



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2023

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

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

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

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

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

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

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

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

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

Raymond Sheehy, Chief Executive of Bridge Support



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

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

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

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

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

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

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

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

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

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

About Bridge Support

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

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

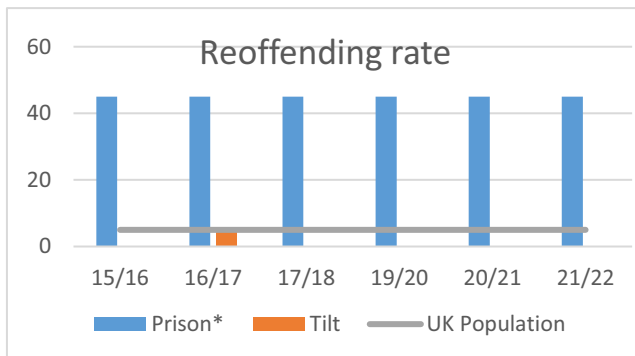
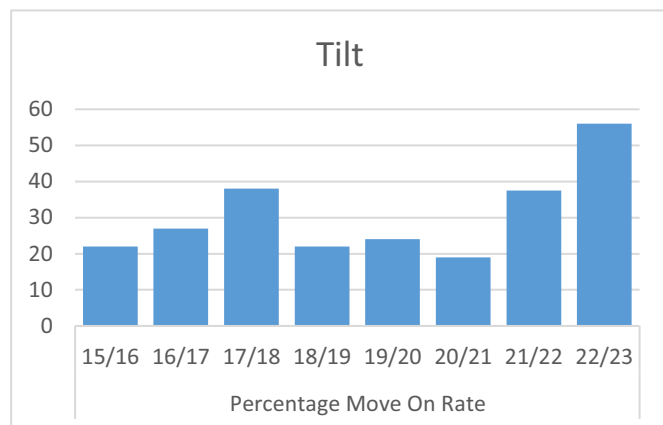
Helping people with long term mental illness to recovery can be a difficult and time consuming process and it is our co-ordinated approach, working in close collaboration with local authorities, clinical teams, community mental health groups, and where appropriate, together with the family and friends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

Tilt Project

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

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

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



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

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

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

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

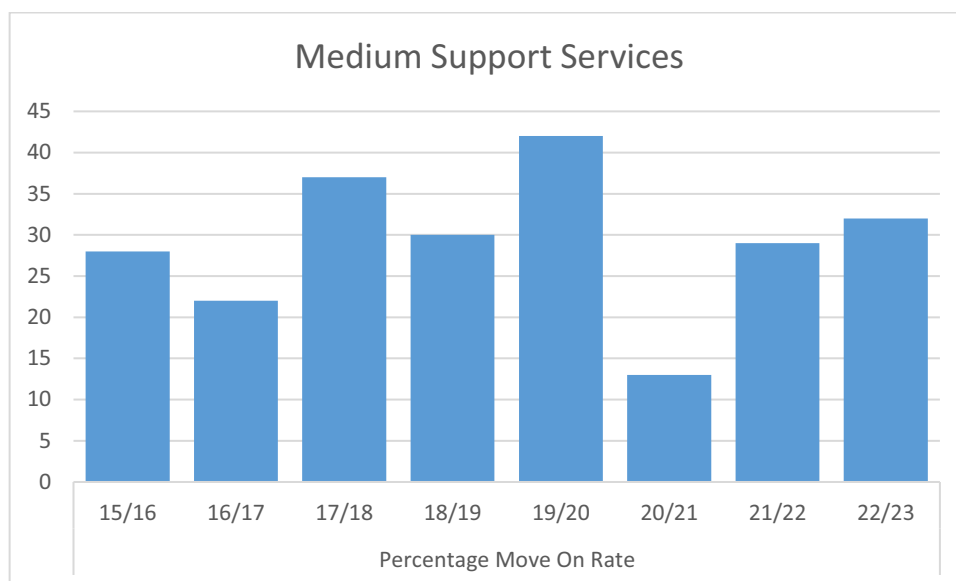
Bill worked hard to develop his activities of daily living skills keeping his room clean, cooking for himself and managing his finances, he struggled with social interaction.

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

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

Medium Support

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



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

A client's journey through Medium Support

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

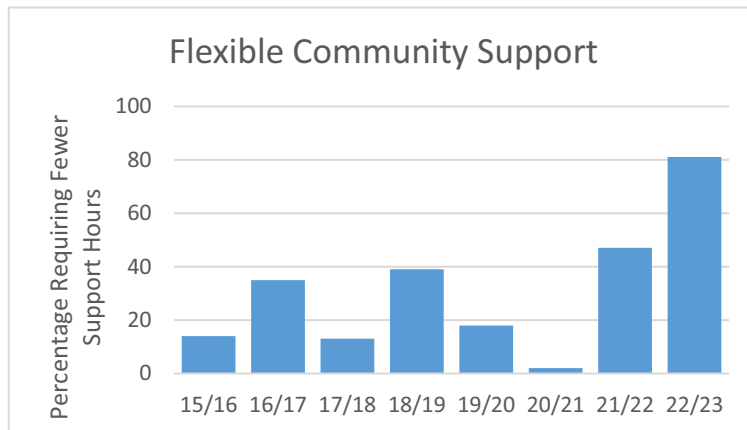
Erica was suspicious of staff to begin with, so staff worked hard to gain her trust. With staff support and encouragement Erica began to have more structure in her life and develop her skills.

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

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

Flexible Community Support

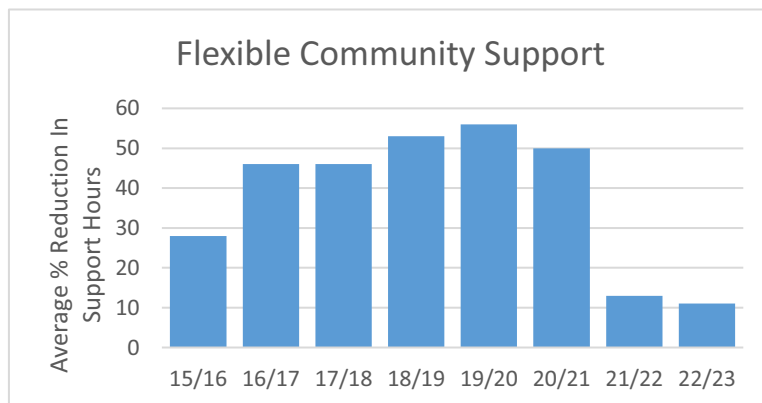
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from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



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

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

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



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

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

A client's journey with Flexible Community Support

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

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

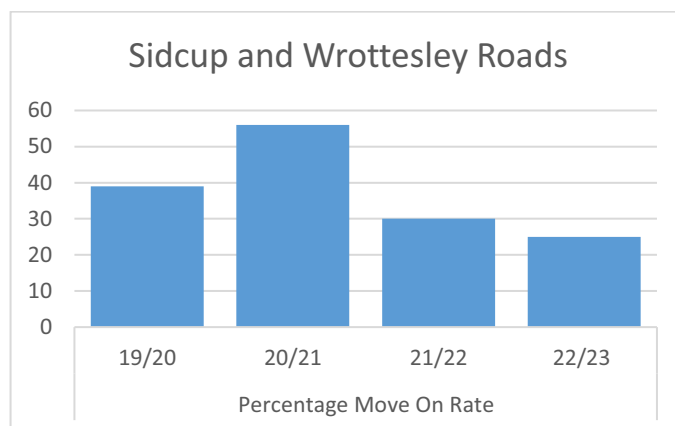
However despite Bridge staff's best efforts Terri found the course hard and she started using alcohol as a coping mechanism.

