



## **The Bridge Project**

# **Trustees' Annual Report and Financial Statements**

**31st March 2023**

**35 Salem Street  
Bradford  
West Yorkshire  
BD1 4QH**

**Registered Charity No. 517356  
Company Limited by Guarantee No. 01946704**

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## **Our Objects:**

To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services to persons or members of their families who:

- Have been, or are, or are in danger of becoming substance misusers.
- Have committed or are likely to commit crime.
- Have been, or are, or are in danger of experiencing mental health conditions.
- Have been, or are, or are in danger of becoming homeless.
- Have been, or are, or are in danger of experiencing marginalisation, discrimination or social exclusion.

## **Our Mission:**

To empower people experiencing multiple barriers to achieve positive change.

The priorities for Bridge are to work with individuals, families, partners and communities to:

- Improve people's lives in a sustainable way, recognising that solutions are often complex and need to address a range of issues such as substance misuse, risk taking behaviours, relationships, housing, physical/mental health and employment.
- Advocate for the needs of people who are most marginalised and experiencing stigma in society.
- Work in partnership to provide effective early intervention, prevention and reduce health inequalities.
- Practice in a collaborative way that promotes opportunity for co-production and determines an outcome that draws on the person's strengths and assets.

## **Our Vision:**

We deliver services that are life changing for our beneficiaries. We have an organisational culture that enables us to be the best we can be and maximises the impact of our resources.

We are an organisation where excellence is seen as the norm and our services, solutions and programmes are fresh, innovative and tailored to meet the needs of the people we work with.

People come to us because we believe in their potential and they know they will be treated with respect, care and compassion. Our staff share our mind-set, are highly motivated and will always strive to do their best for their service users.

Partnerships are meaningful and productive and we work with other organisations, commissioners and stakeholders to build stronger, safer and sustainable communities supporting each other in the process.

We constantly strive to learn and challenge ourselves to improve and to achieve our purpose. We value and honour our history and the wealth of knowledge we have accumulated, looking ahead to give hope and a better future for our beneficiaries of tomorrow.

## **Our Values:**

Bridge is a value driven organisation. These strong values are at the heart of all we do as we believe in people's ability to change and their right to high quality services:

**Integrity** – always doing the right thing.

**Compassion** – not judging the people who use our services, responding to them with kindness and understanding.

**Empowerment** – enabling people to achieve their full potential

**Equitable** – respecting each person's uniqueness and treating them fairly

**Ambition** – striving for excellence

**Sustainable** – ensuring we are in for the long haul

**Boldness** – willingness to take calculated risks and having courage to face challenges

## **Recovery Statement:**

Recovery is the common outcome all Bridge services aim to achieve. Recovery is a journey of transformation enabling a person to live a meaningful life in a community of their choice while striving to achieve their full potential.

Bridge will use the following core principles to build resilience and facilitate recovery:

- Fostering hope, as a source of motivation and strength for people we support when trying to overcome challenges in their lives.
- Enabling people we support to take personal responsibility for their own self-care and recovery, for their families, children and the community.
- Tailoring services to the unique needs of people we support, building on the capacities, resiliencies, talents, strengths and inherent worth of individuals.
- Providing services that address all aspects of a person's life, including substance misuse, housing, work, education, training, healthcare, offending, spirituality, family life and relationships, community participation and support networks.
- Recognising the need for protection of individuals, families, children and the community.
- Promoting the rights of people we support and reducing the barrier of stigma by promoting positive messages about recovery from real people.
- Challenging all forms of discrimination and ensuring the inclusion and full participation of people we support in all aspects of their lives.
- Basing services on robust research.
- Providing opportunities for people we support to help and support each other engendering a sense of belonging, promoting supportive relationships and community.
- Empowering individuals to have a right to participate in decisions that will affect their lives; the right to determine their own path of recovery to achieve their goals.
- Recognising that recovery is based on growth, experiencing setbacks and learning from experience.
- Actively encouraging people we support to influence the design of services and participate in their evaluation and delivery.
- Welcoming people we have supported and providing them with opportunities to become members of our volunteer and staff team.
- Ensuring services respond to the needs of families and promote healthy and safe family life.

## **Trustees' Annual Report**

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) in preparing the annual report and financial statements of the charity.

## **Review of Activities and Performance**

2022-23 was a year of opportunity and growth, Bridge welcomed the new 10-year government national drug strategy "From Harm to Hope". It coincided with the retender of the Bradford Adult Substance Misuse Service contract which Bridge were delighted to be awarded, alongside our partners Humankind and Project 6, providing some long-term security to the charity.

Bridge's service portfolio has continued to diversify and grow, with a new City Hub contract providing a one stop shop for advice and support to members of the local community. Organisational confidence and Bridge's experience as a social landlord with the Lotus Housing Project has matured and this will be a key area of growth in future strategy.

The growth in services has placed increased demands on the organisation's infrastructure and an in-depth review of future requirements was undertaken in the year. This identified a range of improvements to the IT, facilities, quality, performance, and people management functions, and investment in the premises to create a better environment for staff and the people Bridge support. Overall, it has been a busy year with increased demand for Bridge's services.

Bridge's individual services are detailed on the following pages, reporting on activities, outcomes, and performance, they have been split into five main headings which cover all aspects of service delivery. It should be noted that the methods of recording and reporting performance data vary between services, depending on contractual arrangements. Bridge uses the Eclipse case management system for most of the contracts held directly, whereas the data for the Liaison and Diversion service, MoJ Horizons project, and New Directions is held by the respective lead organisation, as such the outcome data available can vary between services.

## **Drug and Alcohol Treatment and Recovery**

Bradford's adult substance misuse recovery and treatment contract was re-tendered in 2022 by Bradford Council and a new partnership between Bridge, Project 6 and Humankind was awarded a long-term contract to begin service delivery in April 2023. The partnership is called New Vision Bradford and will feature early intervention and prevention, recovery coordination and a new dedicated recovery centre called Flourish. Successful elements such as the volunteering scheme, concerned others and addictions to medicines (ATM) will be retained and fully integrated into the new model. The new contract for this service will also include the Substance Misuse Multi Needs Navigator and the Rough Sleeper services which will be delivered by this new partnership from April 2023.

### **New Directions – Bradford's Adult Drug and Alcohol Treatment and Recovery System**

New Directions was a partnership between Change Grow Live (CGL), The Bridge Project, and Project 6, delivering an individualised, recovery focused service for adults (18+) wishing to make positive changes to their drug or alcohol use. New Directions had three main delivery hubs and worked across the Bradford district from a range of GP surgeries and community venues providing information, advice, and treatment including one-to-one groups and peer support. The service supported people experiencing difficulties with illegal drugs, alcohol, prescription medications, mental health, and steroid use.

As part of the New Directions partnership Bridge provided specific programmes and interventions including:

**Change:** Working primarily with people who were not using opiates and alcohol users who were drinking at harmful, but not dependent levels. This team provided an enhanced brief intervention programme, based on individual need, to reduce or stop their drug or alcohol use, typically six sessions, but potentially up to twelve for crack cocaine users. The Change team held a caseload of approximately 150 at any one time.

This team also facilitated treatment groups, running seven per week during the year both online and face to face. Support included:

- Drink Down – supporting those who do not wish to detox fully to reduce safely and sustain a safe level of drinking.
- Extended Brief Interventions – group delivery for those preparing for alcohol detox.
- Foundations of Change – a structured programme that worked with those who feel they may be ready to start making changes in their life.

The Change programme supported approximately 400 people in the year.

**Low Need High Recovery Capital:** This team's caseload consisted of people whose primary issue was either alcohol, opiates, or both; and had progressed through structured opiate and alcohol treatment, including inpatient alcohol detoxification programmes; and were making significant improvements to their recovery and social re-engagement status.

The team worked on a one-to-one basis, enabling people to continue their recovery journey, supporting them to identify and reach the next steps including health, training, education, activities, and volunteering. For those not abstinent the team worked alongside CGL's prescribing team to continue safe prescribing including detox. During the year this service supported approximately 550 service users.

**Addiction to Medications (ATM):** This service has been nationally acclaimed as a model of good practice and has brought involvement with various influential bodies such as the All-Party Parliamentary Group. By working in conjunction with GP practices, based within the practice, this service helps individuals who have become dependent on prescribed opiate-based painkillers.

**Concerned Others:** Provided a service to parents, grandparents, partners, or other family members of people with drug/alcohol issues, which was delivered during both day and evening sessions. Bridge provided both one off support sessions and structured interventions to those concerned or struggling with someone else's drug or alcohol use. The service had a 0.5 FTE worker who had seen continued high volumes of request for support.

**The Vault Recovery Café:** The café provided a safe, peer-led environment for people wanting to address and/or continue their recovery journey, as well as providing affordable meals and hot drinks for up to 40 people per day with face-to-face recovery focused groups meeting daily throughout the year. The Café provided COVID safe support through regular drop ins at Fountains Church during the pandemic lockdown and re-opened in July 2022 following the lifting of restrictions.

The Recovery Activity guide continued to be produced which:

- Identified community and recovery activities and resources.
- Provided advice on safe access to online groups.
- Distributed local mutual aid information.

**Volunteering:** Bridge's volunteer programme provides a pathway for people in recovery from substance misuse issues and others from across Bradford to use their skills, knowledge, and experience in support of the service's aims. Volunteers inspire and provide hope through visible recovery and enable Bridge to enhance capacity across many services. The programme offers:-

- Accredited course qualifications at Level 1 and 2 in Health and Social Care.
- Ongoing training and development including regular supervision.
- Flexible routes into volunteer/support roles.



