



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2024

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Feedback from our clients and partners...

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

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

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

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

Message from the Chair and Chief Executive



George Wilkinson, Chair of Bridge Support

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

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

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

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

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

Raymond Sheehy, Chief Executive of Bridge Support



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

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

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

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

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

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

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

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

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

About Bridge Support

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

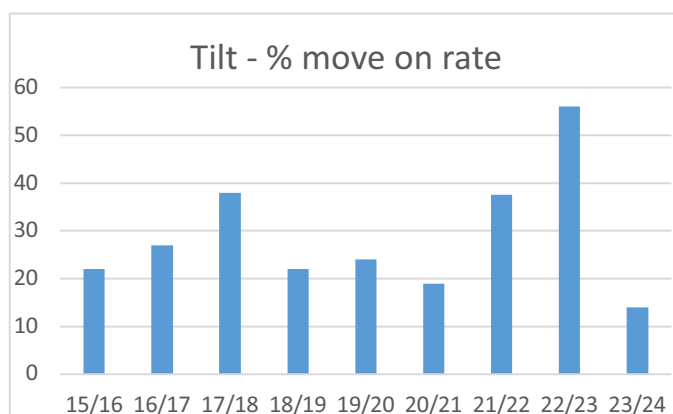
A charitable organisation, based in South London, Bridge Support has grown steadily for nearly 40 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich and the sole provider of mental health supported accommodation in Essex as well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

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

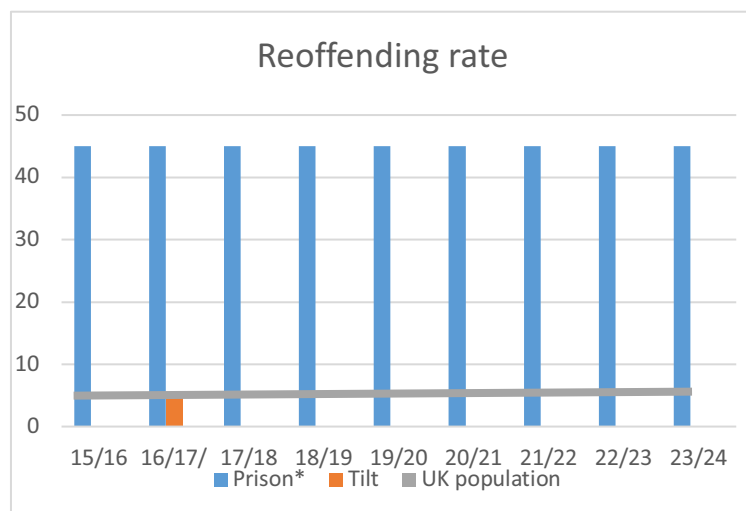
Tilt Project

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

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



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



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

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

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

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

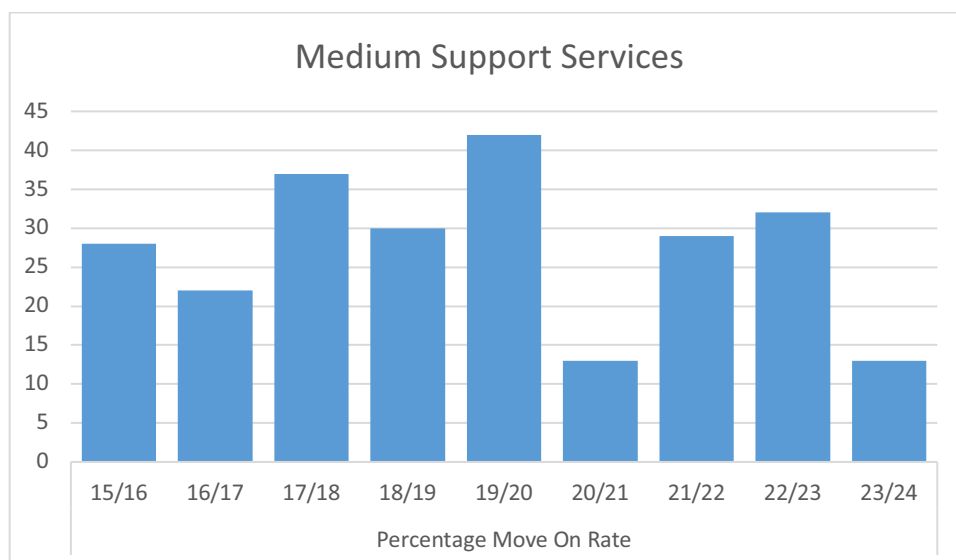
Whilst at Tilt resident Ashad initially struggled to maintain a safe, clean and tidy room and required ongoing staff support this. He also needed support with his finances as he was very reluctant to spend his money on essential items.

