



Bridge Support

Report of the Trustees and Financial Statements

Year ended 31 March 2025

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Feedback from our clients and partners...

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

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

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

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

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

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

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

Message from the Chair and Chief Executive



Deborah Stump, Chair of Bridge Support

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

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

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

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

Raymond Sheehy, Chief Executive of Bridge Support



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

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

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

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

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

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

About Bridge Support

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

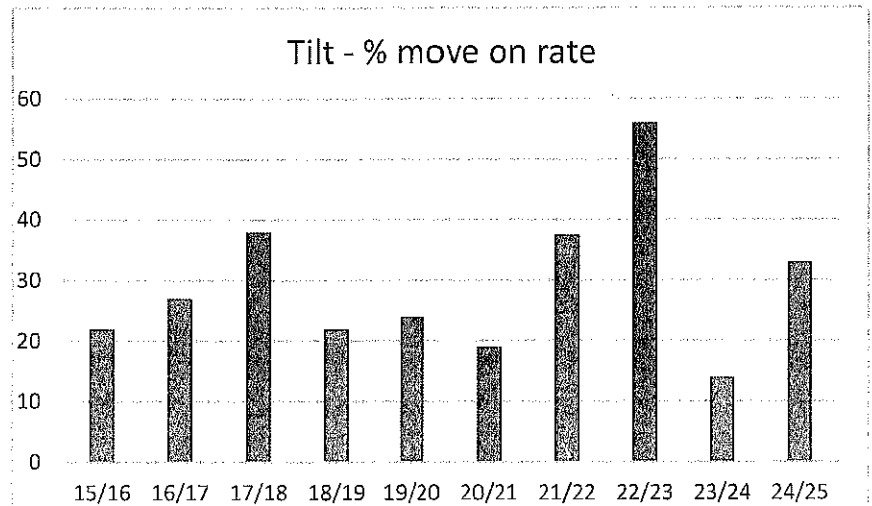
A charitable organisation, based in South London, Bridge Support has grown steadily for nearly 40 years and is now the largest provider of mental health and wellbeing services to residents in the Royal Borough of Greenwich and the sole provider of mental health supported accommodation in Essex as well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

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

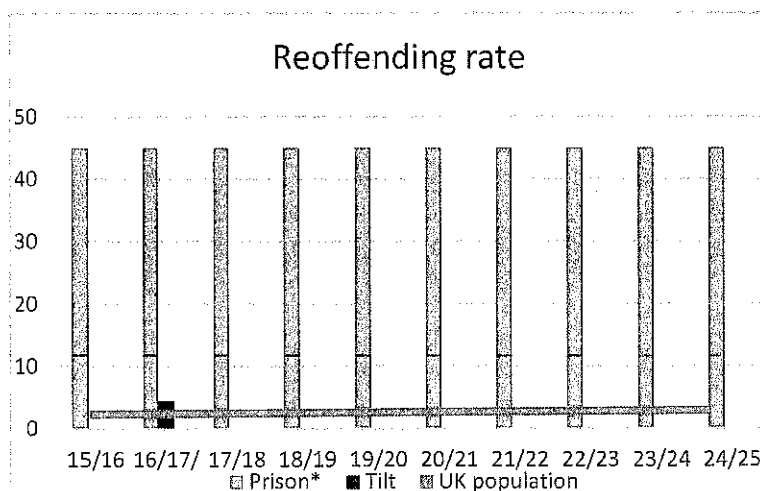
Tilt Project

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

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



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



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

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

* Ministry of Justice (2022) Proven reoffending statistics quarterly

A client's journey through Tilt

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

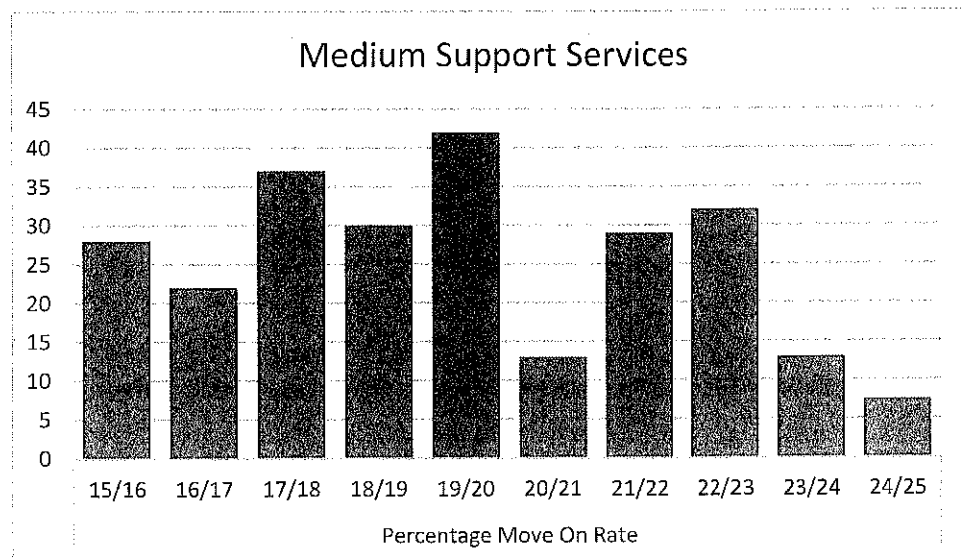
Whilst at Tilt resident Adam struggled with illicit substance misuse which had a huge impact on his level of engagement and progress at the service. With staff support Adam managed periods of abstinence, attended volunteering and engaged in psychology.