#### Outcomes 2022-23:

- 41 volunteers provided support over the 12 months, with 45 volunteers 'on the books' overall.
- A total of 8,027 hours volunteering has been provided (this amounts to £76,256 'worth' of time if calculated using the national living wage).
- 37 people joined the programme and completed at least one qualification at Level 1. 32 people went on to do level 2. 83 qualifications were awarded altogether. Additional certificates in customer care and employability skills were also completed by all level 2 learners, and 14 individuals also completed the Care Certificate. Altogether 4,576 learning hours were completed.
- 14 people completed the Fast Track volunteer training offer.
- 7 volunteers attended internal training sessions offered and delivered by Yorkshire Ambulance Service, 7 completed the Achieve Programme, 6 completed the Emergency First Aid at Work Qualification and 4 completed their Train the Trainer course, subsequently providing sessions training people in CPR.
- 2 volunteers are currently studying alongside their volunteering, one working towards their Level 2 Health and Social Care diploma, and one reaching the end of their first year of Level 3 Psychology and Sociology course.
- 16 people achieved paid employment, 8 in full-time posts, 8 in part-time posts. 8 were employed by Bridge or CGL, and 5 in a health/social care related organisation.
- 1 volunteer completed their Criminology Degree.
- Additionally, 2 volunteers completed qualifications, 1 in Level 2 Mental Health and 1 in Level 2 Counselling Skills.

#### **One80 – Bradford's Young Person's Drug and Alcohol Treatment and Recovery Services**

Bridge provides a comprehensive drug and alcohol service for young people up to the age of 21 living across Bradford district who are concerned about their substance use. A team of specialist substance misuse support practitioners provide a confidential and personalised service for young people helping them to identify issues with drugs and alcohol and develop a tailored care plan focused on their strengths and needs, alongside clear risk and safety education around their use. The team works in close partnership with the young person, and anyone involved in their life. This may include family members, children's social care, schools, youth offending team, CAMHS (Child and Adolescent Mental Health Services) and wider networks of support that are important to the young person. The service also supports family members, friends, schools, social workers, and other professionals who are concerned about a young person's use of drugs and alcohol. Bridge were also able to secure funding for additional staff, equating to:

- 1 x Substance Misuse worker (case holder)
- 1 x part-time Recovery support Worker with lived experience. (15hrs)

#### Outcomes 2022-23:

The service worked with a total of 153 young people across the year of which 118 were new starters. 60 young people required structured support, 50 required only brief interventions, 25 were at the stage of exploring their options with the service and 18 young people who were referred were not taken onto caseload as it was not necessary in their individual cases. 55% of young people on the caseload successfully completed structured treatment and a further 60% completed brief interventions.

#### **Spacious Places**

During 2021-22 Bridge funded the Spacious Places service using residual funds transferred from the old Spacious Places charity along with ongoing donations from supporters of the service. Bridge's aim was to seek long-term funding for the service through grant applications, unfortunately during 2022 it became apparent that no additional external funding could be secured and therefore a decision was made to close the service in December 2022.

This service was based on the 12 Step teaching of organisations such as Alcoholics Anonymous and Narcotics Anonymous for both men and women (18+) in Leeds who want to achieve recovery from drug and alcohol misuse.

In preparation for the closure new referrals were closed during September to allow people to receive appropriate support and co-produce an exit and onward referral plan. 18 people were referred to St Georges Crypt and their Growing Rooms programme for ongoing support and all other service users were successfully closed. All data and files were transferred to our Bradford offices for secure storage and disposal and the service was successfully decommissioned in December 2022.

Bridge was left with some residual funds from the generous private donors who have helped support Spacious Places. All donors were contacted and offered three options.

- Return of outstanding donation
- Passing the donation to St Georges Crypt
- Giving the donation to Bridge

Most donors asked that Bridge passed the outstanding monies to St Georges Crypt with the others asking to donate their money to support the ongoing work of Bridge.

## **Complex Needs**

### **Multiple Needs Navigator Service**

The service was retendered in October 2022 and Bridge were successful in securing the contract, which has allowed us to continue to build on the success of this model which started as the West Yorkshire Finding Independence (WY-FI) programme in Bradford. Like a number of Bridge's recent new services, it uses a navigation model for the implementation and delivery of services. The staff comprises a senior navigator, two full-time navigators, and a part time administrator and resource worker.

As an essential element of the navigation model, the MARB (Multi Agency Review Board) partners remain fully committed and meet monthly throughout the year with managers attending from; National Probation Service, New Directions, Housing, Local Authority & other multiple needs providers, West Yorkshire Police – Integrated Offender Management, Bradford District Care NHS Foundation Trust – Integrated Outreach Team, Bevan Healthcare.

#### **Outcomes 2022-23:**

The service received 32 new referrals in the year, of which 11 new service users started full navigation the remainder are either in pre- navigation stages, did not meet the criteria or are being held by the team awaiting engagement. Across the year 26 service users received full navigation with 16 on the current caseload at the end of the reporting period.

### **Universal Grant – Substance Misuse Multi Needs Navigator Service (SMU)**

Bridge worked together with CGL and Project 6, as part of the New Directions partnership to provide this integrated navigator team who worked with some of the most disadvantaged and complex people within the treatment system. This service was transferred into the New Vision Bradford partnership in April 2023.

Bridge delivered a navigation service to support individuals who have a primary substance misuse issue to support their preparation and engagement with treatment provision while also addressing their multiple unmet needs. The Bridge team consisted of 3 full-time and two part-time workers.

#### **Outcomes 2022-23:**

During the year the team worked with 50 individuals, 26 remained on caseload, with 24 successful treatment exits, including full engagement with substance misuse treatment. 3 individuals achieved abstinence, and there were 8 successful onward referrals to additional support.

## **The Lotus Project**

The Lotus Project is a multi-disciplinary team designed to engage with commercial sex workers in the Bradford and Airedale areas with multiple unmet needs and vulnerabilities. The team consists of a senior case worker, five full-time and one part-time Liaison Case workers. Due to high levels of intimate partner violence, coercion, control, and sexual assaults, one specialist Independent Domestic Violence Advocate/Independent Sexual Violence Advocate (IDVA/ISVA) also works within the team. The team are community based and conduct evening street outreach sessions to improve engagement.

The service works holistically with people to develop a package of care to suit their individual needs such as accessing housing, drug treatment, physical, mental, and sexual health, benefits/finances as well as supporting those who are experiencing domestic and sexual violence or abuse.

Lotus service users are predominantly women, but a small number are men or transgender. The majority have complex disadvantages including drug and/or alcohol dependency, poor physical and mental health, domestic and sexual abuse trauma, children removed from their care, self-harm/suicide attempts, homelessness, or poor-quality housing in addition to sex working. They are often the most vulnerable, high risk and difficult to engage groups that Bridge works with.

The service works with the Safeguarding and Precision Police Teams to manage both victim risks for domestic and sexual violence and protection work for trafficked victims including foreign nationals. Bridge chairs a multi-agency safeguarding meeting which is held each month with partners from both voluntary and statutory agencies spanning Police, NPS, CRC, Bevan Healthcare, Bradford District Care Trust, housing, and substance misuse to discuss and plan for the management of the highest risk cases and coercive controlling violent linked individuals.

The project has seen an increase in referrals this year and there were challenges for the IDVA/ISVA support as Bridge had to recruit to a position which became open. The service manager worked closely with the senior leadership team to manage these challenges and ensure continuity of care and safety for all beneficiaries.

### **Outcomes 2022-23:**

The project supported 132 people of which:

- 112 had an allocated case worker.
- 20 were pre case work and sightings only (evening street outreach).
- 18 individuals had successful exits.
- 12 people reconnected with estranged family members.
- 1 person went on to do voluntary work in a charity shop.
- 4 people engaged in Mutual Aid.
- 41 people received support by way of an individual safety and support plan and risk management plan and coordinated care with their allocated case worker.

- 45% of the service users reported at least 1 physical assault to the service,
- 18% of the physical assaults reported to the service were also reported to the police by the service user.
- 21% of the service users reported at least 1 sexual assault to the service.
- Only 7% of the sexual assaults reported to the service were reported to the police, it is the service users' decision whether to report or not.

As part of a joint initiative with Bevan Healthcare and Locala Sexual Health Services, Lotus facilitated outreach sessions with the Bevan Bus, providing a mobile health clinic to street-based sex workers. Through this flexible approach Bridge were able to meet the physical, mental, and sexual health needs of 76 people.

Achieving the following outcomes:

- 59 sexual health screenings.
- 34 pregnancy tests.
- 3 contraceptive implants fitted.
- 17 treatments for a positive sexual health test.
- 12 mental health interventions.
- 9 BBV vaccines given.
- 6 follow up appointments to see GP for further treatments.
- 3 follow up appointments to Sexual Health Services for on-going treatment.

### **Lotus Housing Project**

The Lotus Project has long acknowledged that access to suitable housing for this service user group has been the single major barrier for them to achieve a settled lifestyle. Without stable housing in place staff have found it difficult to progress peoples' recovery and assist them to successfully develop routes out of and exit sex working. In response Bridge developed a new housing project specifically for this service user group last year. Bradford Council have provided enhanced levels of Housing Benefit for people referred into the project.

In 2022/23 the project has continued to develop and thrive. The Housing Support Officer (HSO) has continued to develop positive relationships with a growing number of private landlords across the district. The positive relationships that have been developed have built confidence with the landlords that renting to Bridge to support this service user cohort is good business for them and this year some landlords have offered additional properties due to their positive experience of working with Bridge. The additional support from the HSO continues to help maintain the tenancies and reduces the need for the landlords to intervene or be intensively engaged with the rentals.