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

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

Sidcup Road & Wrotesley Road

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



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

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

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

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

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

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

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

Essex County Council Mental Health Accommodation Services

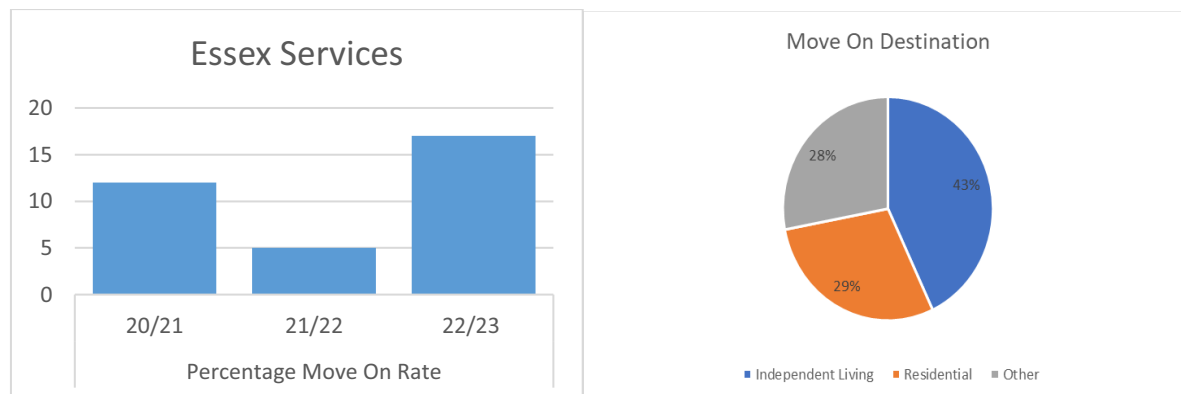
In 2019 Bridge Support won the contract to support 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council.

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

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

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

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



A client's journey through Support to Independence

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

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

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

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

The Recovery College

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

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

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

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

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

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

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

Where am I today?

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

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

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

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

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

- *I stepped through the door.*

Other quotes from Recovery College students

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

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

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

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

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

Bridge Back Home

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

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

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

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

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

Overall the service achieved a satisfaction rating of 95%.

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

A client's journey through Bridge Back Home

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

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

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

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

Feedback from individuals supported by Bridge Back Home

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

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

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

Greenwich Mental Health Hub

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

The hub offers:

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

Feedback from an individual supported by Greenwich Mental Health Hub

"I was offered support and I chose telephone meetings rather than face to face. The mental health adviser really listened to me and I felt I could be myself and really talk to her. She really helped me in other ways by giving me lots of information of places that could be of help to me. She even put me in contact with a benefit welfare advisor. I really felt she cared and I looked forward to our telephone meetings. The help she gave me was above and beyond. Now I'm in contact with a benefit welfare advisor and he is helping me so much with PIP and other bills. He has taken a huge weight off my shoulders and knowing he is there to help has given me so much peace. I cannot express enough how much his help is appreciated. I never knew there was help like this out there with Greenwich Mental Health Hub. I feel supported and life feels less stressful with his help. Greenwich Mental Health Hub has been a God send for me. I'm so grateful for their help."

A client's journey through Greenwich Mental Health Hub

Mel presented at the hub with depression, anxiety and OCD but also recent issues including dealing with cancer and the death of her mother. She also had past trauma as a result of childhood abuse.

She was supported to engage with Cruse Bereavement Support and MacMillan Cancer Support. She was also supported to access the grief café to help her deal with bereavement.

Mel had a PIP assessment in July 2023 which was rejected and which really heightened her anxiety. She was then referred to the hub's Benefits Advisor for support with the appeal process.

She was also referred to the Managing Emotions skills workshop online and has engaged very well. As part of the workshop she has also worked on a wellbeing plan and a crisis management plan.

She now regularly attends the Recovery College, is in the process of appealing the PIP assessment and feels as if she is a lot more capable of managing her own emotions through self care techniques.

Community Mental Health Rehabilitation Plus Pilot

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

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

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

In 2022-2023, CMHRES+ worked with 27 clients intensively and stepped down 3 clients to Medium Support. The team carried out personalised and focused rehabilitation activities to increase:

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

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

Feedback from individuals supported by CMHRES+

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

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

'They are helping me out for my recovery.'

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

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

A client's journey through Greenwich Mental Health Hub

Pat was living in a high cost 24 hour supported living placement. She had been identified as needing help with her self care, cooking, clean, communication and social inclusion as she was heavily reliant on staff.

CMHRES plus staff helped Pat to access activities such as badminton, swimming sessions and community cooking sessions. She was also supported to get involved in voluntary work.

The staff also formed a positive working relationship with Pat's mother who played a significant role in her life. The staff supported Pat's mother to approach her role as a carer with a more rehabilitative focus.

Pat was referred to the Greenwich Supported Accommodation Pathway for medium support. Staff continued to work with her for a number of weeks after she moved in to ensure a smooth transition. Pat is enjoying her new accommodation.

24 hour complex care Kingston

Bridge are working with the South London Partnership on a 12 month pilot providing support and accommodation for individuals with complex needs.

The pilot, launched in February 2023, provides specialist enhanced rehabilitation support to adults typically aged 18-65 diagnosed with severe and enduring mental health needs. The services has an integrated clinical and voluntary sector shared model of care and support within an accommodation based service.

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

The target average length of stay for individuals is 9 months.

The aims and objectives of the Pilot are to ensure that people are able to:

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

Successful Outcomes:

The SLP were initially planning to commission a report of the effectiveness of the Pilot before going out to tender a block contract for the initial pilot service and 2 further services across South London. However, the SLP have tendered for all 3 services before the report has been conducted which we believe demonstrates that they are satisfied with the effectiveness of the service.

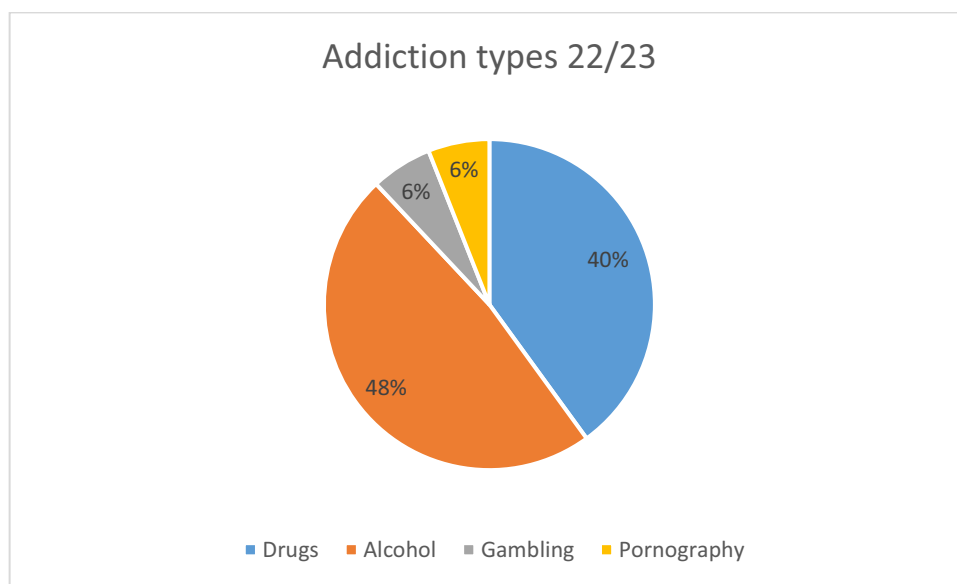
Staff at the service successfully supported a client who had entered the service directly from an inpatient unit in March 2023 to transition back into the community and in September 2023 they moved back into their own flat.

