THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION

	Charity and Group	
	2022	2021
	£	£
Value at 1 April	767,857	632,841
Current Service cost	5,643	9,520
Interest cost	14,135	14,759
Change in financial assumptions	(20,072)	136,517
Change in demographic assumptions	-	(8,677)
Experience loss/(gain) on defined benefit obligation	(136,459)	(7,428)
Estimated benefits paid net of transfers in	(87,180)	(11,235)
Contributions by Scheme participants	764	1,560
Value at 31 March	544,688	767,857

RECONCILIATION OF OPENING & CLOSING BALANCES OF FAIR VALUE OF SCHEME ASSETS

	Charity and Group	
	2022	2021
	£	£
Value at 1 April	517,182	421,680
Interest on assets	9,268	9,848
Return on assets less interest	24,550	91,307
Other actuarial gains/(losses)	-	-
Administration expenses	(395)	(399)
Contributions by employer including unfunded	2,171	4,421
Contributions by Fund participants	764	1,560
Estimated benefits paid plus unfunded net of transfers in	(87,180)	(11,235)
Value at 31 March	466,360	517,182

THE AMOUNTS RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES

	Charity and Group	
	2022	2021
	£	£
Service cost	5,643	9,520
Net interest on the defined liability (asset)	4,867	4,911
Administration expenses	395	399
	10,905	14,830

RECONCILIATION OF OPENING & CLOSING SURPLUS

	Charity and Group	
	2022	2021
	£	£
Surplus/(deficit) at beginning of the year	(250,675)	(211,161)
Amounts recognised in SOFA	(10,905)	(14,830)
Employer's contributions	2,171	4,421
Sub Total	(8,734)	(10,409)
Actuarial gains/(losses)	181,081	(29,105)
Surplus/(deficit) at end of the year	(78,328)	(250,675)

HISTORY OF ASSETS, LIABILITIES, EXPERIENCE GAINS AND LOSSES

	Charity and Group				
	2022	2021	2020	2019	2018
At 31 March	£	£	£	£	£
Defined benefit obligation	(544,688)	(767,857)	(632,841)	(723,960)	(701,521)
Scheme assets	466,360	517,182	421,680	562,436	520,816
(Deficit) in the scheme	(78,328)	(250,675)	(211,161)	(161,524)	(180,705)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

14 Movements in funds	Charity				
	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	833,715	4,620,447	(4,252,365)	201,672	1,403,469
Total funds	583,040	4,801,528	(4,261,099)	-	1,123,469

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £284,966 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The transfer between General and Pension Funds is explained in note 13.

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	720,725	4,082,290	(3,969,299)	-	833,715
Total funds	509,564	4,053,185	(3,979,708)	-	583,040

	Group				
	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(250,675)	181,081	(8,734)	(201,672)	(280,000)
General funds	836,852	4,627,737	(4,262,464)	201,672	1,403,797
Total funds	586,177	4,808,818	(4,271,198)	-	1,123,797

Prior Year comparatives

	Start of the year	Income	Spend	Transfers	End of the year
	£	£	£	£	£
Pension fund	(211,161)	(29,105)	(10,409)	-	(250,675)
General funds	723,778	4,130,791	(4,017,717)	-	836,852
Total funds	512,617	4,101,686	(4,028,126)	-	586,177

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

	Charity	
	2022	2021
	£	£
Net income for the reporting period (as per the statement of financial activities)	359,348	102,581
Depreciation	64,755	67,840
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
(Increase)/Decrease in debtors	438,412	(299,235)
Increase/(Decrease) in creditors	(263,598)	413,735
Net cash (used in) operating activities	607,494	(319,854)

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

	Group	
	2022	2021
	£	£
Net income for the reporting period	356,544	102,665
(as per the statement of financial activities)		
Depreciation	64,755	67,840
Items charged to the SOFA related to the Pension scheme	8,734	10,409
Interest, rent and dividends from investments	(157)	(414)
(Increase)/Decrease in stocks		
(Increase)/Decrease in debtors	441,213	(355,026)
Increase/(Decrease) in creditors	(263,598)	410,773
Net cash (used in) operating activities	607,491	(280,136)

16 Analysis of cash and cash equivalents

	Charity		
	Start of the year	Cash flows	End of the year
	£	£	£
Cash at bank and in hand	596,252	567,329	1,163,581
Deposits (less than three months)	510,130	157	510,287
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	1,106,382	567,486	1,673,868

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	333,477	262,775	-	596,252
Deposits (less than three months)	509,716	414	-	510,130
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	843,193	263,189	-	1,106,382

	Group		
	Start of the year	Cash flows	End of the year
	£	£	£
Cash at bank and in hand	597,588	567,321	1,164,909
Deposits (less than three months)	510,129	157	510,286
Overdraft facility (repayable on demand)	-	-	-
Total cash and cash equivalents	1,107,717	567,478	1,675,195

Prior Year comparatives

	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	393,482	204,106	-	597,588
Deposits (less than three months)	509,715	414	-	510,129
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	903,197	204,520	-	1,107,717

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2022

17 Operating lease commitments

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

	Charity and Group Property	
	2022	2021
Less than 1 year	361,086	175,024
1 - 5 years	703,039	15,822
Over 5 years	-	-
	<u>1,064,125</u>	<u>190,846</u>

Future minimum lease payments have increased since the length and cost of leases for several properties including those at Brewery and Conduit Roads, Samuel Close, and those which house the Tilt service have been renegotiated as a consequence of Bridge Support successfully winning services that had been re-tendered or commissioners extending contracts into the future prior to re-tendering being required.

18 Contingent assets or liabilities

There are no contingent assets or liabilities

19 Legal status of the charity

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

20 Related party transactions

There were no related party transactions during the year (2021: £0)

21 Post Balance Sheet Event

The last active member of the Royal Borough of Greenwich pension fund died in August 2021. Bridge Support have applied to the Royal Borough of Greenwich Pension Fund for a suspension notice and will discuss this with representatives of the pension fund and the Royal Borough of Greenwich council.

Reference and Administrative Details

Trustees

George Wilkinson

Chair

Beez Fedia

Deputy Chair

Dave Baldock

Sarah Boundy

Deborah Okutubo

Elaine Rassaby

Nicola Williams – appointed 28th July 2021

Haydn Gott – resigned 24th November 2021

John Wilkes – resigned 24th November 2021

Dominic Wilson – resigned 18th July 2022

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