The HSO supports all aspects of the person's housing needs (e.g. rents, property maintenance, repairs, appliances and other resources). The Lotus Project staff provide full case management for all health and social care needs. In this way the service users are receiving a co-ordinated package of care and support which maximises their chances of making and maintaining positive change in their lives.

Outcomes 2022-23:

- Bridge supported 18 people in its properties over the year in 13 properties.
- 3 people independently secured alternative accommodation out of the area to be closer to family members.
- The average length of the tenancy is 260 days, with the shortest being 116 days and longest 662 days.

**Multi-Agency Risk Assessment Conference (MARAC) Navigator Service**

MARAC Navigators provide intensive one-to-one support for both victims and/or perpetrators of domestic abuse to help them make positive changes in their lives that, reduce the risks associated with their personal situations, and improve their health and wellbeing.

Referrals to the service are made directly from the MARAC meetings and Navigators work with small caseloads of typically 10 cases each. The overarching aims are to:

- Provide intensive and aspirational person-centred support through building a trusting relationship with the victim, perpetrator, or both, to start to address issues that contribute to incidents of abuse.
- Proactive and intensive work with the victim and/or perpetrator to build all the networks of support that wrap around the individual to facilitate recovery, building and sustaining hope.
- Work as part of a wider team to build and evidence what future support should look like.

The service is unique in that nationally it is the only service that works with, and supports, both the victim and the perpetrator in their relationship with each having their own Navigator.

Bridge's delivery team increased from three to four MARAC Navigators including one senior worker in the previous year. Further funding was also awarded for IDVA training for a male member in the team to meet the needs of male victims/perpetrators.

Outcomes 2022-23:

- Supported 41 people.
- 14 people were discharged successfully having met all their unmet needs at point of referral and no further domestic violence incidents were recorded.
- Supported 5 people to receive funding for an alcohol detox.

### **Perpetrator Pilot Project (DRAM)**

A specialist pilot project to work with the perpetrators of domestic violence which was originally funded as a one year pilot from 1st April 2022. The pilot was implemented in response to an identified gap in support and provision for perpetrators of domestic violence which was contributing to an escalation of risk in many cases.

Working directly with the new Integrated Offender Management (IOM) Perpetrator Police Team, referrals are made to the service direct from the IOM where they have identified perpetrators who would benefit from an early intervention and prevention service to reduce the risks of any further DV/DA incidents.

Unavoidable delays in recruitment resulted in an agreement with funders to delay the project start until 1<sup>st</sup> October and carry the project through to 30<sup>th</sup> September 2023.

#### **Outcomes 2022-23:**

- The service has worked with 14 male service users, of which there have been 3 successful exit completions so far.
- The number of arrests, of the individuals in the service, significantly reduced (from data supplied by the police).
- 8 had mental health issues at the point of referral and their mental health needs were not being met. The service was able to successfully engage 4 with mental health services to address their need.
- 7 had a substance misuse issue and were not receiving support for this. 3 are now successfully engaging with services to address this.
- 2 have re-established positive links with family, friends, and social networks for 2.

### **NatWest Circle Fund**

Bridge received a grant of £2,500 in 2021/22 and a further grant of £5,000 in 2022/23 from the Circle Fund to provide support for victims of domestic abuse through the Lotus Project and MARAC services. The majority of the money was spent in 2022/23 mainly on basic furniture, equipment and white goods for people moving into new accommodation to ensure they were properly equipped, safe and welcoming homes. The remaining funds were carried forward to be spent in the next financial year.

### **Housing First**

Housing First is an internationally evidenced intervention, which has proven success in supporting people with multiple needs and vulnerabilities to maintain housing. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain their tenancy. Referrals to the programme are made through the Complex Housing Needs Panel which meets monthly to broker housing solutions for the people referred. Bridge staffing during this period includes 5 full-time navigators.

#### Outcomes 2022-23:

- 8 new starts in the program from the complex housing needs panel.
- Commissioned to work with 30 people at any given time. Worked with 37 people in this period.
- 2 exits from the service. 1 into independence and one to a more appropriate environment to meet her needs.
- 87% of people supported have secured tenancy.
- 20 people have sustained accommodation for over 3 months, of these 14 people have been in accommodation over 1 year.
- 57% have engaged with services to address their substance needs.
- 95% have engaged with services to meet their physical health needs.
- 70% have engaged with services to meet their mental health needs.
- 78% have reduced their offending behaviour.
- 2 service users have started volunteering.

#### **Homeless Outreach Partnership (HOP)**

This is a multi-agency partnership providing services to the street homeless, aimed at identifying and reducing rough sleeping within the city. The partnership has brought together a team of key workers from different disciplines and organisations who work with other agencies to tackle the complex issues of rough sleeping. Bridge provides a Navigator for this team, which also includes a specialist mental health nurse, a housing options officer and a substance misuse worker. In 2022/23 the team worked with 40 people, 50% of whom were provided with new accommodation to suit their needs.

#### **Rough Sleeper Drug and Alcohol Treatment Grant**

The project commenced in August 2022 with 2 full time Navigators, rising to 4 full time Navigators during the year. This was a new service which provided targeted and proactive outreach to people rough sleeping across the Bradford district with unmet drug and alcohol needs. 12 people were started with support on the programme of full navigation. However, as part of the review and retender of the adult substance misuse service it was determined that this element of provision would be integrated into the main substance misuse contract. Bridge senior leaders worked with commissioners to manage the service running up to this transition, and prior to the April 2023 start date the team were transferred to the new provider. The Rough Sleeper project is now an integral element in the new service contract and will be included in the monitoring for this element in next year's report.



## **Criminal Justice**

### **Multi Agency Reducing Reoffending Support (MARRS)**

MARRS is a new project developed in partnership with Bradford Probation and funded via the Community Safety Partnership. The service is aimed at People on Probation (POP) who fall below the criteria for Integrated Offender Management (IOM) support but have been identified as at risk of reoffending and who would benefit from additional, focused support to make positive changes to their lives. In July 2022 Bridge seconded an experienced Navigator, from the Multiple Needs Navigator Service into this service. Bridge also bid for funds for a Peer Mentor to join the team and recruited an experienced Peer Mentor, who joined in April 2023.

#### Outcomes 2022-23:

- 33 referrals.
- 16 POPs have engaged with the service.
- 5 POPs have successfully exited from MARRS.
- 17 referrals were not taken on to caseload for reasons including, non-engagement, referral to more appropriate support and returned to custody.

#### Recent support and interventions provide by MARRS Navigator and Peer Mentor for POPs include:

- Securing housing and accommodation.
- Registering with GPs/Healthcare providers.
- Referrals to My Wellbeing College.
- Referrals to SkillsHouse ETE support.
- Enrolment on college courses via Shipley College.
- Support with ID, PIP and bank accounts.
- Referrals to volunteering programmes.
- Accompanying to social activities (e.g., groups and classes)
- Support to re-engage with families and loved ones.

### **Liaison and Diversion (L&D)**

Liaison & Diversion is a multi-agency service, led by Wakefield Council, running across West Yorkshire, working with all ages who have become involved in the criminal justice system with the aim of diverting individuals away from crime and into health, social care, or other support organisations. The partnership includes the NHS, West Yorkshire Police, Touchstone, Together Women, and Bridge.

L&D services identify people who have mental health, learning disability, substance use or other vulnerabilities when they first encounter the criminal justice system as suspects, defendants, or offenders. They focus on the causes of individual behaviours and deliver person centered support to reduce risk factors associated with offending and signpost people to longer term support as required.

Bridge is the substance misuse specialist within the partnership, providing staff members in each of the five council areas and also the expertise training and support around substance misuse. Bridge's support-time recovery workers, in addition to holding a caseload, offer screening in the custody suite. All those who agree to come onto the caseload are offered time-limited outreach support to connect to the right services, organisations, and available support in the community. This may include health/social care, community activities, education, and mental/physical health. Referrals for L&D can only be made from a criminal justice service, with these primarily coming from the custody suite. The caseloads for the support-time recovery workers is between 25-30 service users at any one time.

In Wakefield, the arrest referral senior worker has been highly successful integrating test on arrest within the Liaison and Diversion model as an alternative to embedding with the substance misuse service. The court and community link worker role was developed for an enhanced partnership between court, probation, L&D, and drug services, and has increased the uptake of drug rehabilitation requirements and alcohol treatment orders in court. The service will be expanding in 23/24 with a projected increase in staffing from 5 to 8 posts.

### **Ministry of Justice (MoJ) Horizons Project**

This MoJ funded a three-year pilot project, which provided housing choices for people leaving HM Prison (HMP) Leeds, ended in July 2022. The aim was to reduce homelessness and re-offending amongst men leaving HMP Leeds who wanted to settle in West Yorkshire. The service ensured that support was given prior to release from custody to identify suitable housing. Intensive support was provided by a skilled navigator team under the leadership of a lead navigator, and then guidance was provided for a further two years post release whilst living in the community.

The service was led by Inspire North, operating across the whole of West Yorkshire with Bridge as the delivery partner for the Bradford district and also contributing across West Yorkshire with people housed in Huddersfield and Calderdale. Entry to the scheme closed in August 2020 to allow the maximum of 2 years support in the community.

In the final 6 months, the project worked with 58 people. 80% of the cohort were rehoused in suitable accommodation, of which 85% were in a direct let, 5% a managed let, and 10% accessed a rehabilitation placement for recovery.

## **Education, Employment, and Training**

### **Stronger Families**

Funding from the EU and DWP for this service, via Leeds City Council, ended in early 2023 as planned, with the service winding down in its last six months. The project applied a multi-agency approach supporting parents and families to overcome barriers to training, education and employment across the Bradford District. The service was delivered via outreach, meeting parents/families in their own homes, community centres, or other locations that meet the needs of the individual. Referrals came from various sources, professional and self-direct to the Stronger Families hub and were allocated to partner organisations. The keyworkers worked intensively with the families for up to 6 months to overcome barriers to training, education, and employment. The work took place in the community providing face-to-face and remote support in an agreed venue, which may have included their home, local park, children's centre, school or cafe.