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

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

Medium Support

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



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

A client's journey through Medium Support

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

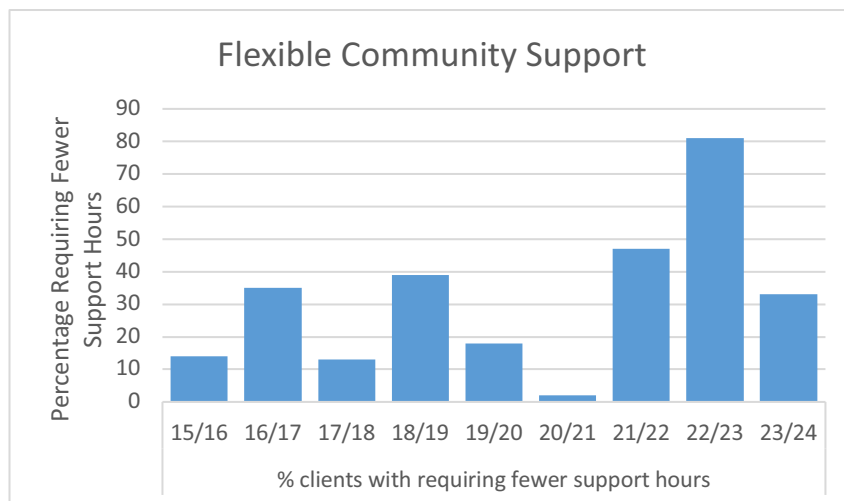
Staff have worked with Stella to increase her independence and improve her everyday living skills, such as maintaining her flat, and relearning her budgeting skills. Stella is a keen cook and staff have supported her to batch cook. She frequently takes part in cooking activities where she helps support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

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

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

Flexible Community Support

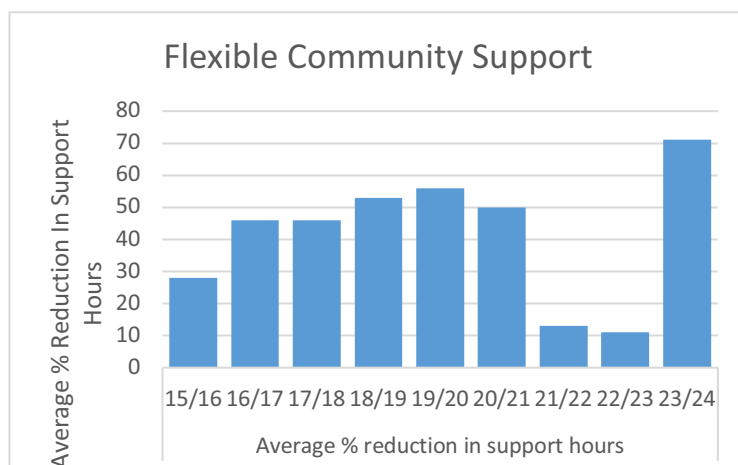
Bridge Support is commissioned by the Royal Borough of Greenwich to provide support to adults living in their own independent housing. The service focuses on promoting independence and community integration as well as helping with practical issues such as maintaining tenancies. Clients can access from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



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

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

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



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

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

A client's journey with Flexible Community Support

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

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

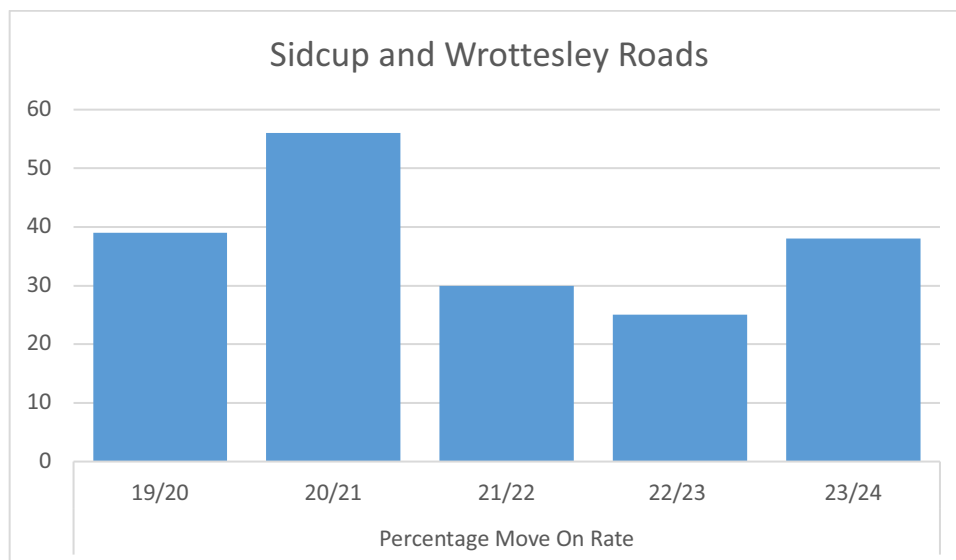
Sharika's support worker also provided her with emotional support building Sharika's confidence to face the world; encouraging her, listening, advising and just showing her that she would be supported through even the most trying times.