Substance Misuse worker

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

In order to help clients who are struggling to understand their addiction and who need additional support within their accommodation last year we made the role of an in-house substance misuse worker permanent after a trial period.

During 2022/23 the Substance Misuse worker supported a total of 64 clients with their addictions. The following chart shows the different kinds of addiction for which clients have received support:



Referrals


Referrals made to Via (previously known as WDP) 8, the Recovery College 8, and Mutual Aid such as Narcotics Anonymous where clients attended meetings, 5

Outcomes


One client was abstinent over 9 months, there was one successful Residential Detox, seven clients reduced alcohol intake and/or successfully completed the course of reduction and four reduced drugs intake and/or successfully completed the course of reduction.

A client's journey through addiction


Denise was referred from Bridge Back Home - she was living in a house that was more or less derelict with no heating, rotten floorboards and missing windows. She was consuming 2 litres of vodka daily.



Over time the substance misuse worker helped Denise reduced her consumption to a small bottle of vodka daily. A referral was made to community substance misuse services but her attendance was sporadic due to ill health.



After being admitted to hospital with extreme dehydration and possible kidney failure, the substance misuse worker and the community substance misuse worker were able to negotiate a place at a residential rehabilitation centre.



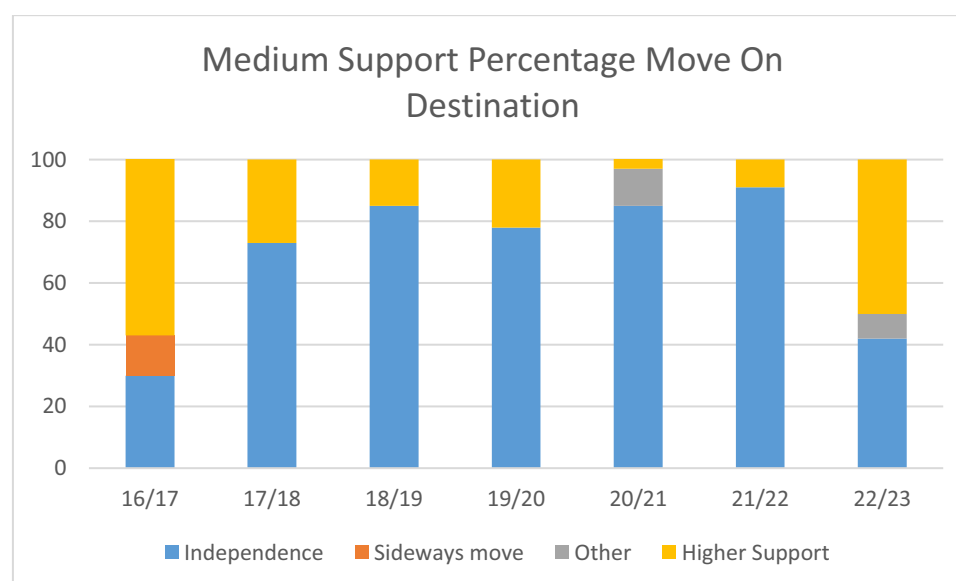
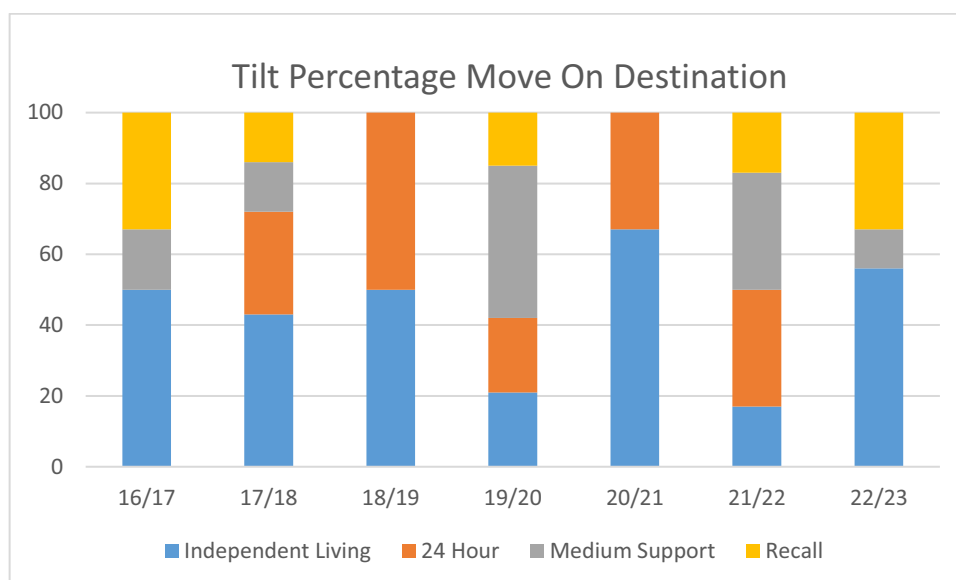
Despite cuts in funding, after lots of discussions Denise was able to stay in rehabilitation for six months and is now moving to a community two year move on dry house for females.