To allow for a minimum of six months on the programme no new referrals were taken after June 2022. Most cases were successfully closed by December 2022, and the service formally ending in January 2023. The programme focused on overcoming barriers for families accessing employment, education and training and over the project's lifetime 60% of the people Bridge staff worked with successfully accessed employment, education or employment.

#### Outcomes 2022-23

- New referrals during the year 38
- People worked with during the year 38
- Moved into education and/or training 14
- Moved into employment. 9

### **SkillsHouse**

SkillsHouse is a partnership led by Bradford Council that includes educational organisations, voluntary services providers, and employers. The service helps connect out-of-work residents to jobs and training. Bridge employs two full-time workers who provide free, impartial information, advice and guidance helping Bradford residents into employment and training.

Support provided includes: job search support and access to employment and apprenticeship opportunities; access to free training to improve skills and employability; CVs and application support; interview preparation; and access to pre and in work support services.

#### Outcomes 2022-23:

- 130 people provided with career consultation and advice.
- 90 people started a training course.
- 8 people moved into full-time work.

## **Communities, Early Intervention, and Prevention**

### **Affinity Care Community Partnership**

Bridge employed and supervised the Community Health & Wellbeing Co-ordinator for the Affinity Care Community partnership. Funding for this post ended in October 2022. The Co-ordinator worked to identify local health and wellbeing interventions, activities and opportunities which promoted and enhanced both physical and mental health wellbeing for people across the partnership. They also worked closely with the partnership leaders on identifying local health and wellbeing needs and promoting health/wellbeing interventions, including.

- Social Media campaign for 18- to 30-year-olds receiving text messages from their GP encouraging recipients to click on the 'My Living Well' website's BMI calculator.
- Promotion of a link to the Healthy Minds page of Bradford Mind, which signposts users to local support according to their need.
- Childhood vaccination campaign. Leaflets developed and endorsed by local GPs from all practices. Conversations about vaccinations conducted with vaccine-hesitant parents at 'Play in the Park' events hosted by Bradford Council.
- COPD/ atherosclerosis awareness-raising at Kirkgate Centre, Shipley – Over 50s Health and Activity Events. Many people visited the stall. The discussions around atherosclerosis were particularly effective, and people were encouraged to 'know their numbers' for blood pressure and cholesterol.

### **Bingley Bubble Community Partnership**

Bridge employs and supervises the Community Health & Wellbeing Coordinator and Project Manager for the Bingley Bubble Community Partnership. This Community Partnership covers the areas surrounding these GP practice sites; Baildon Medical Centre, Bingley Medical Practice, Oakglen Surgery, Springfield Surgery, Wilsden Medical Practice (including Cullingworth Medical Practice).

The Coordinator, who started in the role in September 2022, works closely with the senior leadership team at the community partnership to map local health resources and develop a range of interventions and activities that promote self-care, healthy lifestyles and improved mental/physical health for people across the partnership, for example; Diabetes Awareness during Self Care Week; Boys Youth Group; Walking groups

The coordinator oversees the award of grant funding from Bingley Bubble, of up to £2,000, to organisations in the area. Between November 2022 and March 2023 five projects were awarded grants:

- Harden Pre-School – speech and language materials.
- Cullingworth Bowls – junior bowls equipment.
- Wilsden Craft Group – group start-up, money towards room rent, insurance, materials.
- Happy Planet Play Centre – subsidized classes.
- Wellbeing at Wesley's – funded second weekly session – money towards running costs.

## **City Wellbeing Hub**

This is part of a new partnership between the NHS and the local voluntary sector to deliver several community-based Wellbeing Hubs. Bridge was appointed as the coordinator of the City Hub based near to the Bradford Royal Infirmary (BRI), and to provide specialist substance misuse in-reach support across the network. The hubs - delivered by a partnership of voluntary sector providers - are based in 6 locations across the Bradford district. They are designed to be a one stop shop where individual wellbeing needs can be holistically assessed and people can be supported to access a range of services to make positive life changes. The hubs provide a range of services for people including mental health, alcohol, domestic violence, carers support, physical health and welfare benefits.

The City Hub opened in June 2022 and up to March 2023 it has supported 346 people and made 956 onward referrals to partners and other community resources. The key areas of support and advice delivered in the first year have been for; finance & debt; loneliness; benefits; mental health support; general welfare; substance use; physical health support; housing; and employment.

## **MIND – Joint project working with people with Severe Mental Health Issues (SMI)**

Bridge partnered with MIND in Bradford to scope a project aimed at engaging people with SMI in alcohol support and interventions. Across a six-month period up to October 2022 we worked with MIND, GPs and representatives of four identified Primary Care Networks to establish levels of need, access criteria, referral pathways and issues and challenges. A report was submitted with Bridge's findings and we will look to work with MIND in the future to take these ideas forward.

## **Together Talks Telephone Befriending Service**

This service was developed by Bradford Council, the local NHS, and the Voluntary and Community Sector, in the early stages of the pandemic, as a response to the lockdowns and the social isolation experienced by some people. This multi-agency initiative was hosted by Bridge, and aimed to:

- Support adults to live happy and fulfilling lives.
- Support adults who would benefit from a regular, non-judgemental listening ear to support with their day to day lives.

Unfortunately, despite its success, Bradford Council faced funding constraints, leading to the closure of the project in May 2023. In preparation for this Bridge's leadership team worked closely with partners and beneficiaries to demobilise the project, whilst ensuring there was ongoing support for people through referral to additional community support services. As part of the legacy, Bradford Council donated the custom software and database used for volunteer recruitment, training, and matching to Bridge, and we are currently working on alternative proposals to utilise these resources in the future.

The project had 179 volunteer befrienders who delivered 2,432 support calls and provided 810 hours of support over the project's lifetime.

## **Plans for the Future**

### **Staff and Volunteers**

Bridge will implement a new digital Learning and Development platform, linked to the performance and development of staff and volunteers. Reviewing the recruitment and people policies and procedures with a focus on well-being and becoming a more diverse organisation. The organisation will continue to monitor the impact of the cost-of-living crisis, ensuring staff receive appropriate support. Investment in the staff team will continue, ensuring they have competitive terms and conditions, and ensuring Bridge can attract and retain the very best people.

### **People we Support**

Bridge will ensure Working Together practises are implemented throughout the organisation, listen to the voice of the people supported and ensure that they are the centre of Bridge's work. Supporting people who experience health inequality, dying prematurely through alcohol or drug use, compounded for some by homelessness, mental ill health, poverty, trauma and domestic violence will continue to be at the heart of all we do. This following year will be one where we use our skills, learning, passion, and partnerships to reach more people and achieve even better outcomes.

### **Policy**

Bridge will continue to remain vigilant to policy, strategy and legislative changes that will impact the people we support, their families and their communities. We will contribute to local policy development and planning through membership of strategic groups, and always challenge policy changes which will increase harm and stigma. We will ensure that our organisation is flexible, responsive, and knowledgeable, equipped to provide the solutions that commissioners and local communities are seeking for complex social issues.

### **Growth**

Bridge's reputation, strong partnerships, and ability to respond to the changing external context and embrace opportunities, positions the charity well for continued growth.

### **Recovery Housing**

Bridge Recovery Homes is the new brand for our supported housing model. There is an acute shortage of quality housing in Bradford, and we believe that every person deserves a decent place to live. For these reasons, developing a property portfolio and presence as a social landlord will be a key focus. Bridge will embrace the new SHIP quality standards in housing and pursue an ambition to become a registered provider.

### **Strategic Plan**

Bridge will consult widely with stakeholders and develop a new three-year strategic plan.

**Jon Royle**

Chief Executive

**Peter Sleigh**

Chair of Trustees

**The Bridge Project**

Registered Charity No 517356

Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

## Financial Review 2022-23:

2022-23 was a year of steady financial and organisational growth, with income increasing by 10% to £3.3m, following on from the 20% growth in the previous year.

As ever there are numerous factors which influence Bridge's income. General donation income remained stable at £17k, (after excluding the exceptional donation from Spacious Places in 2021-2022) and we thank all donors for their generous support. Income from charitable activities, which includes all contractual income, increased by £365,267 on the previous year. Income from our largest contract, New Directions, was at the same level as the previous year, whilst One80, Lotus Project, Liaison & Diversion, Multi-Needs Navigator services all saw small funding and staffing increases. There were several new contracts and service developments during the year, the largest being the City Wellbeing Hub. As referred to earlier a few services ended due to their funding ceasing, primarily the Stronger Families programme, MoJ's Horizon's Project, and Spacious Places.

Total expenditure increased by 17% on the previous year, to £3.2m. As most of Bridge's income is linked directly to service provision, either through contracts or grant agreements, expenditure generally varies in line with any changes in income. 80% of total costs are staffing related and these increased by 11% on the previous year, close aligned to the 10% increase in income. The larger % increase in total expenditure, compared to income, is explained by significant planned investment in IT and premises costs as upgrades to the IT infrastructure at Salem St were undertaken, and the major project to refurbish the basement at Salem St started in March 2023. The basement refurbishment will be completed in July 23, with most expenditure in the next financial year. This work will see much improved facilities and access for the multi-needs client groups who access services from Salem St.