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

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

Medium Support

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



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

A client's journey through Medium Support

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

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

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

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

Flexible Community Support

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

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

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

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

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

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

A client's journey with Flexible Community Support

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

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

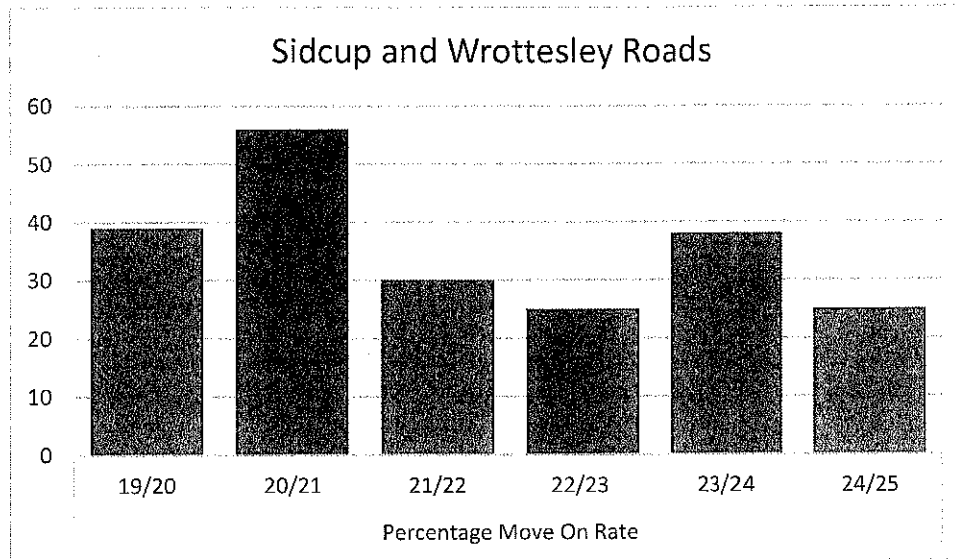
Sharika's support worker also provided her with emotional support building Sharika's confidence to face the world; encouraging her, listening, advising and just showing her that she would be supported through even the most trying times.