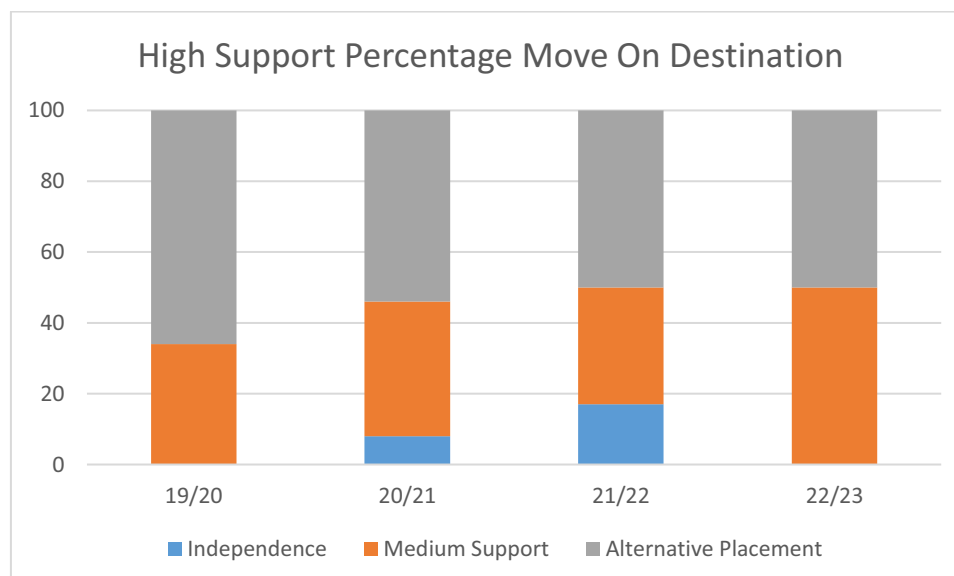
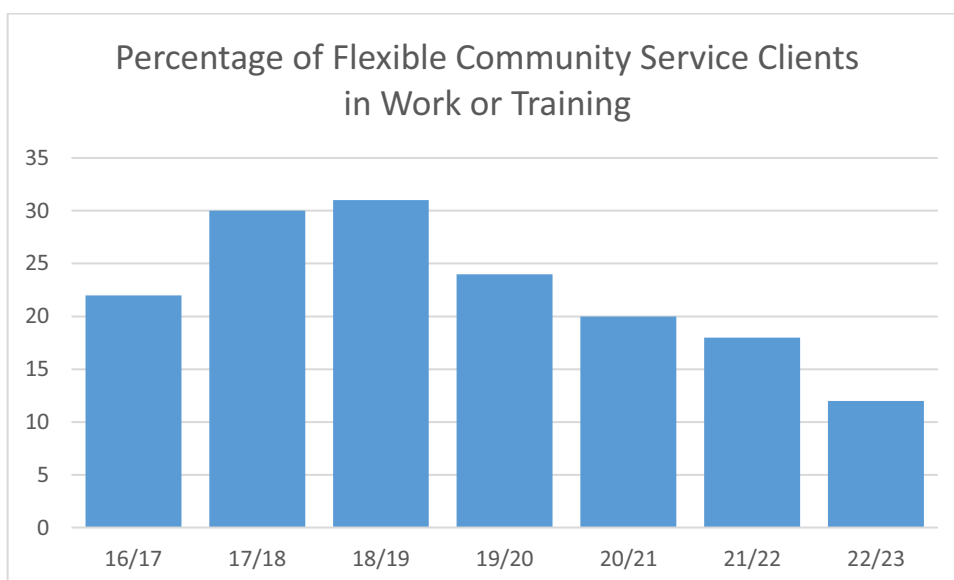
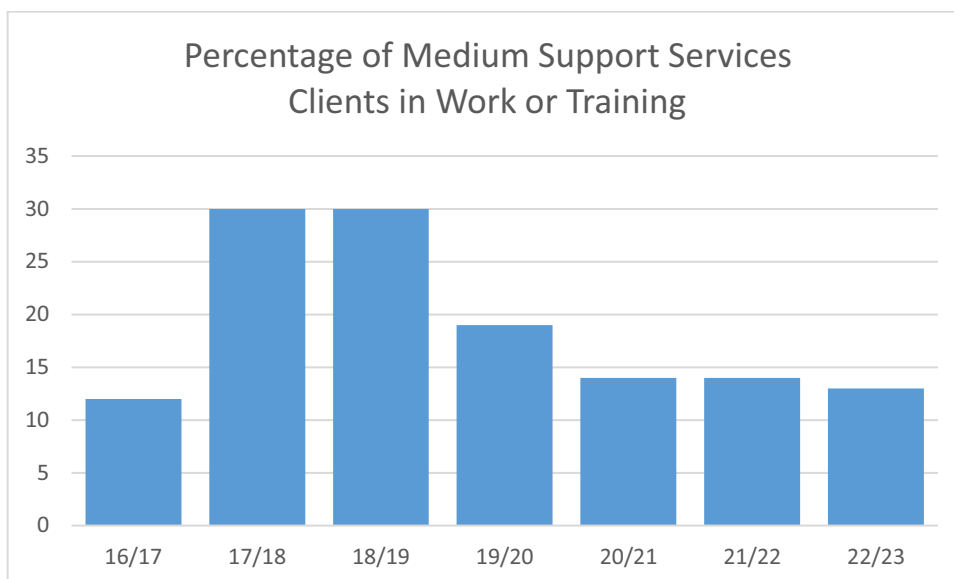
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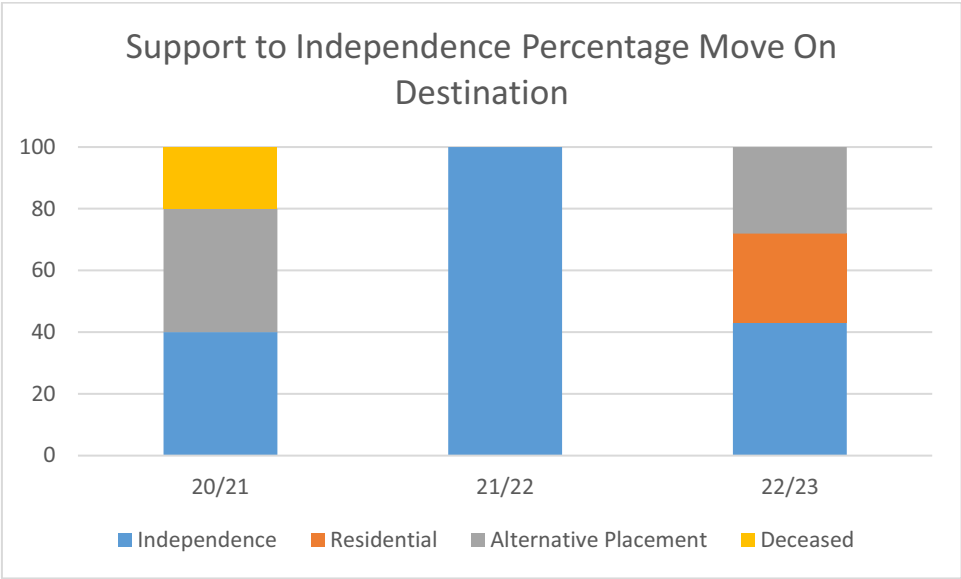
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

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

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







Shaping future services

Throughout 22/23 Bridge has continued to be a key partner to commissioners at both Royal Borough of Greenwich and Essex County Council in helping shape future services.

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




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

The post of Pathway co-ordinator has recently been agreed and funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

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

Our plans for 2023/2024

- We will work with existing commissioners to respond to contract renewal opportunities.
- We will start the new large contracts we have won in Mid Essex and in South Essex which provides support for a further 168 clients in these areas.
- We will remain focused on seeking opportunities to replicate our existing successful models of support in new areas inside or close to London and, following the successful pilot for supporting clients with high support needs in Kingston we await the outcome of tenders for supporting a further 42 high support clients in South East and South London as well as South West London.
- We will also be offering our existing commissioners a wider range of services to better meet their needs.
- We will respond to pre-qualification questionnaires and invitations to tender where we assess that there is a reasonable opportunity to secure the business.
- We will continue in the collection and analysis of quantitative and qualitative evidence and research to show what works and what doesn't, in terms of service delivery, service models and cost- effectiveness.

This year...		Next year...
The Substance Misuse Worker has been working with more clients		Look to recruit additional resource to expand the Substance Misuse work
We continued to support clients to get back accessing community services post Covid-19		More clients will be taking part in community activities
We reached our target move on rate from Medium Support of over 30%		We will maintain our 30% move on rate from Medium Support
0% of Tilt clients re-offended		We will maintain our 0% re-offending rate and help support clients to avoid recall
We met our target of 50% of clients at Wrotesley Road and Sidcup Road moving to Medium Support		We will maintain the proportion of clients moving to Medium Support at 50%
Successfully reduced our use of agency staff in our Essex services		We will continue to focus on reward and retention to minimise our recruitment needs
This year we have taken on 107 new clients in North and West Essex and ensured they are receiving the correct level of support		Next year we will be taking on more clients in South and Mid Essex
Despite working in partnership with clinical teams referral rates in Greenwich Pathway services remain low		The new Pathway Co-ordinator will support a better flow through the pathway services
Bridge Back Home and the Greenwich Mental Health hub demonstrate the importance of social support in keeping individuals well		We will continue to investigate other opportunities to work with a wider range of partners using similar models of support

Last year we said we would ...	This year we achieved...
achieve move on rates of 29% or more in Medium Support	a move on rate of 29% in Medium Support
increase capacity to over 150 clients within Flexible Community Support	Supported 130 clients in Flexible Community Support
aim to maintain the Tilt Project 0% re-offending rate	the Tilt project re-offending rate remaining at 0%
Produce a handbook for Greenwich Support Services	Handbook available to all clinical staff and potential clients
Work with existing commissioners to respond to contract renewal opportunities	Secured a 5 year contract with Oxleas NHS Foundation Trust for the Tilt Project
Offer existing commissioners a wider range of services	Bridge Back Home team working with over 200 referrals
Respond to pre-qualification questionnaires and invitations to tender	Secured a new contract for an improved mental health pathway in Essex

Financial Review

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

The Trustees present their report and financial statements for the year ended 31 March 2023. In this Report, references to **Bridge Support**, **the Company** and **the Charity** are to Bridge 86 Limited. Bridge Support established a wholly owned subsidiary on 26th July 2017 called Stir Enterprises Limited. References to **the Group** are to the consolidated results of Bridge Support and Stir Enterprises Ltd.