The accounts show a total net increase in funds of £182,070. There were various transfers between funds at the year-end, which are detailed in the notes to the accounts, the main transfer being £90,223 from unrestricted funds into the designated fund for premises repairs, this was a contribution from reserves for the Salem St basement refurbishment. After transfers the unrestricted free reserves increased by £61,858 to £880,225, this total falls within our reserves policy. Designated funds held £1,355,988, of which £429,992 is in the Premises Repair Fund and will be fully spent during 23/24, and £837,017 was the net book value of Bridge's four freehold premises, the remaining £88,979 was held in two funds as detailed in note 23 to the accounts. £252,807 was held in seventeen restricted funds, linked to specific contracts, grants or donations, with the expectation that these funds will be spent in future years in line with the restrictions in place.

Bridge remains in sound financial health, with funds set aside for the premises refurbishment project, the bulk of which will now be in the 23/24 financial year, and sufficient reserves available to protect against any financial risks and invest in the organisation's premises, staff and services as necessary.

Looking ahead 2023-24 will see significant financial growth in Bridge. Following the tendering of the Bradford Adult Substance Misuse contract, Bridge became a service delivery provider within the New Vision Bradford partnership, led by Humankind. This will see income from that contract more than double to around £1.7m, this is after five years of steadily decreasing funding for that contract. There are also other planned areas for growth, with several new services launching in 2023-24, including an expanded housing and housing support offer for a range of service users. Overall, the budget for 2023-24 sees a projected 47% increase in income, along with a similar % increase in staffing numbers, compared to 2022-23's budget. Alongside, and to support this organisational growth, Bridge is recruiting a few new posts to increase its management capacity and infrastructure, ensuring it is able to support the planned growth.

Bridge plans to be a growing and financially sustainable organisation broadening the services provided within Bradford and across West Yorkshire to provide support to more people, and I hope to be able to report further positive developments next year.

**Martin Brook**

Director of Finance and Support Services



## **Governance, Trustees and Stakeholders**

**Registered Office:** 35 Salem Street, Bradford, West Yorkshire, BD1 4QH

### **Governance:**

The Bridge Project is a charitable company limited by guarantee, incorporated on 12/9/1985 and registered as a charity on 17/4/1986.

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles, the members of the Board of Trustees are elected at the AGM.

Members of the board of trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are listed below.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st March 2023 was 8 (2022:8).

**Board of Trustees:** trustees serving at the date the Trustees' Annual Report was approved were:

Peter J Sleigh (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Andrew Clayton-Stead
Marisa Lloyd	Christopher Gibbs
David Memery	Jonathan Sutcliffe (appointed 18 <sup>th</sup> May 2022)

One trustee left the board during the financial year 2022-23 (2022: 2), Samantha Lunnon on 25<sup>th</sup> July 2022.

All trustees give their time voluntarily and received no personal benefits from Bridge. Any expenses reclaimed from Bridge are set out in note 9 to the accounts.

### **Organisation:**

The board of trustees administers the charity. The board normally meets five times per year (January, March, May, July, October). Additional meetings are called if trustee decisions are required outside this pattern. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms approved by the trustees, for all operational matters.

**Company Secretary:** Martin W Brook (Director of Finance & Support Services)

**Senior Staff:**

Jon Royle	Chief Executive
Tracey Hogan	Director of Operations
Martin Brook	Director of Finance and Support Services
Sally Black	Director of Human Resources

**Pay Policy**

The pay of senior staff is set by the board of trustees. The trustees benchmark senior staff salaries against pay levels for equivalent roles in other similar sized organisations in the health and social care sector. Salaries are reviewed annually and normally increase in line with any inflationary uplift awarded to the wider staff team.

**Trustee Recruitment:**

A skills audit of the current trustee board members is undertaken annually, this identifies the range of skills, knowledge and experiences that it would be beneficial for the board to contain. Recruitment is undertaken by word of mouth, and appropriate people are sought as required to fill any current skills/experience gaps on the board.

**Trustee Training and Induction:**

An induction process for new trustees is in place, which includes a detailed induction pack, explaining their role as trustees and the work of Bridge. Trustees are given a full introductory tour of the services and introduced to staff. Trustees are invited to attend staff meetings and a scheduled programme of visits to all services is in place, with reports back to all trustees.

**Stakeholders:**

Service users; family, carers and friends of service users; Bridge's staff and volunteers; City of Bradford Metropolitan District Council; Big Lottery Fund; NHS Bradford District and Craven CCG; Bradford VCS Alliance; Department for Work and Pensions; European Social Fund; Jobcentre Plus; Ministry of Justice; Public Health England; South 10 Community Partnership; Affinity Community Partnership; Wakefield Council – Liaison and Diversion service; West Yorkshire Police and Crime Commissioner.

**Auditors:** BHP LLP, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB

A resolution proposing BHP LLP to be re-appointed as auditors of the charitable company will be put to the AGM.

**Bankers:** CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

The Co-operative Bank, 14 King Street, Leeds, LS1 2HL

## **Organisational Policies:**

### **Investments:**

Under its Memorandum and Articles of Association the charity has the power to make any investment, which the Board of Trustees sees fit. Bridge currently aims to keep between £10,000 and £50,000 in its current accounts, with a fluctuating sum of between £100,000 and £350,000 held in instant access deposit accounts to manage the organisation's quarterly cash flow cycle. The remaining funds are held in fixed term deposit accounts, of varying lengths, aiming to achieve the best possible interest rates available.

### **Reserves:**

Bridge's reserves policy is reviewed annually, most recently in March 2023, and was last amended in March 2020. The current policy is to hold a minimum of £500,000 of free unrestricted reserves at any time. This minimum amount was calculated by assessing the organisation's specific needs relating to the following three aspects of financial management: monthly cash flow requirements; working capital requirements; loss of income contingency planning. A target had been set in 2020 of reaching at least £800,000 reserves by March 2022, with an upper limit of £1 million held. This policy was approved as the trustees envisage a potential need for significant organisational development and infrastructure investment within the next three to five years. A major review of Bridge's reserves policy will take place in 2024, to ensure the policy is fit for purpose following the anticipated growth in 2023-24.

As of 31<sup>st</sup> March 2023, Bridge's free unrestricted reserves totalled £880,225 (2022: £818,367). These reserves are of an acceptable level as set out in the policy. Bridge also held £429,992 of freely accessible funds in a designated fund for premises repairs, specifically the refurbishment of Salem St's basement taking place in 2023 (2022: £181,500); £78,937 (2022: £35,322) for future expenditure on Bridge's Lotus Housing project; and £10,042 (2022: nil) from the Achieve project pending the possible return of underspend to funders.

### **Fundraising activities:**

Bridge does not actively fundraise but appreciates the donations from the public. The charity does not use any professional fundraiser or commercial participator to carry out activities on the charity's behalf.

Due to the low level of fundraising the charity undertakes, the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code.

**Risk Management:**

A full risk management review of the organisation was undertaken in May 2022 as part of the strategic plan's review, this will feed into the development of Bridge's next three-year strategic plan for 2023-25. This plan is reviewed on a six-monthly basis.

The Director of Operations in partnership with the Deputy Director of Operations and Team Managers undertake and review risk assessments for the organisation's day-to-day service provision on an ongoing basis.

**Public Benefit:**

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'. This Trustees' report clearly sets out Bridge's charitable objects, our current activities and how they benefit the public.

**Tangible fixed assets for use by the charity:**

Details of movements in fixed assets are set out in note 12 to the accounts.

**Recognition of Liabilities:**

Liabilities are recognised when there is a legal or constructive obligation committing the organisation to the expenditure.

**Going Concern:**

The Board of Trustees has reviewed Bridge's activities, financial position and risk management policies together with factors likely to affect future development, including the economic uncertainty on contract income and service delivery. The trustees have concluded that it is reasonable to expect Bridge to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

## Statement of Trustees' Responsibilities

The trustees (who are also the directors of The Bridge Project for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

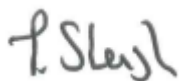
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;  
state whether applicable UK Accounting Standards have been followed, subject to any material 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the trustees are aware:

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

On behalf of the board:



**Peter Sleigh FCCA**

Chair of Trustees

25<sup>th</sup> October 2023

## **Independent Auditor's Report to the Trustees of The Bridge Project**

### **Opinion**

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of 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 charitable company's affairs as at 31 March 2023, and of its 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 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 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.

## **Independent Auditor's Report to the Trustees of The Bridge Project (continued)**

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustee's 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 trustees' 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 trustees' report and from the requirement to prepare a strategic report.

## **Independent Auditor's Report to the Trustees of The Bridge Project (continued)**

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

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

We gained an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.