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

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

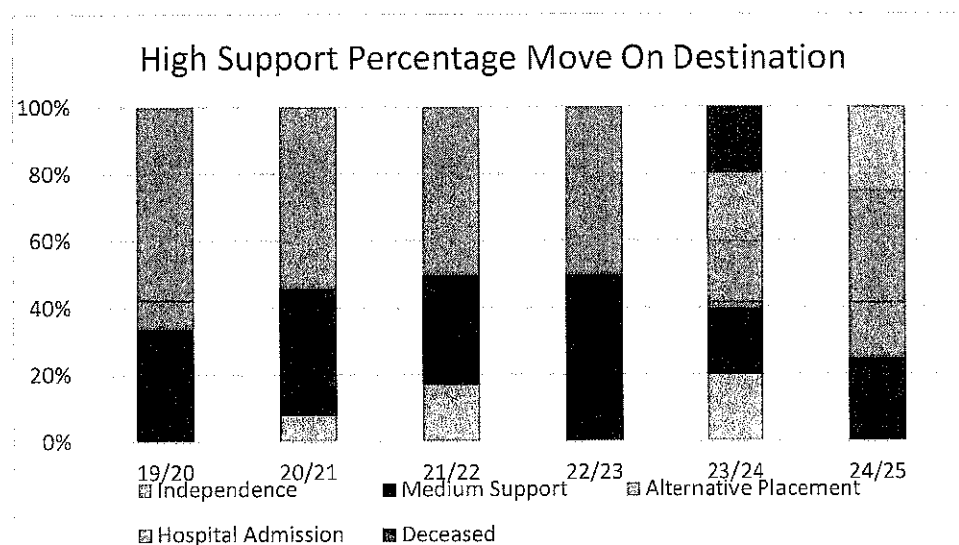
Sidcup Road & Wrotesley Road

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



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

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



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

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

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

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

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

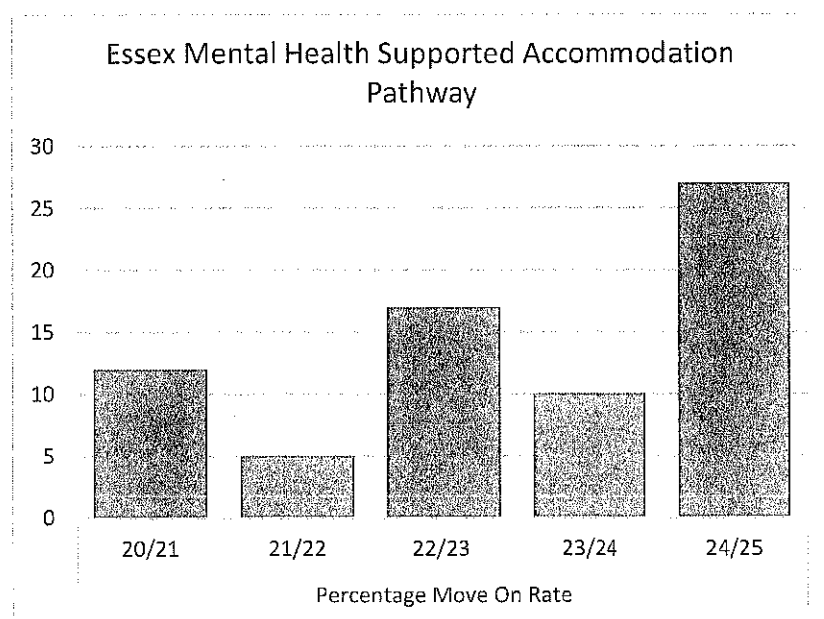
Essex County Council Mental Health Accommodation Services

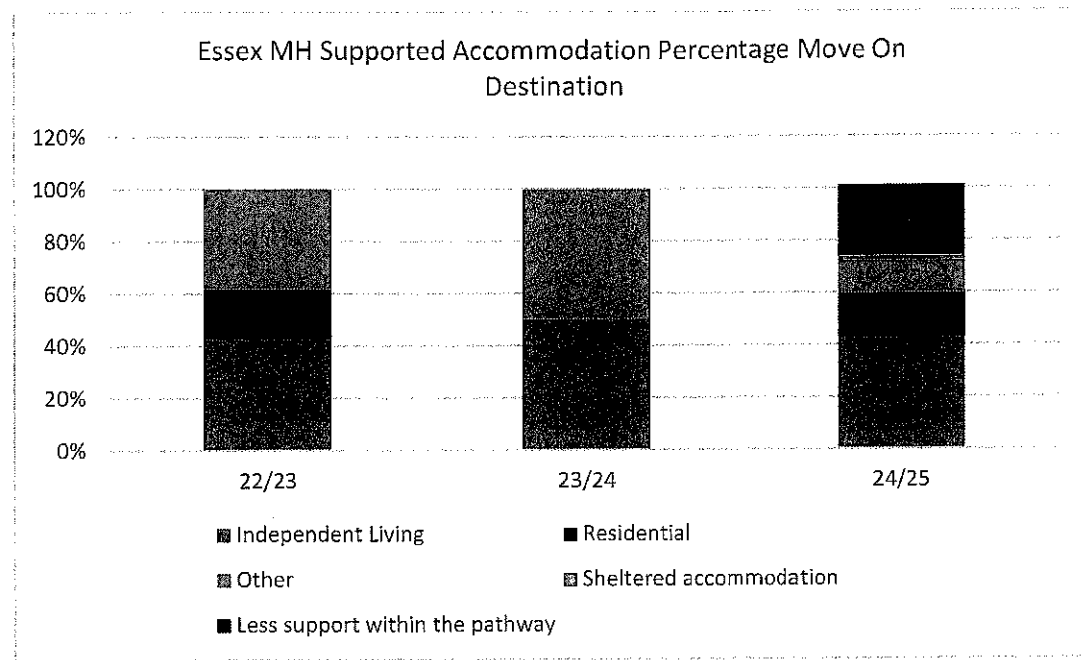
In 2019 Bridge Support won the contract to support 41 clients living in their own studio flats across three locations as part of the Support to Independence Service commissioned by Essex County Council. In May 2022 Essex County Council tendered for the provision of mental health accommodation services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

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

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

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





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

A client's journey through the Essex Mental Health Pathway

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

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

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

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

The Recovery College

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

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

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

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

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

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

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

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

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

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

Life at the Recovery College by one of our students:

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

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

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

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

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

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

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

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

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

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

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

Bridge Back Home

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

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

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

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

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

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

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

My journey to Bridge.

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

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

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

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

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

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

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

A client's journey through Bridge Back Home

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

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

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

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

Feedback from individuals supported by Bridge Back Home:

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

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

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

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

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

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

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

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

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

Greenwich Mental Health Hub

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

The hub offers:

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

The expected outcomes of the hub include:

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

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

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

This service saved my life

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

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

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

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

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

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

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

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

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

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

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

Community Mental Health Rehabilitation Plus

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

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

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

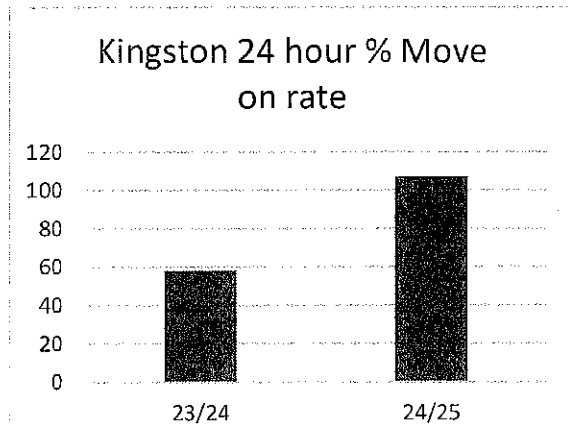
The CMHRES+ team carried out personalised and focused rehabilitation activities to increase:

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

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

24 hour complex care Kingston

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



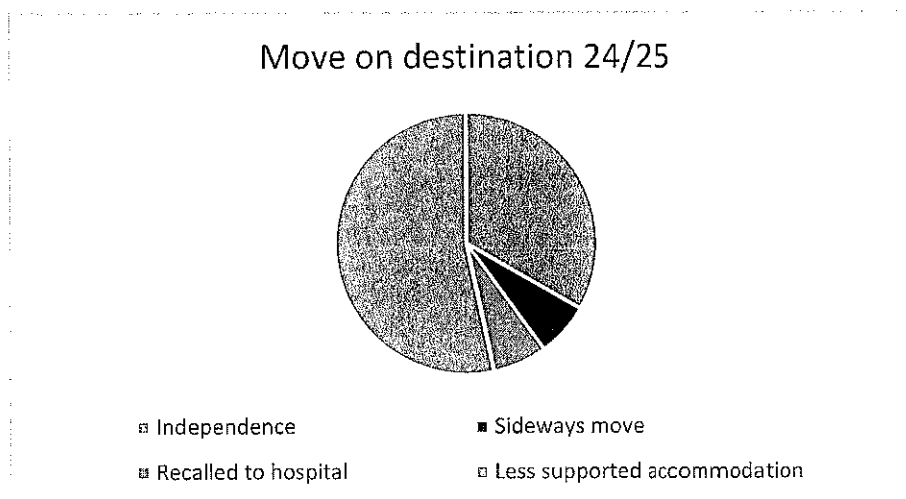
After a successful 9-month pilot in Kingston, launched in February 2023, Bridge won a further contract to provide support and accommodation in Kingston increasing the number of people supported to 14.

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

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

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

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



A client's journey through 24 Complex Care

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

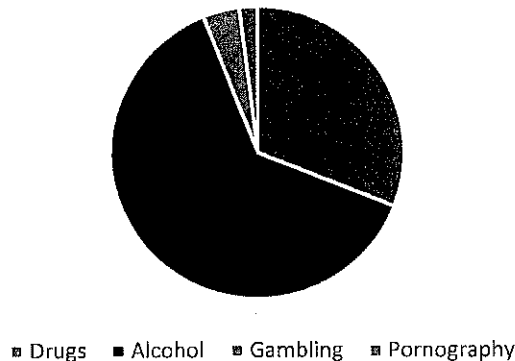
Bridge staff provided consistent emotional reassurance, supporting Bina with practical tasks such as to opening months of correspondence and helping her engage with issues she had been avoiding.

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

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

Substance Misuse worker

Addiction types 24/25



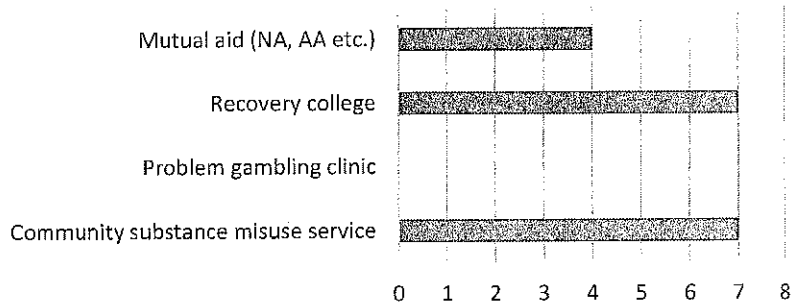
Many of our clients have substance misuse issues which can have a large impact on their lives, mental health and potential recovery. Bridge has always worked with community substance misuse organisations, supporting clients to attend appointments and working with clients to help them achieve their goals.

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

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

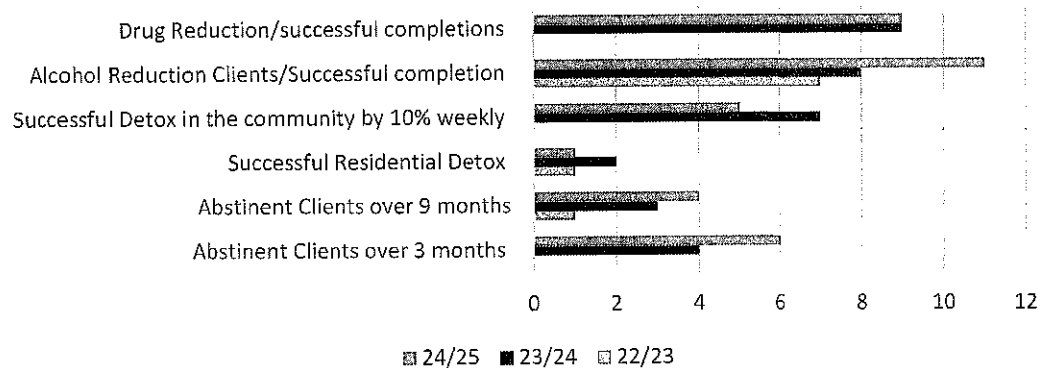
During 2024/25 our Substance Misuse workers supported a total of 67 clients with their addictions. The chart above shows the different kinds of addiction for which clients have received support:

Referrals 24/25



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

Outcomes



This chart shows the

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

A client's journey through addiction

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

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

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

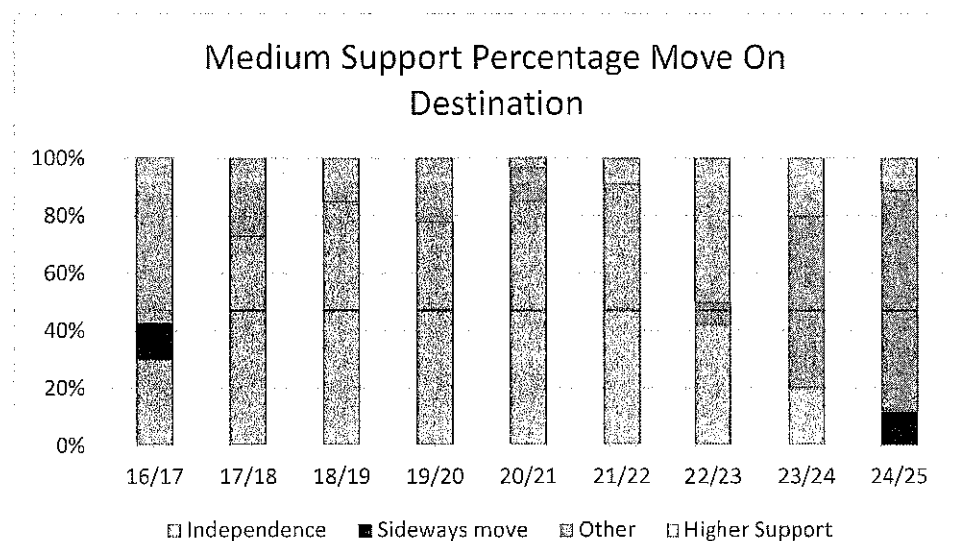
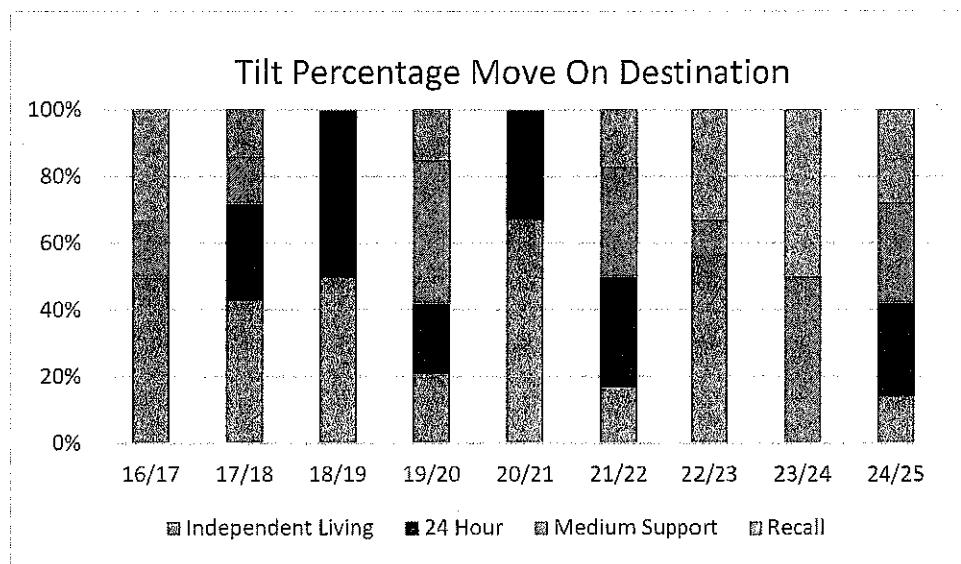
Becca has been abstinent from crack cocaine for over 150 consecutive days. She is volunteering in a local church helping run a soup kitchen and crucially family relationships have significantly improved. She has moved from service-dependence to community integration and self-led recovery.