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

Income and Expenditure

The Group has made a surplus of £36,010 (2022: £356,539) during the year. The consolidated surplus consisted of a loss of £936 (2022: £15,180) for the wholly owned subsidiary of Bridge Support, Stir Enterprises Ltd., and a surplus of £36,946 (2022: £371,719) for Bridge Support itself.

As a result of the Coronavirus pandemic Stir Enterprises Limited closed on Friday, March 20th 2020 and has not re-opened. On 22nd September 2020 the Board of Directors of Stir Enterprises Limited agreed that the need for customers to socially distance would not allow the cafe to trade profitably, and that the cafe would stay closed until trading conditions permit its reopening. An impairment provision which had been made in the accounts of Bridge 86 Limited was increased to reflect in full the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited at 31st March 2023 of £285,903 (2022: £284,967). Stir Enterprises Ltd will remain dormant for the time being until other trading opportunities arise.

Income for the year again increased substantially to £5,128,172 from £4,627,737 in 2022 (which had itself increased substantially from 2020). This was achieved through winning the tender for High, Medium support service in North East and in West Essex and the tender for opening a High support pilot for 12 clients of the South London Partnership of three South London Clinical Care Groups.

The main elements of expenditure incurred in supporting our clients were the salaries of support workers and the costs of renting properties to accommodate clients. The salary costs of staff, including expenditure on agency staff, directly involved in supporting clients amounted to £2,879,463 (2022: £2,265,192). The costs of renting properties have increased to £609,613 (2022: £547,280).

Balance Sheet

The balance sheet remains strong with cash holdings of £1,130,019 (2022: £1,673,866).

Bridge Support was a participating employer in the Royal Borough of Greenwich pension scheme. During the year the charity settled the adjusted full cessation liability of the scheme amounting to £120,000 following the death of the last member of the scheme.

General Funds available stand at £1,159,807 (2022: £1,123,797).

Reserves Policy

At the end of the year reserves amounted to £1,159,807 (2022: £1,123,797) which represented 2.73 (2022: 3.16) months' worth of expenditure. The level of the Charity's reserves are considered at board meetings which are held every two months. The reserves policy, which was reviewed by the Finance and Audit Sub Committee and Board in November 2022, is to maintain unrestricted funds at a level equivalent to three months expenditure. The Finance and Audit Sub Committee and Board also considered an alternative risk weighted reserves policy in November 2022, based on the same methodology considered in 2015, 2017 and 2021. They assessed the level of risk of a significant drop in the level of funding, applied this level of risk to the key areas of expenditure which might require reserves to be utilised to meet financial obligations and concluded that they covered the financial obligations 2.28 (2021: 1.4) times as at 31st July 2022 and believe there are sufficient reserves in place to remain a going concern for at least 12 months from date the Annual Report and Accounts are approved.

Principal Risks and Uncertainties

The increases in inflation and the cost of living crisis have resulted in the increase in September 2022 in the hourly rates of pay published by the Living Wage Foundation, increasing by 10.1% outside of London and by 8.2% in London. As a member of the Living Wage Foundation Bridge Support has increased the salaries of its staff to these levels and has agreed increases in its prices for these services.

The risks of the impacts of higher levels of inflation and the cost of living crisis are monitored closely with the production of regular management accounts which are scrutinised by the Finance and Audit Sub-Committee and then Board, and where necessary remedial action taken. Living Wage increases, announced in October 2023, will result in discussions with commissioners to fund these increases.

With the level of the disruption of the pandemic reducing, contracts for services in the North-East and West of Essex and the contract with Oxleas NHS Foundation Trust for the Tilt service were tendered and both won. The outcome of the tender for the Tilt service was announced in March 2022, the contract being re-let to Bridge Support for five years with an option to it to be extended for a further two years. The tender for the service in Essex was let to Bridge Support in the summer of 2022 which increased the number of clients to be supported by a factor of 3. Support from clients under this contract commenced on 16th January 2023.

Our contracts with the Royal Borough of Greenwich for Medium Support and Flexible Community Support have been extended to 30th September 2024.

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

The Charity maintains a Risk Register that is reviewed by the Executive team, and this is then considered by the Trustees. Specific risks and uncertainties are considered within the Risk Register. The Trustees have identified as a key risk the over-reliance on too few commissioners in too few geographic areas and a strategy to mitigate this has been developed. Bridge has sought opportunities for providing support to clients in neighbouring areas and as a result has won tenders for providing support to clients in Mid and in South Essex and is tendering for contracts for supporting a further 42 clients in south west, south and south east London in 2023 building on the pilot in south east London which opened in November 2022.

Other risks include void rates in the Medium Support and Tilt services, which are managed closely with commissioners to ensure referrals are received to reduce periods of voids, the loss of key members of staff which has been mitigated by the expansion of senior management and the risk of losing existing

contracts. Continuing contact with commissioners of existing contracts is maintained to ensure that service standards are maintained at the highest level.

Key Management Remuneration

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

Fundraising

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

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

Although the Charity is not required to be bound by any regulatory scheme, the Charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2022 – none). Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities.

Structure, Governance and Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Executive Team that served during the year are Raymond Sheehy, Chief Executive, Jeremy Moon, Finance Director, Debbie Towersey, People and Resources Director and Hasan Fahri, Operations Director. Biographical information on the current Executive Team can be found at: <https://www.bridgesupport.org/meet-the-team/>

The Charity's governance is kept under review by the Trustees to make sure that its governance structures, policies, and procedures are fit for purpose as the Charity and the environment in which it operates evolve. In July 2023 the Trustees commissioned an external governance review by Bates Wells LLP. This review is ongoing but the Trustees expect it to be completed before the end of the year.

Statement of Trustees' Responsibilities

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

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

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

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

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

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

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

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

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

Auditors

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

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

The Trustees' annual report has been approved by the Trustees on 01 Dec 2023
2023 and signed on their behalf by:



George Wilkinson (Dec 1, 2023, 1:45pm)

..... George Wilkinson, Chair of Trustees

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

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

This description forms part of our auditor's report.