## Independent Auditor's Report to the Trustees of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charity, which could give rise to a material misstatement in the financial statements. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management, review of charity minutes and legal expenses. There are inherent limitations in the audit procedures described and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a 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 involves 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 charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lesley Kendrew (Senior Statutory Auditor)

for and on behalf of BHP LLP,

New Chartford House, Centurion Way, Cleckheaton, West Yorkshire, BD19 3QB

27<sup>th</sup> October 2023

**The Bridge Project**  
Registered Charity No 517356  
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

## Statement of Financial Activities for the year ended 31<sup>st</sup> March 2023

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
		£	£	£	£	£
<b>Income</b>						
Donations and legacies	3	65,117	-	62,276	<b>127,393</b>	210,818
Charitable activities	4	2,061,038	248,344	877,631	<b>3,187,013</b>	2,821,746
Investments	5	17,397	-	182	<b>17,579</b>	4,842
<b>Total income</b>		<b>2,143,552</b>	<b>248,344</b>	<b>940,089</b>	<b>3,331,985</b>	<b>3,037,406</b>
<b>Expenditure</b>						
Raising funds	6	21,547	40,672	-	<b>62,219</b>	66,531
Charitable activities	7 & 8	1,970,563	204,904	912,229	<b>3,087,696</b>	2,636,301
<b>Total expenditure</b>		<b>1,992,110</b>	<b>245,576</b>	<b>912,229</b>	<b>3,149,915</b>	<b>2,702,832</b>
<b>Net income / (expenditure) before transfers</b>	10	<b>151,442</b>	<b>2,768</b>	<b>27,860</b>	<b>182,070</b>	<b>334,574</b>
<b>Gross transfers between funds</b>		(89,584)	90,813	(1,229)	-	-
<b>Net movement in funds for the year</b>		<b>61,858</b>	<b>93,581</b>	<b>26,631</b>	<b>182,070</b>	<b>334,574</b>
Total funds brought forward at 1 <sup>st</sup> April		818,367	1,262,407	226,176	<b>2,306,950</b>	1,972,376
<b>Total funds carried forward at 31<sup>st</sup> March</b>		<b>880,225</b>	<b>1,355,988</b>	<b>252,807</b>	<b>2,489,020</b>	<b>2,306,950</b>

## Balance Sheet as at 31<sup>st</sup> March 2023

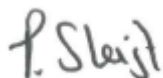
		2023		2022	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		837,017		882,146
<b>Current assets</b>					
Stock in hand	13	500		500	
Debtors and prepayments	14	501,229		376,562	
Investments	15	714,096		383,828	
Cash at bank and in hand	16	724,915		869,121	
		<u>1,940,740</u>		<u>1,630,011</u>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	17	(288,737)		(205,207)	
<b>Net current assets</b>			<u>1,652,003</u>		<u>1,424,804</u>
<b>Total assets less current liabilities</b>			2,489,020		2,306,950
<b>Net assets</b>			<u><b>2,489,020</b></u>		<u><b>2,306,950</b></u>
<b>Funds</b>					
	22, 23 & 24				
<b>Unrestricted funds</b>					
General funds			880,225		818,367
Designated funds			1,355,988		1,262,407
<b>Restricted funds</b>					
			252,807		226,176
<b>Total funds carried forward at 31<sup>st</sup> March</b>			<u><b>2,489,020</b></u>		<u><b>2,306,950</b></u>

For the year ending 31<sup>st</sup> March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 25<sup>th</sup> October 2023 and signed on their behalf by:



**Peter Sleight FCCA**  
Chair of Trustees



**Gordon Roscoe**  
Vice Chair of Trustees

The notes on pages 36 to 49 form part of these financial statements.

**The Bridge Project**  
Registered Charity No 517356  
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23

## Statement of Cash Flows for the year ended 31<sup>st</sup> March 2023

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
		£	£	£	£	£
<b>Cash flows from operating activities</b>	25					
Net cash provided by / (used in) operating activities		57,893	95,605	26,204	<b>179,702</b>	372,603
<b>Cash flows from investing activities</b>						
Interest income		17,397	-	182	<b>17,579</b>	4,842
Purchase of investments		(252,483)	-	-	<b>(252,483)</b>	(19,996)
Purchase of tangible fixed assets		-	(11,220)	-	<b>(11,220)</b>	-
Net cash provided by / (used in) investing activities		(235,086)	(11,220)	182	<b>(246,124)</b>	(15,154)
<b>Cash flows from financing activities</b>						
Repayment of borrowing		-	-	-	-	(60,231)
Net cash provided by / (used in) financing activities		-	-	-	-	(60,231)
<b>Increase / (decrease) in cash and cash equivalents in the year</b>		(177,193)	84,385	26,386	<b>(66,422)</b>	297,218
Cash and cash equivalents at 1 <sup>st</sup> April		389,893	364,170	220,730	<b>974,791</b>	677,573
<b>Cash and cash equivalents at 31<sup>st</sup> March</b>	26	<b>212,700</b>	<b>448,555</b>	<b>247,114</b>	<b>908,369</b>	974,791

# Notes to the Financial Statements for the year ended 31st March 2023

## 1. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### 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 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Project 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 notes.

### b, Preparation of the accounts on a going concern basis.

The trustees continue to adopt the going concern basis of accounting because of the continued financial stability of the charity.

### c, Fund accounting

Unrestricted funds are available for the use at the discretion of the Trustees in furtherance of the charitable objectives of Bridge.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the trustees for particular purposes (see note 25).

Restricted income funds are funds subject to specific restrictions imposed by the donors, funders, or by the purpose of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund, including where appropriate a fair allocation of management and support costs.

### d, Income

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

### e, Deferred income

Any income received in this accounting period which relates to activities to be undertaken in future accounting periods is deferred.

### f, Interest 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.

### g, Donated services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102) the general time of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### h, Expenditure

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:

- Costs of raising funds comprise the costs associated with making grant and funding applications.
- Expenditure of charitable activities includes the costs of all activities undertaken to further the purposes of the charity and
- their associated support costs.

### i, Allocation of expenditure

Direct costs, including directly attributable salaries, are allocated on an actual basis to the appropriate service type and fund designation. Where costs cannot be directly attributed they have been allocated to a service type and fund on a basis consistent with the use of the resources.

## Notes to the Financial Statements for the year ended 31st March 2023

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, HR, and governance costs which support the charities activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities, on a basis consistent with the use of the resources.

### **j, Operating leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

### **k, Tangible fixed assets**

Individual fixed assets costing £1,000 or more are capitalised over their estimated useful economic lives on a straight line basis as follows:-

<b>Category</b>	<b>Annual Rate</b>
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers and other equipment	33.3%

One full year's depreciation is charged in the year of purchase.

### **l, Stock**

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

### **m, Investments**

Current asset investments include any deposit funds which are not readily accessible within one week.

### **n, Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments which are accessible within one week.

### **o, 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.

### **p, Pension contributions**

Bridge operates a pension scheme in compliance with the workplace pension requirements. In line with the regulations employees are auto-enrolled into a workplace pension when the necessary requirements are met. Bridge pays 4% of an employee's gross salary into a defined contributions workplace pension provided by Scottish Widows. From 1<sup>st</sup> April 2017 employees on Bridge's standard terms and conditions were required to contribute at least 4% of their gross earnings into their pension. Contributions due to employees' pensions are charged to the Statement of Financial Activities in the period to which they relate. Details of the contributions in this financial year can be seen in the notes to the financial statements.

### **q, Taxation**

Bridge is exempt from payment of income and corporation tax on its charitable activities.

Bridge's main business activities are exempt under VAT regulations. Any irrecoverable VAT incurred is included on the relevant cost line.

### **r, Capital commitments**

Bridge had £400,308 of capital commitments at 31<sup>st</sup> March 2023 (2022 £nil).

### **s, Legal form**

The Bridge Project is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is 35 Salem Street, Bradford, West Yorkshire, BD1 4QH. The members of the company are the Trustees named on page 23. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

## Notes to the Financial Statements for the year ended 31st March 2023

### 2 Statement of Financial Activities for previous year

Income	Notes	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2022 £
Donations and legacies	3	73,900	10,000	126,918	<b>210,818</b>
Charitable activities	4	2,059,957	143,313	618,476	<b>2,821,746</b>
Investments	5	4,823	-	19	<b>4,842</b>
<b>Total income</b>		<b>2,138,680</b>	<b>153,313</b>	<b>745,413</b>	<b>3,037,406</b>
<b>Expenditure</b>					
Raising funds	6	20,396	46,135	-	<b>66,531</b>
Charitable activities	7 & 8	1,869,913	167,096	599,292	<b>2,636,301</b>
<b>Total expenditure</b>		<b>1,890,309</b>	<b>213,231</b>	<b>599,292</b>	<b>2,702,832</b>
<b>Net income / (expenditure) before transfers</b>	10	<b>248,371</b>	<b>(59,918)</b>	<b>146,121</b>	<b>334,574</b>
<b>Gross transfers between funds</b>		<b>(206,535)</b>	<b>210,231</b>	<b>(3,696)</b>	<b>-</b>
<b>Net movement in funds for the year</b>		<b>41,836</b>	<b>150,313</b>	<b>142,425</b>	<b>334,574</b>
Total funds brought forward at 1 <sup>st</sup> April		776,531	1,112,094	83,751	<b>1,972,376</b>
<b>Total funds carried forward at 31<sup>st</sup> March</b>		<b>818,367</b>	<b>1,262,407</b>	<b>226,176</b>	<b>2,306,950</b>

### 3 Income from donations and legacies

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>Donations</b>	6,840	-	10,035	<b>16,875</b>	104,252
<b>Donated services and goods</b>					
CGL	31,689	-	-	<b>31,689</b>	31,874
ShIPLEY College	26,588	-	-	<b>26,588</b>	21,025
	58,277	-	-	<b>58,277</b>	52,899
<b>Grants</b>					
City of Bradford MDC	-	-	15,000	<b>15,000</b>	25,352
Glasspool Trust	-	-	-	-	950
Inn-Churches	-	-	2,241	<b>2,241</b>	2,415
Leeds Community Foundation	-	-	20,000	<b>20,000</b>	20,000
NatWest Circle Fund	-	-	5,000	<b>5,000</b>	-
National Lottery Community Fund	-	-	10,000	<b>10,000</b>	-
West Yorkshire Police Commissioner	-	-	-	-	4,950
	-	-	<b>52,241</b>	<b>52,241</b>	53,667
<b>Total</b>	<b>65,117</b>	<b>-</b>	<b>62,276</b>	<b>127,393</b>	210,818