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

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

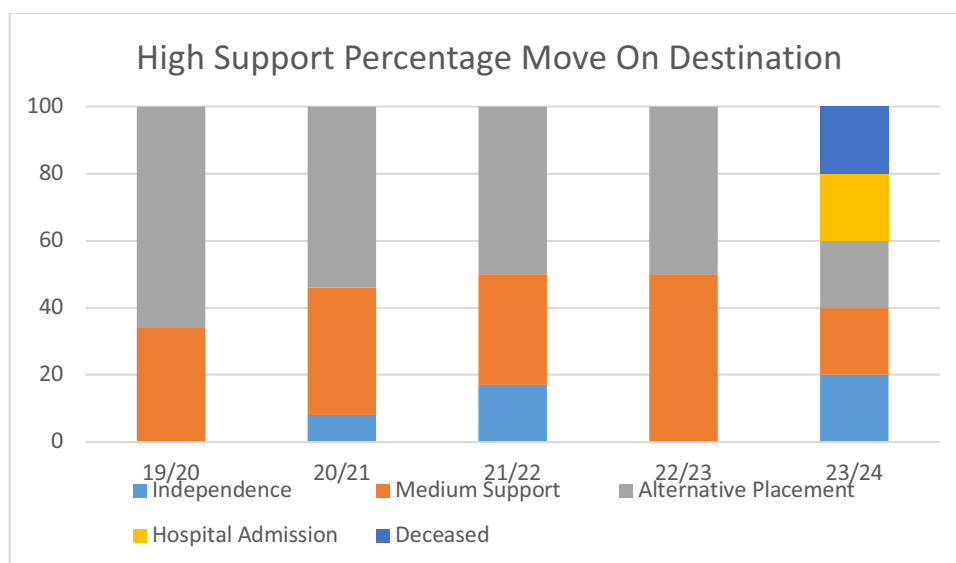
Sidcup Road & Wrottesley Road

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



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

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



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

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

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

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

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

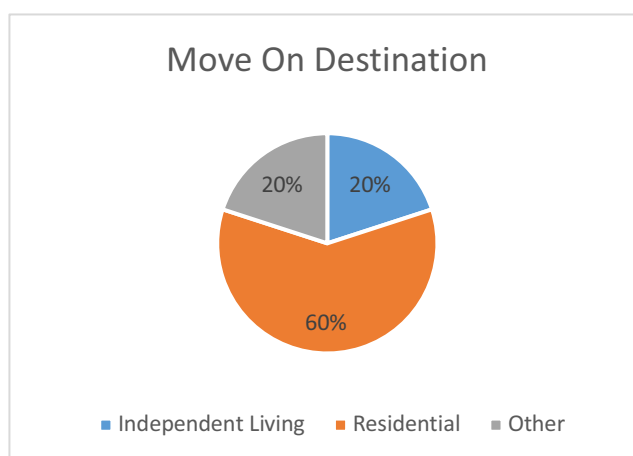
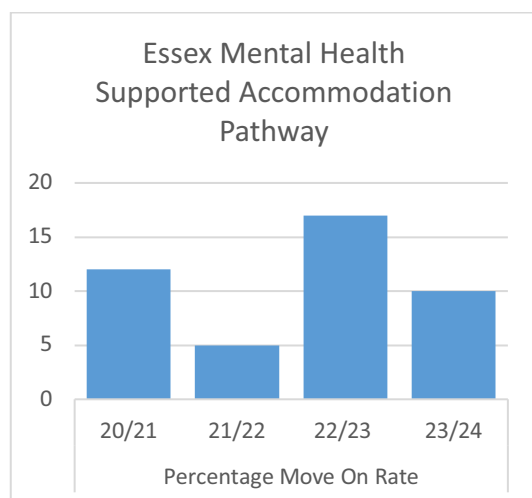
Essex County Council Mental Health Accommodation Services

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

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

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

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



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

A client's journey through Support to Independence

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

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

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

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

The Recovery College

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

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

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

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

My two-year journey

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

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

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

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

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

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

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

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

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

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

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

All that's left for me to say is.