Use of our report

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

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

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 4 December 2023

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2023

		Unrestricted Funds	
		2023	2022
		Total	Total
	Note	£	£
Income from:			
Donations and legacies	2a	2,734	90
Trading activities	2b	-	-
Charitable activities:			
Support for clients	3	5,120,989	4,619,536
Investment income	4	3,669	157
Other income		780	7,954
Total income		5,128,172	4,627,737
Expenditure on:	5		
Raising Funds			
Trading Activities		936	22,469
Charitable activities:			
Flexible Community Service (FCS)		1,748,609	573,930
Medium Support Service (MSS)		2,035,594	928,540
Essex County Council (ECC)		950,989	645,897
Recovery College (RC)		211,903	248,986
Development (Devel)		144,131	284,589
Total expenditure		5,092,162	4,271,198
Net income for the year	6	36,010	356,539
Other recognised gains and losses:			
Actuarial Gains/(losses) on defined benefit pension schemes	13	-	181,081
Net movement in funds		36,010	537,620
Total funds brought forward		1,123,797	586,177
Total funds carried forward		1,159,807	1,123,797

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

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2023

		Charity		Group	
	Note	2023	2022	2023	2022
		£	£	£	£
Fixed assets:					
Tangible assets	9	68,549	74,408	68,549	74,408
Investments	10	2	2	-	-
		68,551	74,410	68,549	74,408
Current assets:					
Debtors	11	639,841	396,736	639,841	396,736
Cash at bank and in hand		1,310,019	1,673,866	1,311,349	1,675,195
		1,949,860	2,070,602	1,951,190	2,071,931
Liabilities:					
Creditors: amounts falling due within one year	12	858,932	943,216	859,932	944,214
Net current assets		1,090,928	1,127,387	1,091,258	1,127,717
Total assets less current liabilities		1,159,479	1,201,797	1,159,807	1,202,125
Defined benefit pension scheme liability	13	-	78,328	-	78,328
Total net assets		1,159,479	1,123,469	1,159,807	1,123,797
Funds	14				
Unrestricted funds:					
Pension reserve		-	(280,000)	-	(280,000)
General funds		1,159,479	1,403,469	1,159,807	1,403,797
Total funds		1,159,479	1,123,469	1,159,807	1,123,797

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

Approved by the trustees on 01 Dec 2023

and signed on their behalf by:



George Wilkinson (Dec 1, 2023, 1:45pm)

George Wilkinson
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

Bridge 86 Ltd trading as Bridge Support
Consolidated Statement of Cash Flows
For the year ended 31 March 2023

			Group		
	Note	2023	2023	2022	2022
		£	£	£	£
Net cash provided by / (used in) operating activities	15		(314,835)		607,487
Cash flows from investing activities:					
Interest/ rent/ dividends from investments		3,669		157	
Purchase of fixed assets		<u>(52,679)</u>		<u>(40,166)</u>	
Cash (used in) investing activities			(49,010)		(40,009)
Cash and cash equivalents at the beginning of the year			1,675,195		1,107,717
Cash and cash equivalents at the end of the year	16		<u>1,311,350</u>		<u>1,675,195</u>

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

	Group	
	2023	2022
Net movement in funds for the year	36,010	537,621
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
Non Operating Cash Flows Eliminated		
Depreciation	58,538	64,755
Actuarial Losses/(Gains)	-	(181,081)
(Increase)/Decrease in stocks	-	-
(Increase)/Decrease in debtors	(243,105)	441,213
Increase/(Decrease) in creditors	<u>(162,609)</u>	<u>(263,598)</u>
Net cash generated by operating activities	<u>(314,835)</u>	<u>607,487</u>

Analysis of cash and cash equivalents

	Group	
	2023	2022
Cash and Deposits at the start of the year	1,675,195	1,107,717
(Decrease)/Increase in Cash and Deposits	<u>(363,845)</u>	<u>567,478</u>
Cash and Deposits at the end of the year	<u>1,311,350</u>	<u>1,675,195</u>

Analysis of changes in net debt

	Group	
	2023	2022
Cash and cash equivalents 01.04.2022	1,675,195	1,107,717
Cash flows	(363,845)	567,478
Other non cash changes	-	-
Cash and Cash equivalents 31.03.2023	<u>1,311,350</u>	<u>1,675,195</u>

See note 16 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

a) Basis of preparation

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

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

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

Administrative details are shown on page 62

b) Going concern

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

Bridge 86 Limited owns 100% of the share capital of Stir Enterprises Limited which was formed as a company on 26th July 2017 and which managed the Stir Café. Stir Enterprises Limited ran Stir, a cafe in Woolwich, South-East London. As a result of the Coronavirus pandemic Stir closed on Friday, March 20th 2020 and has not re-opened. The Board of Bridge 86 Ltd has decided that Stir Enterprises Ltd will remain dormant until such time they wish to utilise the company as a vehicle for the Charity to trade. Full provision has been made for the intercompany balance between Stir Enterprises Ltd and Bridge 86 Ltd at 31st March 2022 amounting to £285,903 (2022: £284,966). The provision is reflected in the reserves of Bridge 86 Limited and Bridge 86 Group.

The tender for one significant contract, the Tilt service, was won in March 2022 for the period to March 2027 and extendable by a further two years. Bridge 86 Ltd has contracts for the Medium Support and Flexible Community Services which extend to 31st March 2024 and which it is understood will then be subject to re-negotiation rather than formal retendering. The contract for services in Essex has been re-tendered and successfully won and two new large contracts for Mid and South Essex have been won via tender and will start near the end of the 2023/24 financial year. Reserves are sufficient to meet employment and property lease obligations should they be required, in the event that other tenders are not successful.

c) Income

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

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

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

d) Interest and investment income receivable

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

e) Fund accounting

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

f) Expenditure and irrecoverable VAT

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

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

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

g) Allocation of support costs

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

h) Operating leases

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

i) Tangible fixed assets

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

The depreciation rates in use are as follows:

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

j) Debtors

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

k) Cash at bank and in hand

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

l) Creditors and provisions

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

m) Pensions

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

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

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

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

n) Critical judgements

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

o) Financial Instruments

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

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

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

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

2a Income from donations and legacies	2023	2022
	£	£
Donations	12	90
Grants	2,722	-
	2,734	90

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

2b Income from trading activities	2023	2022
	£	£
Stir Enterprises Limited	-	-
	-	-

Income from trading activities comprises income generated by Stir Enterprises Limited, the 100% owned subsidiary of the charity. Stir Enterprises Ltd is dormant and did not generate any income in 2022/23. In 2021/22 income received by Stir Enterprises Ltd was for the government Coronavirus Job Retention Scheme for staff. See note 10.

3 Income from charitable activities	2023	2022
	£	£
Support for clients		
Royal Borough of Greenwich	1,871,026	1,857,840
Oxleas NHS Foundation Trust	1,082,649	999,318
Essex County Council	836,549	588,961
Core Rents Receivable	735,737	738,060
NHS CCG's	317,281	280,369
MIND	205,820	118,825
Housing service charges receivable	36,277	36,163
Islington Council	35,650	-
Total income from charitable activities	5,120,989	4,619,536

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

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

Income from Essex County Council is for the award of contracts which were competitively tendered and started in November 2019. These contracts ended on 15th January 2023 following competitive tendering and the new 5 year contracts for the North East and West Essex were awarded to Bridge Support from 16th January 2023.

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

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

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

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

4 Income from investments	2023	2022
	£	£
Bank interest	3,669	157
	3,669	157

5 Analysis of expenditure

The management of departments has been consolidated and the analysis of expenditure reflects that consolidation. Comparative figures from 2022 are shown in the new configuration. Higher Support includes TILT, High Support services at Sidcup and Wrotesley Roads and services to the South London Partnership in Kingston. Flexible and Medium Support includes the Flexible Community Support and Medium Support departments, the Bridge Back Home service, the Greenwich Mental Health Hub and the Community Mental Health Peers support services.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

	Direct costs	Grant & other funding	Support costs	2023 £	2022 £
Trading Activities	936	-	-	936	22,469
Higher Support (HS)	1,300,744	-	447,865	1,748,609	1,566,787
Flexible and Medium Support (FMS)	1,614,601	-	420,993	2,035,594	1,502,470
Essex County Council (ECC)	825,587	-	125,402	950,989	645,897
Recovery College (RC)	152,188	-	59,715	211,903	248,986
Development (Devel)	1,078	2,722	140,331	144,131	284,589
TOTAL	3,895,134	2,722	1,194,306	5,092,162	4,271,198

Increases in costs arise due to the start of new services in Higher Support including the pilot for High support services in Kingston. New services also result in increased costs in Flexible and Medium Support services including the Greenwich Mental Health Hub and Community Mental Health service, and increases in the Essex County Council are because of the new, larger contract serving the North-east and West Essex. The development costs of the Bridge Back Home service were shown last year in "Development". This year their running costs are reflected in Flexible and Medium Support above.