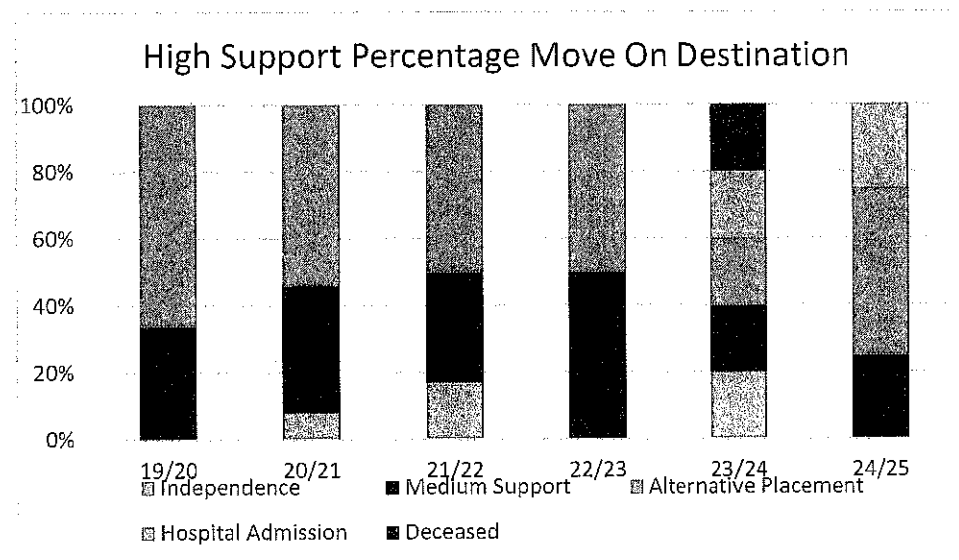
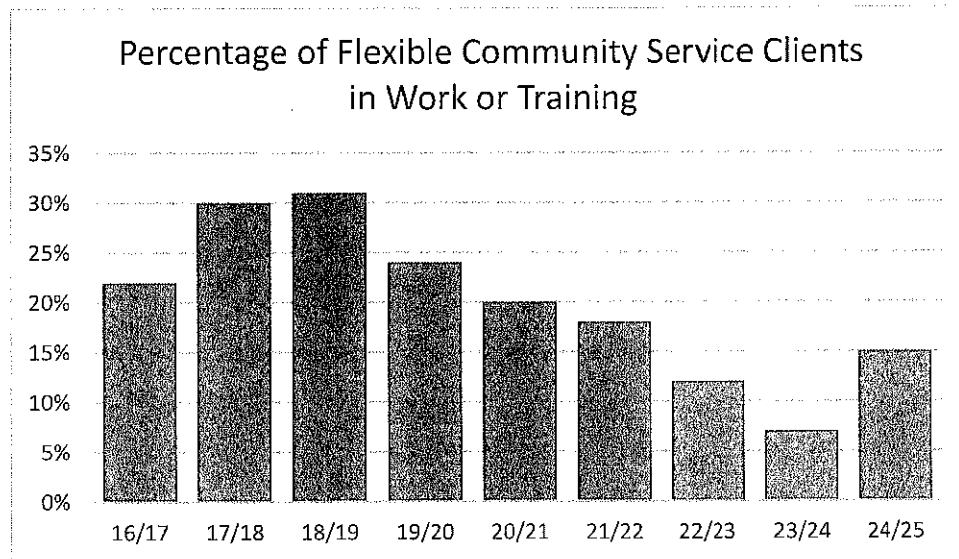
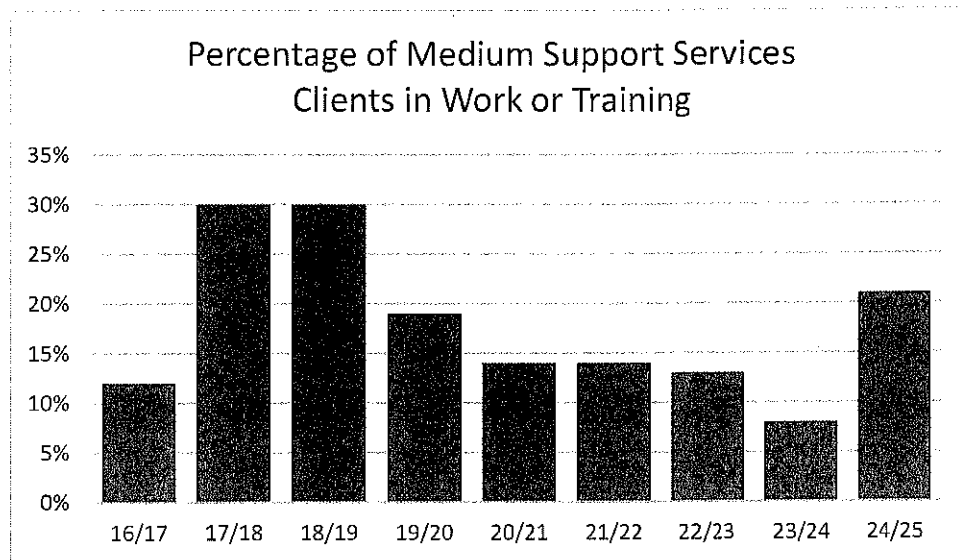
Impact