Last year I wrote the following.

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

This year I close on the following.

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

Bridge Back Home

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

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

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

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

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

Overall the service achieved a satisfaction rating of 95%.

A client's journey through Bridge Back Home

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

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

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

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

Feedback from individuals supported by Bridge Back Home

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

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

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

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

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

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

Greenwich Mental Health Hub

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

The hub offers:

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

The expected outcomes of the hub include:

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

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

Community Mental Health Rehabilitation Plus

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

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

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

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

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

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

Feedback from individuals supported by CMHRES+

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

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

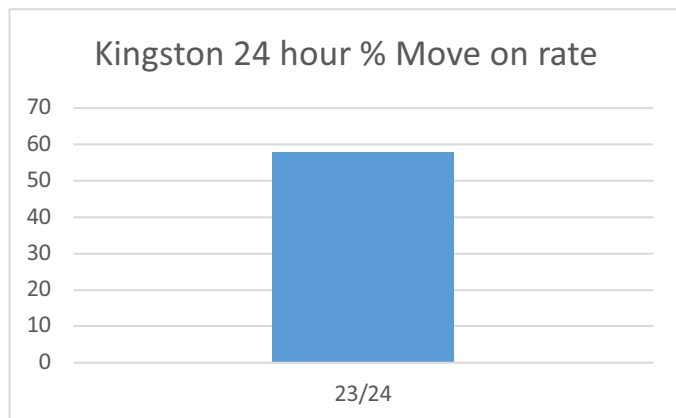
'They are helping me out for my recovery.'

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

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

24 hour complex care Kingston

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



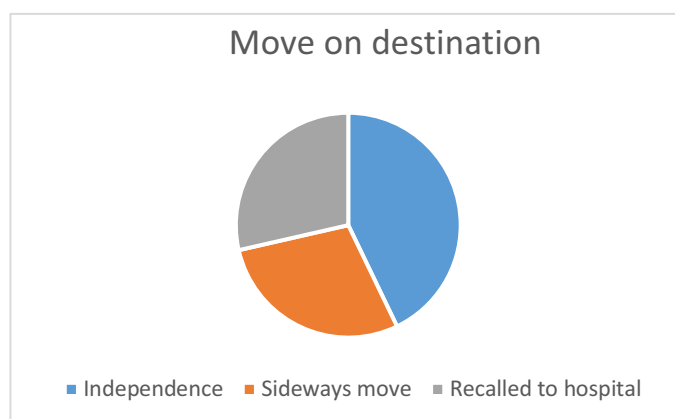
After a successful 9 month pilot in Kingston, launched in February 2023, Bridge won 2 contracts to provide increased support and accommodation in Kingston and in a second area in South East London. This will increase the number of people supported from 12 to 14 in each area. Bridge is currently in the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

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

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

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

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



A client's journey through 24 Complex Care

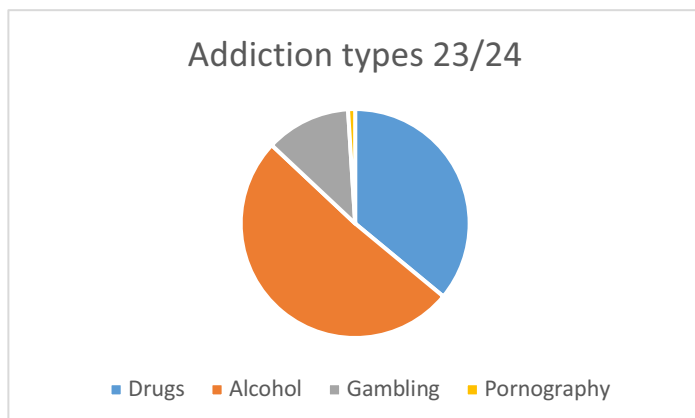
Harri came to Kingston 24 hour services after spending 5 months in hospital. Prior to his admission he had been living in the community but was unable to look after himself. He was not compliant with his mental health medication, very poor self care and substance misuse issues.