Prior Year comparatives

	Direct costs	Grants	Support costs	2022 Total
	£	£	£	£
Trading Activities	22,469	-	-	22,469
Higher Support (HS)	1,153,669	-	413,118	1,566,787
Flexible and Medium Support (FMS)	1,234,866	-	267,604	1,502,470
Essex County Council (ECC)	515,438	-	130,459	645,897
Recovery College (RC)	140,271	-	108,715	248,986
Development (Devel)	117,331	-	167,258	284,589
Total	3,184,044	-	1,087,154	4,271,198

Support Costs

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

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

Prior Year comparatives	Higher Support	Medium & Flexible	Essex	Recovery College	Develop.	2022 Total
	£	£	£	£	£	£
Staffing	261,258	169,228	82,503	68,752	105,775	687,516
Accommodation	34,571	22,394	10,917	9,097	13,997	90,976
Communications	39,294	25,454	12,409	10,341	15,909	103,407
Legal Fees	1,878	1,217	593	494	761	4,943
Consultancy & Marketing	11,880	7,695	3,752	3,126	4,810	31,263
Printing & Stationary	8,501	5,505	2,684	2,237	3,441	22,368
Audit Fees	5,158	3,343	1,629	1,357	2,089	13,576
Other costs	25,972	16,826	8,202	6,835	10,514	68,349
Depreciation	24,608	15,939	7,771	6,476	9,962	64,756
	<u>413,120</u>	<u>267,601</u>	<u>130,460</u>	<u>108,715</u>	<u>167,258</u>	<u>1,087,154</u>

Included within support costs and allocated to relevant services are costs of governance amounting to £142,842 (2022: £154,791) and comprise:

	2023	2022
	£	£
Staff costs	66,504	75,958
AGM and committee expenses	2,560	504
Auditor's fees	15,240	13,575
Depreciation	58,538	64,755
	<u>142,842</u>	<u>154,792</u>

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

6 Net income for the year	2023	2022
This is stated after charging	£	£
Operating lease rentals:		
Property	653,299	585,070
Depreciation	58,538	64,756
Auditor's remuneration	15,240	13,574

Operating lease rentals have increased compared to 2022 with the costs of increased services being reflected in the charges.

7 Analysis of staff costs, trustee remuneration & expenses, and cost of key management personnel	2023	2022
Staff costs were as follows:	£	£
Salaries and wages	3,149,982	2,616,700
Social security costs	292,207	228,358
Employer's contribution to defined contribution pension schemes	73,061	71,348
Operating costs of defined benefit pension schemes	-	8,734
	<u>3,515,250</u>	<u>2,925,140</u>

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

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

	2023	2022
	No.	No.
£60,000 - £70,000	1	
£70,000 - £80,000	1	1
£80,000 - £90,000	1	
£90,000 - £100,000	0	1
£110,000 - £120,000	1	1

Pension contributions for these employees amounted to £21,267 (2022 £19,947)

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

The total employee benefits including pension contributions of key management personnel were £413,245 (2022: £410,657). The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2022: £nil). George Wilkinson was reimbursed travelling expenses incurred of £83 (2022: £45) and Deborah Okutubo received travelling expenses amounting to £7 (2022: £0). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Staff numbers

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

	2023	2022
	No.	No.
Charitable activities	134	109
Governance	1	1
	135	110

The increase in the average number of employees in 2023 is as a result of the new contracts in North East and West Essex and for the South London Partnership. Staff numbers increased from an average of 119 per month for the first 9 months. By March 2023 and following the commencement of the new contracts staff numbers had increased to 187

No staff were employed by Stir Enterprises Ltd.

8 Taxation

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

9 Tangible fixed assets

	Charity and Group					
	Leasehold Improvements	Café Equip	Fixtures & Fittings	Office Equip	Comp Equip	Total
Cost	£	£	£	£	£	£
Start of the year	89,690	8,921	20,250	172,665	205,942	497,467
Additions in year	-	-	-	11,850	40,829	52,679
Disposals in year	-	-	-	-	-	-
End of the year	89,690	8,921	20,250	184,515	246,771	550,146
Depreciation						
Start of the year	68,212	8,921	18,688	160,432	166,806	423,059
Charge for the year	20,981	-	1,562	10,389	25,606	58,538
Disposals in year	-	-	-	-	-	-
End of the year	89,193	8,921	20,250	170,821	192,412	481,597
Net book value						
At end of the year	496	-	-	13,694	54,359	68,549
At start of the year	21,477	-	1,561	12,233	39,136	74,408

All of the above assets are used for charitable purposes.

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

10 Investments	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Investment in Subsidiary	2	2	-	-
	2	2	-	-

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

Statement of Comprehensive Income of Stir Enterprises Limited for the year ended 31st March 2023

	2023	2022
	£	£
Turnover	-	-
Other Income	-	7,290
Cost of sales	-	(21,526)
Gross profit	-	(14,236)
Selling Expenses	-	-
Administrative expenses	-	(8)
Other Costs	-	(936)
Operating loss	(936)	(15,180)
Profits gift aided to Bridge 86 Limited.	-	-
Retained loss for the period	(936)	(15,180)

Balance Sheet of Stir Enterprises Limited. as at 31st March 2023

	2023	2022
	£	£
Current assets		
Cash at bank and in hand	1,330	1,330
	1,330	1,330
Creditors: amounts falling due within one year	(286,899)	(285,965)
Net current assets	(285,569)	(284,635)
Net assets	(285,569)	(284,635)

11 Debtors	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	537,043	313,644	537,043	313,644
Other debtors	18,751	13,900	18,751	13,900
Prepayments	72,309	58,229	72,309	58,229
Accrued Income	11,738	10,963	11,738	10,963
Owed by subsidiary undertaking	-	-	-	-
	639,841	396,736	639,841	396,736

Amounts owed by subsidiary undertaking are due from Stir Enterprises Limited, a wholly owned subsidiary of Bridge 86 Limited. Note 1b above explains that Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £285,903 (2022: £284,966) being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The increase in Trade Debtors is due to the slightly later payment for services provided to Oxleas NHS Foundation Trust in 2022/23 payment for which was received in April 2023, and the commencement of the new contracts for the South London Partnership and the larger contracts providing services in North East and West Essex which were settled in full in the new financial year.

12 Creditors: amounts falling due within one year	Charity		Group	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	169,814	209,460	169,814	209,460
Taxation and social security	87,291	60,542	87,290	60,542
Other creditors	31,600	22,349	31,600	22,349
Accruals	131,064	141,420	132,064	142,418
Deferred income	439,163	509,444	439,164	509,444
	858,932	943,215	859,932	944,213

Creditors have reduced slightly compared to 2022. This is mostly due to the reduction in deferred income (see below), and Trade Creditors and increases in Tax and Social Security due to the increases in staff numbers.

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Notes to the financial statements
For the year ended 31 March 2023

Deferred income	Charity and Group	
	2023	2022
	£	£
Balance at the beginning of the year	509,444	888,207
Amount released to income in the year	(70,281)	(378,764)
Amount deferred in the year	-	-
Balance at the end of the year	439,163	509,444

The amounts released from the deferred income account in 2022 related to the release of funding for the Bridge Back Home service which facilitates the faster discharge of patients from acute hospital wards to their homes and which had been invoiced in the previous year. Deferred income release in the current year related an element of the running costs of one of the properties supporting clients needing higher levels of support and the costs of a Drugs and Alcohol Support worker.