## Notes to the Financial Statements for the year ended 31st March 2023

### 4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>Service Delivery Contracts</b>					
Affinity Community Partnership	36,001	-	-	<b>36,001</b>	72,200
Bingley Community Partnership	24,234	-	-	<b>24,234</b>	-
Bradford VCS Alliance	-	18,719	200,151	<b>218,870</b>	-
Change Grow Live	811,842	7,000	-	<b>818,842</b>	819,842
<u>City of Bradford MDC</u>					
Alcohol Safe Space	-	-	-	-	42,928
Befriending Service	-	-	61,000	<b>61,000</b>	97,740
Capital Works Funding	-	63,610	-	<b>63,610</b>	-
Drug & Alcohol Housing Grant	-	-	11,258	<b>11,258</b>	-
Exiting Prostitution	322,201	-	-	<b>322,201</b>	289,191
Housing First	252,795	-	-	<b>252,795</b>	263,360
Lotus Housing	-	137,419	-	<b>137,419</b>	63,545
MARAC Navigators	-	-	167,863	<b>167,863</b>	131,870
Multiple Needs Navigators	192,062	-	-	<b>192,062</b>	159,250
Rough Sleepers Funding	-	-	33,480	<b>33,480</b>	46,532
Safer Communities	-	-	-	-	15,000
Skills House	-	-	63,448	<b>63,448</b>	63,448
SSMTR	1,722	-	2,400	<b>4,122</b>	-
Substance Misuse Navigators	-	-	167,864	<b>167,864</b>	125,898
Top of Town – Community Safety	-	-	-	-	8,725
Young Peoples' Substance Misuse	159,933	-	-	<b>159,933</b>	142,010
	<b>928,713</b>	<b>201,029</b>	<b>507,313</b>	<b>1,637,055</b>	<b>1,449,497</b>
Community Partnership – South 10	-	-	-	-	22,500
ESF / Big Lottery – Stronger Families	-	-	76,620	<b>76,620</b>	89,303
Humankind	-	-	-	-	350
Job Centre Plus – DWP	-	-	-	-	50,535
MIND – Bradford	13,103	-	-	<b>13,103</b>	-
Ministry of Justice – Foundation	-	11,596	-	<b>11,596</b>	57,768
Wakefield Council – Liaison & Diversion	229,466	-	-	<b>229,466</b>	207,866
West Yorkshire Combined Authority	-	-	93,435	<b>93,435</b>	38,210
<b>Ancillary Trading Income</b>					
Reclaimed expenditure	1,078	10,000	112	<b>11,190</b>	1,415
Rental income	14,662	-	-	<b>14,662</b>	10,960
Vault Café	1,939	-	-	<b>1,939</b>	-
	<b>17,679</b>	<b>10,000</b>	<b>112</b>	<b>27,791</b>	<b>12,375</b>
<b>External Training &amp; Consultancy</b>					
Leeds Utd Foundation	-	-	-	-	1,300
<b>Total</b>	<b>2,061,038</b>	<b>248,344</b>	<b>877,631</b>	<b>3,187,013</b>	<b>2,821,746</b>

**The Bridge Project**  
Registered Charity No 517356  
Company Limited by Guarantee No 01946704

Annual Report and Financial Statements 2022-23



## Notes to the Financial Statements for the year ended 31st March 2023

### 5. Investment income

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Bank interest	17,397	-	182	17,579	4,842

### 6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Staff costs	19,330	40,672	-	60,002	65,011
Admin and office costs	1,653	-	-	1,653	1,035
Premises	564	-	-	564	485
<b>Total 2023</b>	<b>21,547</b>	<b>40,672</b>	<b>-</b>	<b>62,219</b>	<b>66,531</b>
Total 2022	20,396	46,135	-	66,531	

### 7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Service staff costs	1,623,163	38,040	654,786	2,315,989	2,065,661
Service provision costs	52,544	55,210	65,861	173,615	144,796
Admin and office costs	90,150	3,712	31,884	125,746	66,511
Premises	77,052	38,776	77,171	192,999	91,156
Depreciation	-	56,349	-	56,349	55,527
Governance costs	43,449	4,477	29,014	76,940	80,741
Support costs	84,205	8,340	53,513	146,058	131,909
<b>Total 2023</b>	<b>1,970,563</b>	<b>204,904</b>	<b>912,229</b>	<b>3,087,696</b>	<b>2,636,301</b>
Total 2022	1,869,912	167,097	599,292	2,636,301	

### 8 Expenditure on charitable activities by service type

	Communities, Early Intervention & Prevention	Complex Needs	Criminal Justice	Drug Treatment & Recovery	Education, Training & Employment	Housing Provision	Total 2023	Total 2022
	£	£	£	£	£	£	£	£
Service staff costs	178,624	968,837	201,376	810,264	120,303	36,585	2,315,989	2,065,661
Service provision costs	30,041	56,864	2,214	27,868	1,804	54,824	173,615	144,796
Admin and office costs	9,549	38,862	6,254	64,548	3,854	2,679	125,746	66,511
Premises	3,926	85,648	539	93,312	8,438	1,136	192,999	91,156
Depreciation	-	9,331	-	47,018	-	-	56,349	55,527
Governance costs	6,823	39,736	6,294	17,094	3,708	3,285	76,940	80,741
Support costs	13,379	76,836	12,342	30,227	7,271	6,003	146,058	131,909
<b>Total 2023</b>	<b>242,342</b>	<b>1,276,114</b>	<b>229,019</b>	<b>1,090,331</b>	<b>145,378</b>	<b>104,512</b>	<b>3,087,696</b>	<b>2,636,301</b>
Total 2022	165,507	977,227	266,435	971,336	217,573	38,223	2,636,301	

## Notes to the Financial Statements for the year ended 31st March 2023

### 9 Staff costs, staff numbers, and trustee remuneration and expenses.

Employee costs during the year were:

	2023	2022
	£	£
Gross wages and salaries	2,135,311	1,946,885
Social security costs	199,035	169,539
Pension contribution	79,726	71,367
	<b>2,414,072</b>	<b>2,187,791</b>

The charity does not hold or administer any pension fund or defined benefit pension scheme for employees, it does operate a defined contribution pension scheme. The charity makes defined contributions of 4% of an employee's gross salary into a workplace pension scheme held and administered by Scottish Widows. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £79,726 (2022: £71,367). Contributions totalling £6,516 (2022: £6,051) were payable to the scheme at the end of the period and are included in other creditors.

Statutory redundancy payments of £2,025, were paid during the year (2022: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Director of Operations, Director of Finance and the Director of HR. The total employee benefits (gross pay, employer's pension, and employer's NI contributions) of the key management personnel totalled £265,220 (2022: £236,759).

The number of employees whose total pay amounted to £60,000 or above for the year is as follows:

£70,000 to £79,999: 1 (2022:0)

£60,000 to £69,999: 2 (2022:1)

The average monthly head count was 85 staff (2022: 83 staff).

£13,378 was spent on agency workers during the year to cover short-term vacancies, (2022: £10,690)

No remuneration or other benefits were paid to the Trustees during the year (2022: nil), no expenses were paid for reimbursing travel costs for attending meetings (2022: nil).

### 10 Net income / (expenditure)

These are stated after charging:

	2023	2022
	£	£
Depreciation – owned assets	56,349	55,527
Operating lease rentals	4,650	3,617
Auditor's remuneration <sup>1</sup>	6,600	6,400
Interest on bank loans & overdrafts	-	372

<sup>1</sup> Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts.

## Notes to the Financial Statements for the year ended 31st March 2023

### 11 Valuation of donated goods and services

Services and resources which are provided directly by our funders or partners but integral to our work are included at their value to Bridge and allocated to the appropriate service.

	2023	2022
	£	£
Food for distribution to service users	-	-
Other goods distributed to service users	-	-
IT equipment, support & licences	9,120	10,080
Volunteer Training & Qualifications	26,588	21,025
Clinical Staff	21,099	20,324
Drug testing	1,470	1,470
Total	<b>58,277</b>	52,899

The value of any volunteers' time is not included, however we have benefited from 8,027 hours (2022: 7,921) of volunteer's time through our volunteering programme.

### 12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
<b>Cost</b>						
At 1st April 2022	984,344	1,164,888	16,448	30,880	14,743	<b>2,211,303</b>
Additions	-	-	11,220	-	-	<b>11,220</b>
Disposals	-	-	-	-	-	-
At 31st March 2023	984,344	1,164,888	27,668	30,880	14,743	<b>2,222,523</b>
<b>Depreciation</b>						
At 1st April 2022	268,656	998,430	16,448	30,880	14,743	<b>1,329,157</b>
Charge for year	19,687	34,418	2,244	-	-	<b>56,349</b>
Disposals	-	-	-	-	-	-
At 31st March 2023	288,343	1,032,848	18,692	30,880	14,743	<b>1,385,506</b>
<b>Net Book Value</b>						
At 31st March 2023	696,001	132,040	8,976	-	-	<b>837,017</b>
At 31st March 2022	715,688	166,458	-	-	-	<b>882,146</b>

The freehold property consists of the following:

33, 35 & 37 Salem Street: Purchased in 1997 with the aid of a £175,000 grant from the Joint Finance Committee of Bradford Metropolitan District Council and Bradford Health Authority. This grant is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over these properties to this effect.

31 Salem Street: Purchased in 1998. There are no legal charges or conditions on this property.

29 Salem Street: Purchased in 2001. There are no legal charges or conditions on this property.

4 Hallfield Street: Purchased in 2004. There are no legal charges or conditions on this property.

The Salem Street & Hallfield Street premises were given a combined open market valuation for disposal of £200,000 in September 2011 by Hayfield Robinson, Chartered Surveyors, of Bradford.

30 Manningham Lane: Purchased in August 2011.

14 North Parade: Purchased in March 2014. There is no legal charge or conditions on this property.

Pelican House, 10 Currer Street: Purchased on 30<sup>th</sup> March 2016. There is no legal charge or conditions on this property.

The freehold property is shown above at original cost less any depreciation. As the value of the properties in use is considered to be greater than the net book value they remain valued at net book value.