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

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

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

Substance Misuse worker



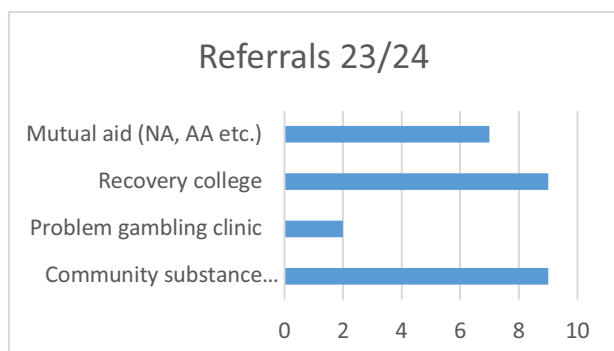
Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

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

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

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

Referrals



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



A client's journey through addiction

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

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

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

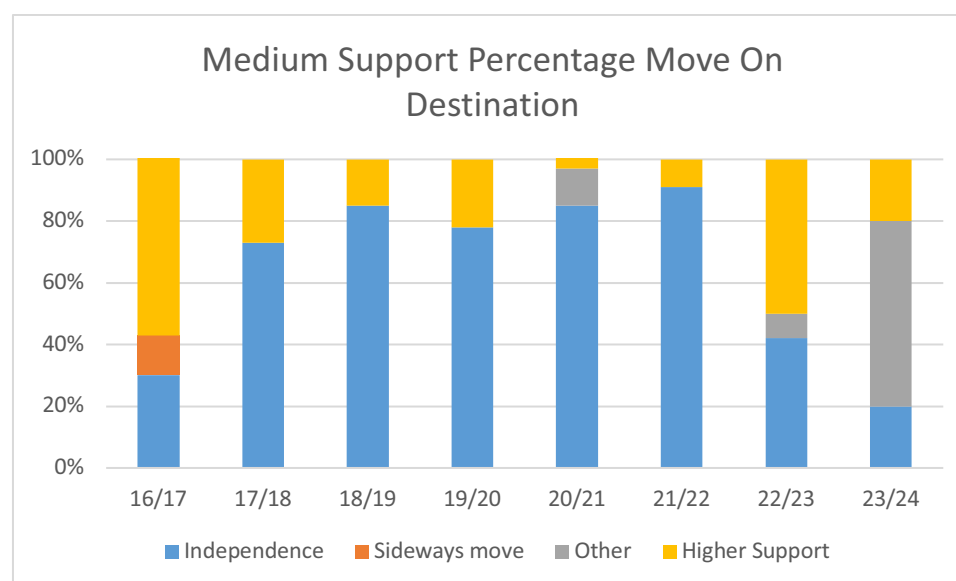
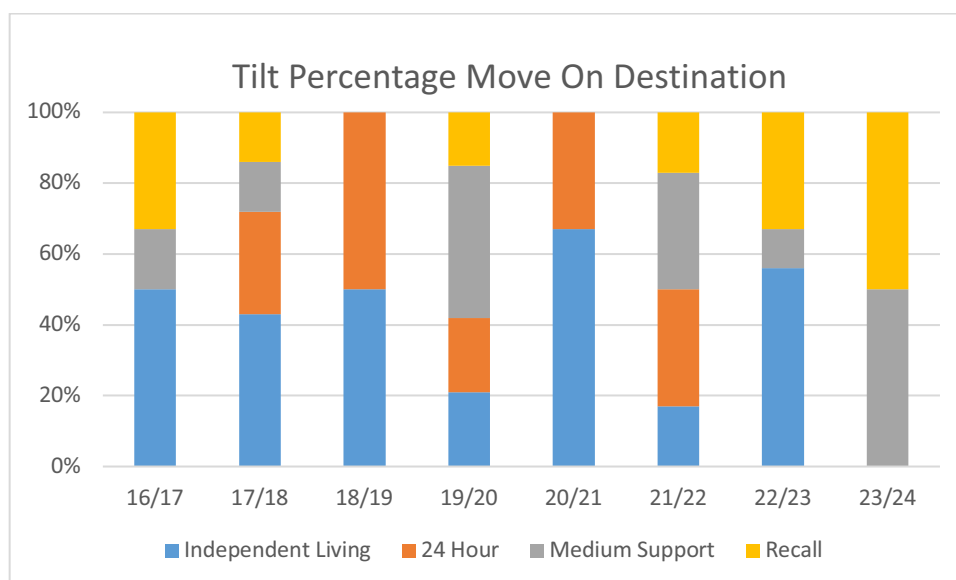
Steve recently celebrated his 1-year anniversary free from gambling. He continues to remain abstinent. On the anniversary Steve wrote a letter to Bridge to say thank you and he made it clear that without Bridge and the substance misuse team he would have taken his own life.