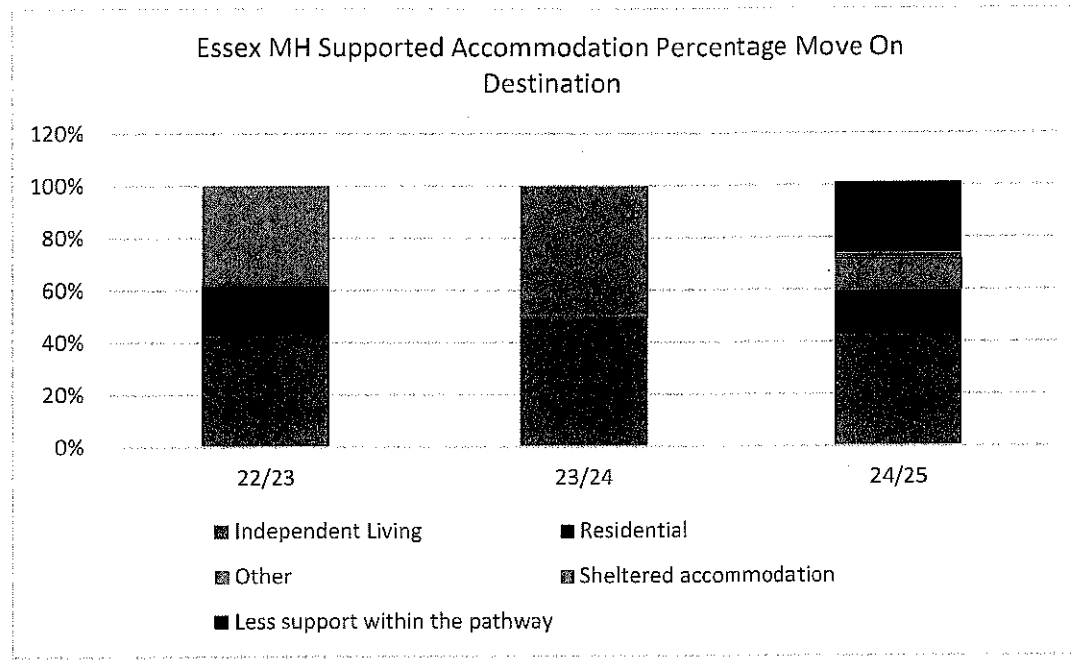
Bridge Support has used an evidence-based approach since we were established. Measuring and monitoring the impact of the services we provide via our key performance indicators assists us to improve and amend where needed.

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

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

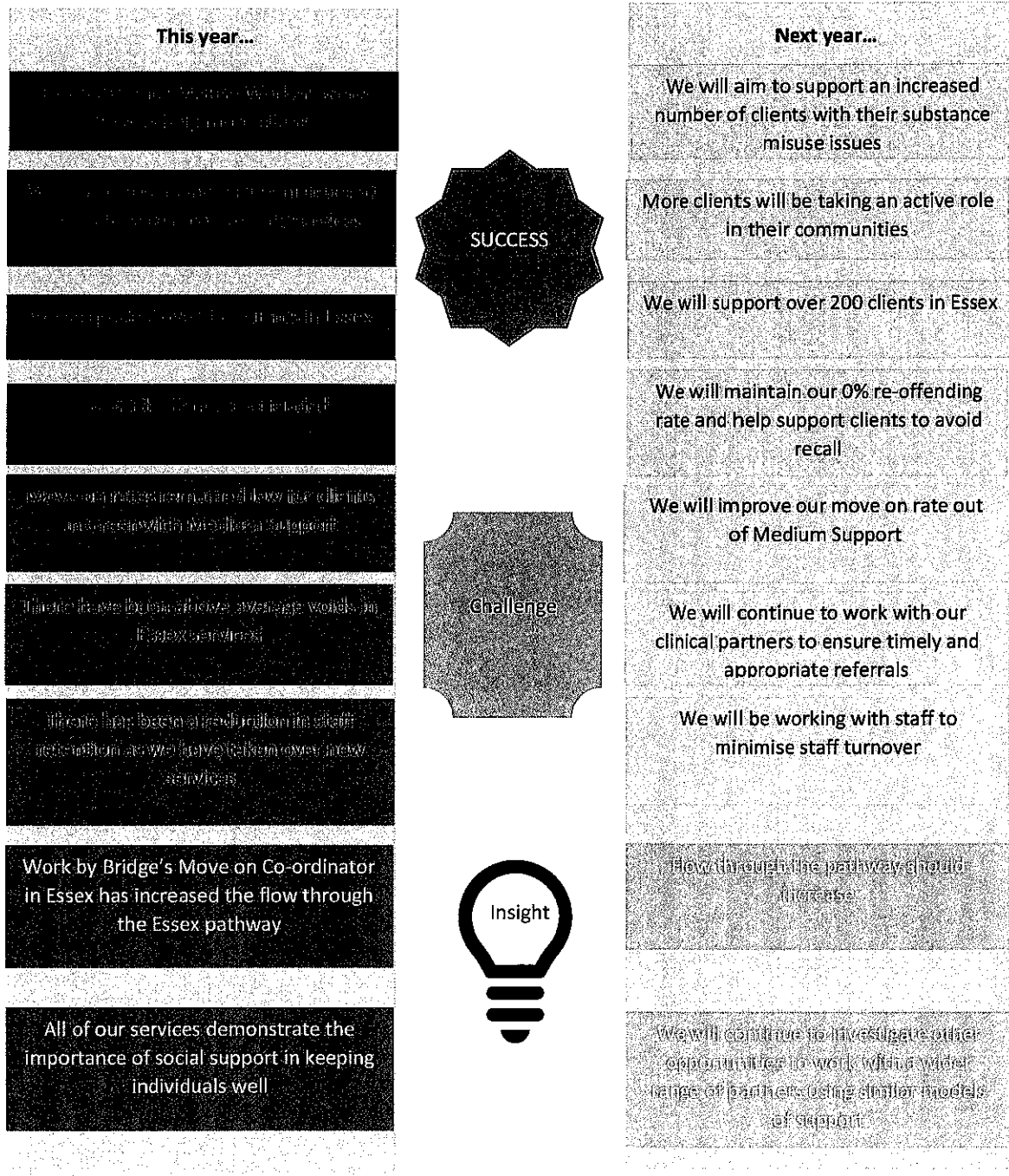
The post of Pathway co-ordinator has been extended by another year and continues to be funded by commissioners in Greenwich. Bridge Support hosts this service which operates on behalf of all providers active in the Borough.