13 Pension schemes

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

On 19th August 2021 the last remaining employee of Bridge Support who was an active member of the pension fund sadly died. A cessation valuation as at that date was performed by the pension fund's actuaries to determine the liability which would crystallise should Bridge Support withdraw from the fund. This amounted to a liability of £280,000, valued on a full cessation basis, £28,000, valued at an ongoing cessation basis and £78,328 on an FRS 102 ongoing participation basis. This latter sum was provided in the accounts at 31st March 2022 as the Pension Fund liability of Bridge Support since no decision had been made concerning Bridge Support's continued participation in the fund. During the current year a further valuation on an adjusted full cessation basis, utilising stochastic modelling (the running of hundreds of projections representing possible future economic scenarios and deriving probabilities of certain outcomes) was performed by the fund's actuaries quantifying the adjusted full cessation liability to be £120,000. They noted an 80% probability that a payment of that sum would be sufficient.

Bridge Support's Board agreed to the payment of this sum, which was made during the year. As a result Bridge Support is no longer a participant in the pension fund.

The following information informs the reader of information for the comparative figures for the year ended 31st March 2022.

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

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

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

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

The assumptions used by the actuary in their update were:

FINANCIAL ASSUMPTIONS

	Charity and Group	
	2023	2022
Discount rate	-	2.60%
RPI increase	-	-
CPI increases	-	3.35%
Salary increases	-	4.35%
Pension increases	-	-

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

The estimated asset allocation is as follows:

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

ASSET CLASS

	Charity and Group			
	2023		2022	
	£	% of total	£	% of total
Equities	-	-	266,007	57%
Other bonds	-	-	80,616	17%
Property	-	-	50,780	11%
Cash	-	-	11,667	3%
UK and Overseas Unit Trusts	-	-	57,290	12%
Total	-	-	466,360	100%

BALANCE SHEET DISCLOSURES

	Charity and Group	
	2023	2022
	£	£
Present value of funded obligations	-	544,688
Fair value of scheme assets (bid value)	-	(466,360)
Net defined benefit liability / (asset)	-	78,328

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

	Charity and Group	
	2023	2022
	£	£
Value at 1 April	-	767,857
Current Service cost	-	5,643
Interest cost	-	14,135
Change in financial assumptions	-	(20,072)
Change in demographic assumptions	-	-
Experience loss/(gain) on defined benefit obligation	-	(136,459)
Estimated benefits paid net of transfers in	-	(87,180)
Contributions by Scheme participants	-	764
Value at 31 March	-	544,688

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

	Charity and Group	
	2023	2022
	£	£
Value at 1 April	-	517,182
Interest on assets	-	9,268
Return on assets less interest	-	24,550
Other actuarial gains/(losses)	-	-
Administration expenses	-	(395)
Contributions by employer including unfunded	-	2,171
Contributions by Fund participants	-	764
Estimated benefits paid plus unfunded net of transfers in	-	(87,180)
Value at 31 March	-	466,360

THE AMOUNTS RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES

	Charity and Group	
	2023	2022
	£	£
Service cost	-	5,643
Net interest on the defined liability (asset)	-	4,867
Administration expenses	-	395
	-	10,905

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

RECONCILIATION OF OPENING & CLOSING SURPLUS

	Charity and Group	
	2023	2022
	£	£
Surplus/(deficit) at beginning of the year	(78,328)	(250,675)
Amounts recognised in SOFA	78,328	(10,905)
Employer's contributions	-	2,171
Sub Total	78,328	(8,734)
Actuarial gains/(losses)	-	181,081
Surplus/(deficit) at end of the year	-	(78,328)

HISTORY OF ASSETS, LIABILITIES, EXPERIENCE GAINS AND LOSSES

	Charity and Group				
	2023	2022	2021	2020	2019
	£	£	£	£	£
At 31 March					
Defined benefit obligation	-	(544,688)	(767,857)	(632,841)	(723,960)
Scheme assets	-	466,360	517,182	421,680	562,436
(Deficit) in the scheme	-	(78,328)	(250,675)	(211,161)	(161,524)

14 Movements in funds

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

Included within the Charity's expenditure noted above is a provision for amounts due to be paid to it by Stir Enterprises Limited. Note 1b above explains that the Board of Bridge 86 Limited agreed that an impairment provision be made in the accounts of Bridge 86 Limited of £285,903 being the intercompany balance between Stir Enterprises Limited and Bridge 86 Limited due to the uncertainty regarding the future trading of Stir Enterprises Limited caused by the Coronavirus pandemic. The cessation of Bridge Support's participation in the Royal Borough of Greenwich Pension Fund means that there is no longer a Pension Fund account.

Prior Year comparatives

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

	Group			
	Start of the year	Income	Spend	Transfers
	£	£	£	£
Pension fund	(280,000)	-	-	280,000
General funds	1,403,797	5,128,172	(5,092,162)	(280,000)
Total funds	1,123,797	5,128,172	(5,092,162)	-

Prior Year comparatives

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

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

	Charity	
	2023	2022
	£	£
Net income for the reporting period	36,010	359,348
(as per the statement of financial activities)		
Depreciation	58,538	64,755
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
(Increase)/Decrease in debtors	(243,105)	438,412
Increase/(Decrease) in creditors	(1,000)	(263,598)
Net cash (used in) operating activities	(153,226)	607,494

Bridge 86 Ltd trading as Bridge Support
Notes to the financial statements
For the year ended 31 March 2023

	Group	
	2023	2022
	£	£
Net income for the reporting period	36,010	356,544
(as per the statement of financial activities)		
Depreciation	58,538	64,755
Items charged to the SOFA related to the Pension scheme	-	8,734
Interest, rent and dividends from investments	(3,669)	(157)
(Increase)/Decrease in stocks		
(Increase)/Decrease in debtors	(243,105)	441,213
Increase/(Decrease) in creditors	(162,609)	(263,598)
Net cash (used in) operating activities	(314,835)	607,491

16 Analysis of cash and cash equivalents

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

Prior Year comparatives

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

	Group			
	Start of the year	Cash flows	Other Changes	End of the year
	£	£	£	£
Cash at bank and in hand	1,164,909	(367,520)	-	797,390
Deposits (less than three months)	510,286	3,669	-	513,955
Overdraft facility (repayable on demand)	-	-	-	-
Total cash and cash equivalents	1,675,195	(363,851)	-	1,311,345

Prior Year comparatives

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

17 Operating lease commitments

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

	Charity and Group Property	
	2023	2022
Less than 1 year	565,131	361,086
1 - 5 years	1,098,922	703,039
Over 5 years	-	-
	1,664,053	1,064,125

Future minimum lease payments have increased particularly as a result of new leases being taken out for properties supporting the South London Partnership in Kingston.

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2023

18 Contingent assets or liabilities

There are no contingent assets or liabilities

19 Legal status of the charity

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

20 Related party transactions

There were no related party transactions during the year (2022: £0)

21 Post Balance Sheet Event

There were no post balance sheet events

Reference and Administrative Details

Trustees

George Wilkinson

Chair

Beez Fedia

Deputy Chair

Dave Baldock

Sarah Boundy

Deborah Okutubo

Elaine Rassaby

Dominic Wilson – resigned 18th July 2022

Chief Executive and Company Secretary:

Raymond Sheehy

Company number:

02162224

Charity number:

802227

Registered office:

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

Auditors:

Price Bailey LLP
Causeway House,
1 Dane Street,
Bishop's Stortford
Herts CM23 3BT

Bankers:

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

Solicitors:

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