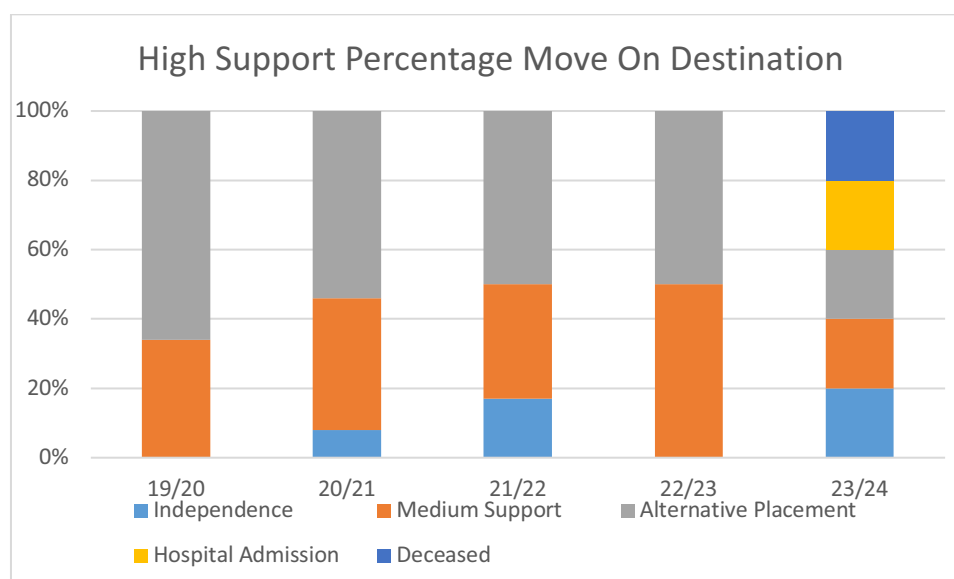
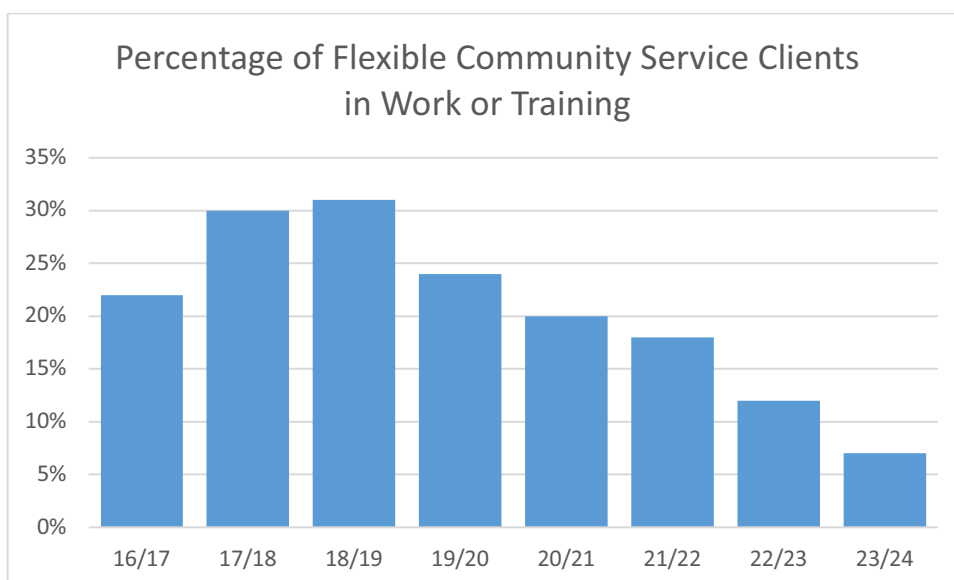
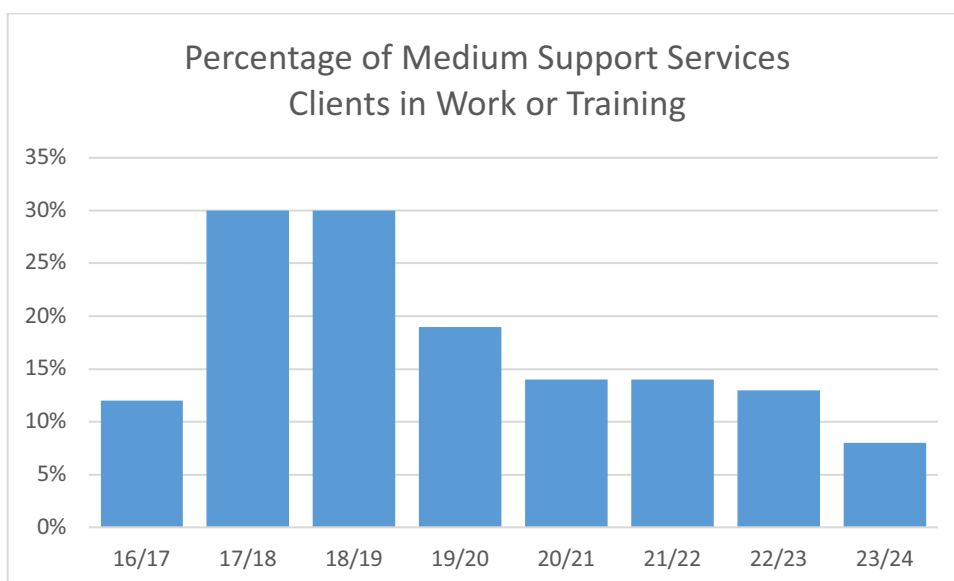
Impact