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

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

Our plans for 2025/2026

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



Financial Review

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

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

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

Income and Expenditure

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

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

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

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

Balance Sheet

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

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

Reserves Policy

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

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

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

Principal Risks and Uncertainties

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

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

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

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

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

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

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

Key Management Remuneration

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

Fundraising

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

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

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

Structure, Governance and Management

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

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

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

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

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

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

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

to undertake an induction process that covers:

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

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

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

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

The Finance and Audit Sub-Committee, which.

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

The Risk and Safety Sub-Committee, which.

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

The Nominations and Remuneration Committee, which.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Statement of Trustees' Responsibilities

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

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

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

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

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

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

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

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

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

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

Auditors

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

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

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



26th November 2025

..... Debbie Stump, Chair of Trustees

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

Opinion

We have audited the financial statements of Bridge 86 Limited (the 'parent charitable company') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities incorporating the Income and Expenditure account, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken during the audit:

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

This description forms part of our auditor's report.

Use of our report

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



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants
Statutory Auditors

24 Old Bond Street
London W1S 4AP

Date: 10 December 2025

Financial Statements

Bridge 86 Ltd trading as Bridge Support

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

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

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

Bridge 86 Ltd trading as Bridge Support

Balance Sheets


As at 31 March 2025

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

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

Approved by the trustees on

and signed on their behalf by:



26th November 2025

Debbie Stump
Chair of Trustees

Company registration no. 02162224

The attached notes form part of the financial statements.

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

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

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

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

Analysis of cash and cash equivalents

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

Analysis of changes in net debt

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

a) Basis of preparation

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

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

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

Administrative details are shown on page 11 -

b) Going concern

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

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

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

c) Income

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

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

d) Interest and investment income receivable

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

e) Fund accounting

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

f) Expenditure and irrecoverable VAT

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

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

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

g) Allocation of support costs

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

h) Operating leases

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

i) Tangible fixed assets

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

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

j) Debtors

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

k) Cash at bank and in hand

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

l) Creditors and provisions

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

m) Pensions

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

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

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

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

n) Critical judgements

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

o) Financial Instruments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Expansion of Services in Essex

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

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

Living Wage Commitment

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

Growth-Related Development Costs

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

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

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

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

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

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

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

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

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

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

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

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

Property Expansion in Essex and Kingston

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

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

Staff Costs

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

North East and West Essex

Essex Mid and South

South London Partnership

Service Expansion:

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

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

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

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

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

Staff numbers

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

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

Employee Numbers

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

8 Taxation

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

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

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

All of the above assets are in line with Charitable purposes

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

Intangible Assets – Development of Internal Application

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Creditors

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

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

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

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

Deferred income

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

Deferred Income

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

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

13 Movements in funds

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

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

Prior Year comparatives

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

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

Prior Year comparatives

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

Bridge 86 Ltd trading as Bridge Support

Notes to the financial statements

For the year ended 31 March 2025

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

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

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

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

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

15 Analysis of cash and cash equivalents

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

Prior Year comparatives

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

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

Prior Year comparatives

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

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

16 Operating lease commitments

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

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

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

17 Contingent assets or liabilities

There are no contingent assets or liabilities

18 Legal status of the charity

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

19 Related party transactions

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

20 Post Balance Sheet Event

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

Reference and Administrative Details

Trustees

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

Chief Executive and Company Secretary: Raymond Sheehy

Company number: 02162224

Charity number: 802227

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

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

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

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