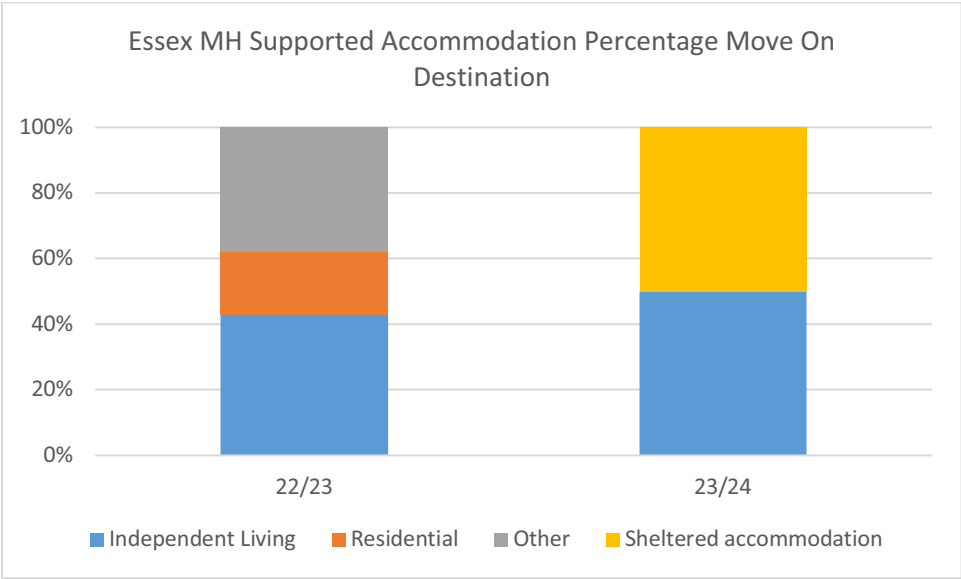
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

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

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







Shaping future services

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

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

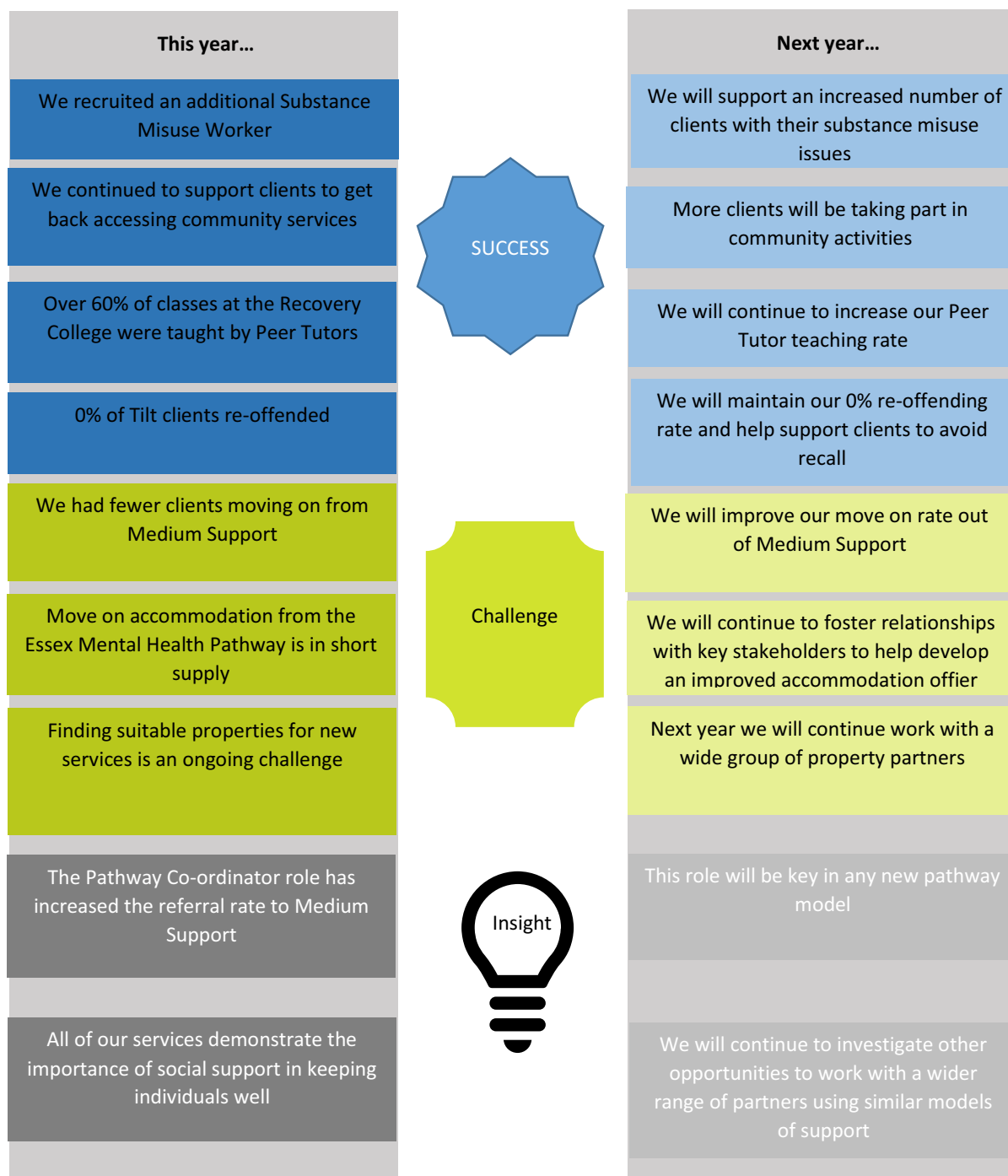
The post of Pathway co-ordinator has been extended by another year and continues to be funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

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

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

Our plans for 2024/2025

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



Financial Review

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

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

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

Income and Expenditure

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

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

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

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

Balance Sheet

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

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

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

Reserves Policy

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

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

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

Principal Risks and Uncertainties

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

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

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

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

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

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

Key Management Remuneration

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

Fundraising

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

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

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

Structure, Governance and Management

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

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

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

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

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

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

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

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

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

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

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

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

The Finance and Audit Sub-Committee, which;

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

The Safety and Risk Sub-Committee, which;

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

The Nominations and Remuneration Committee, which;

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

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

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

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

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

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

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

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

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

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

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

Statement of Trustees' Responsibilities

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

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

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

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

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

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

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

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

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

Auditors

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

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

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



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

..... George Wilkinson, Chair of Trustees

29 Nov 2024

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

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

This description forms part of our auditor's report.

Use of our report

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

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

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 5 December 2024

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2024

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

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

Bridge 86 Ltd trading as Bridge Support

Balance Sheets

As at 31 March 2024

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

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

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

Approved by the trustees on 29 Nov 2024

and signed on their behalf by:



George Wilkinson (Fri, 29th Nov 2024)

George Wilkinson
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

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

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

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

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

Analysis of cash and cash equivalents

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

Analysis of changes in net debt

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

See note 15 for analysis of movements

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

a) Basis of preparation

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

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

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

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

b) Going concern

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

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

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

c) Income

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

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

d) Interest and investment income receivable

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

e) Fund accounting

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

f) Expenditure and irrecoverable VAT

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

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

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

g) Allocation of support costs

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

h) Operating leases

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

i) Tangible fixed assets

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

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

j) Debtors

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

k) Cash at bank and in hand

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

l) Creditors and provisions

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

m) Pensions

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

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

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

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2024

n) Critical judgements

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

o) Financial Instruments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5 Analysis of expenditure

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

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

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

Prior Year comparatives

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

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

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

Prior Year comparatives

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

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

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

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

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

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

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

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

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

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

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

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

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

Staff numbers

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

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

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

No staff were employed by Stir Enterprises Ltd.

8 Taxation

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

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

9 Tangible fixed assets

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

All of the above assets are used for charitable purposes.

10 Investments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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13 Movements in funds

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

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

Prior Year comparatives

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

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

Prior Year comparatives

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

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

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

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

15 Analysis of cash and cash equivalents

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

Prior Year comparatives

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

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

Prior Year comparatives

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

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16 Operating lease commitments

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

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

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

17 Contingent assets or liabilities

There are no contingent assets or liabilities

18 Legal status of the charity

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

19 Related party transactions

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

20 Post Balance Sheet Event

There were no post balance sheet events

Reference and Administrative Details

Trustees

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

Chief Executive and Company Secretary: Raymond Sheehy

Company number: 02162224

Charity number: 802227

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

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

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

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