## Notes to the Financial Statements for the year ended 31st March 2023

### 13 Stock

	2023	2022
	£	£
Donated goods	<b>500</b>	500

### 14 Debtors: amounts falling due within one year

	2023	2022
	£	£
Trade debtors	<b>440,903</b>	326,453
Other debtors	<b>5,254</b>	3,654
Prepayments and accrued income	<b>55,072</b>	46,455
	<b>501,229</b>	376,562

### 15 Investments

	2023	2022
	£	£
Cambridge & Counties Bank (2 yr)	<b>89,751</b>	88,425
Hampshire Trust Bank (1 yr)	<b>175,000</b>	87,319
Monmouthshire B.S. (30 days)	<b>5,696</b>	5,639
Nationwide (35 days)	<b>177,758</b>	100,031
Redwood Bank (95 days)	<b>180,891</b>	102,414
United Trust Bank (1yr)	<b>85,000</b>	-
	<b>714,096</b>	383,828

### 16 Cash at bank and in hand

	2023	2022
	£	£
Petty cash	<b>2,271</b>	2,631
CAF Bank current account	<b>26,231</b>	27,246
CAF Bank instant deposit account	<b>208,430</b>	190,595
Co-operative Bank current account	<b>82,868</b>	83,868
CCLA Deposit Fund	<b>51,050</b>	51,050
Charity Bank	<b>150,536</b>	85,000
Monmouthshire BS deposit account	<b>152,109</b>	100,751
Scottish Widows instant deposit account	<b>4,779</b>	104,545
Shawbrook Bank deposit account	-	85,381
Unity Trust Bank	<b>46,641</b>	35,682
Virgin Money postal deposit account	-	102,372
Total	<b>724,915</b>	869,121

## Notes to the Financial Statements for the year ended 31st March 2023

### 17 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	49,426	13,697
Taxation and social security	45,991	42,754
Other creditors	14,217	13,819
Accruals and deferred income	179,103	134,937
	<b>288,737</b>	<b>205,207</b>

Other creditors are employer pension contributions and childcare voucher payments, all of which are paid within 30 days.

### 18 Contingent liabilities

	2023	2022
	£	£
Grant for property purchase	175,000	175,000

A grant was received from Bradford Health Authority in October 1997 for the purchase of No 33, 35 & 37 Salem Street, Bradford. £175,000 is repayable if at any time the charity ceases operations, changes operations or moves premises. There is a legal charge over the properties with no time limit attached.

At the year end the Trustees were not aware of any possible events that would trigger this liability.

### 19 Deferred income

Deferred income comprises performance related grants received in advance of the terms of the grant being met.

	2023	2022
	£	£
Balance at 1 <sup>st</sup> April	111,153	24,300
Amount released to income	(111,153)	(24,300)
Amount deferred in the year	144,392	111,153
Balance at 31 <sup>st</sup> March	<b>144,392</b>	<b>111,153</b>

### 20 Capital Commitments

There were capital commitments of £400,308 at 31<sup>st</sup> March 2023, for planned building repairs in 2023/24 (2022: £nil).

### 21 Analysis of net assets between funds – current year

	Unrestricted			Total 2023
	General funds	Designated Funds	Restricted funds	
	£	£	£	£
Fixed assets	-	837,017	-	<b>837,017</b>
Current assets	987,858	595,184	357,698	<b>1,940,740</b>
Current liabilities	(107,633)	(76,213)	(104,891)	<b>(288,737)</b>
Long term liabilities	-	-	-	-
Fund balances	880,225	1,355,988	252,807	<b>2,489,020</b>

## Notes to the Financial Statements for the year ended 31st March 2023

### Analysis of net assets between funds- previous year

	Unrestricted			Total 2022
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	882,146	-	<b>882,146</b>
Current assets	893,692	383,721	352,598	<b>1,630,011</b>
Current liabilities	(75,325)	(3,460)	(126,422)	<b>(205,207)</b>
Long term liabilities	-	-	-	-
Fund balances	<u>818,367</u>	<u>1,262,407</u>	<u>226,176</u>	<b><u>2,306,950</u></b>

## 22 Purposes of funds

**General Funds:** These are the free reserves available to the charity for use without any restriction.

**Designated Funds:** These are unrestricted funds specifically designated for a purpose by the Trustees.

**Achieve – DWP:** Holds funds for the Achieve service, which may be reclaimed by DWP in specific circumstances if unspent.

**Business Development:** Holds funds allocated for future expenditure on a business development worker's staff costs. This fund was closed at the year end.

**Lotus Housing:** Holds funds allocated and received for Bridge's new accommodation scheme.

**MoJ – Horizons Project:** Held funds for this service which closed in 2022.

**Premises Repair Fund:** Holds funds allocated for future structural repairs and external decoration of our premises.

**Manningham Lane Fixed Asset Fund:** Holds the net book value of the freehold property and property improvements for 30 Manningham Lane.

**North Parade Fixed Asset Fund:** Holds the net book value of the freehold property, property improvements for the 14 North Parade premises and other tangible fixed assets at that site.

**Pelican House Fixed Asset Fund:** Holds the net book value of the freehold property, property improvements for the 10 Currer St premises and other tangible fixed assets at that site.

**Salem Street Fixed Asset Fund:** Holds the net book value of the freehold property, property improvements for 29-37 Salem St and other tangible fixed assets at that site.

**Restricted Funds:** These are funds, or services, which have clearly defined conditions for their specific use stated in either a grant agreement, contract, or when the funds were donated.

**ARG Grant:** Held a grant from CBMDC's Additional Restrictions Grant scheme, which was spent in 2022-23.

**Befriending Service:** Grant and contractual income and related expenditure for this project.

**Bridge Client Fund:** Holds grants and donations from a number of sources specifically given for client related expenditure.

**Circle Fund:** Funding from the Natwest Circle Fund to support victims of economic and domestic abuse.

**City Wellbeing Hub:** Holds funding from the VCS Alliance to run the City Wellbeing Hub and associated service delivery.

**Covid Health Inclusion:** Holds funds allocated for future service provision costs on this project.

**The Bridge Project**  
Registered Charity No 517356  
Company Limited by Guarantee No 01946704

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## Notes to the Financial Statements for the year ended 31st March 2023

**Helping Hand:** A fund set up by trustees to make emergency discretionary purchases to service users in significant urgent need.

**Housing Support Grant:** Funding received for a new Housing service launching in 2023.

**LCF Grant:** Holds grant funding from Leeds Community Foundation for development of a new client drop-in facility.

**Lotus Project - Service Users:** Holds money raised by the Lotus Project specifically for their service users.

**Lotus Project - Target Hardening:** Holds restricted funding to specifically improve the personal safety of Lotus Project service users.

**MARAC Navigators:** Holds funds allocated for future service provision costs on this project.

**MARRS Grant:** Holds funds allocated for a new post starting in 2023.

**MoJ – MARAC Funding:** Shows income and expenditure from the MoJ for a number of MARAC posts, all funds spent within the year.

**National Lottery Community Fund:** Shows grant funding spent during the year on building works at Salem St.

**Rough Sleepers Grant:** Holds funds from the Rough Sleepers Drug and Alcohol Treatment Grant for future service provision

**Skillshouse:** Holds funds allocated for future service provision costs on this project.

**Spacious Places:** Holds residual funds from this service which closed in December 2022.

**Stronger Families - European Social Fund & Big Lottery:** This joint funding for the Stronger Families project in Bradford is administered and monitored by Leeds City Council on behalf of ESF & Big Lottery.

**SMU Navigators:** Holds funds from the PHE's universal grant funding scheme, funding a substance misuse navigator service.

**VCS Alliance Grants:** Holds grant funding from the VCS Alliance for future distribution.

## Notes to the Financial Statements for the year ended 31st March 2023

### 23 Movement in funds – current year

	Opening balance 1 <sup>st</sup> April 22	Income	Expenditure	Transfers	Closing balance 31 <sup>st</sup> March 23
	£	£	£	£	£
<b>Unrestricted funds</b>					
General Funds	<b>818,367</b>	2,143,552	(1,992,110)	(89,584)	<b>880,225</b>
<b>Designated funds</b>					
Achieve – DWP	-	18,719	(8,677)	-	<b>10,042</b>
Business Development	<b>51,302</b>	-	(40,672)	(10,630)	-
Lotus Housing	<b>35,322</b>	137,419	(93,804)	-	<b>78,937</b>
MoJ – Horizons Project	<b>112,137</b>	11,596	(8,972)	(114,761)	-
Premises Repair Fund	<b>181,500</b>	80,610	(37,102)	204,984	<b>429,992</b>
Manningham Lane, Fixed Asset Fund	<b>265,981</b>	-	(6,820)	-	<b>259,161</b>
North Parade, Fixed Asset Fund	<b>156,421</b>	-	(14,958)	-	<b>141,463</b>
Pelican House, Fixed Asset Fund	<b>264,956</b>	-	(25,240)	-	<b>239,716</b>
Salem Street, Fixed Asset Fund	<b>194,788</b>	-	(9,331)	11,220	<b>196,677</b>
	<b>1,262,407</b>	248,344	(245,576)	90,813	<b>1,355,988</b>
<b>Restricted funds</b>					
ARG Grant	<b>11,500</b>	-	(11,500)	-	-
Befriending Service	<b>14,865</b>	61,000	(62,900)	-	<b>12,965</b>
Bridge Client Fund	<b>302</b>	2,353	(2,645)	-	<b>10</b>
Circle Fund	<b>38</b>	5,000	(3,328)	-	<b>1,710</b>
City Wellbeing Hub	-	200,151	(123,426)	-	<b>76,725</b>
Covid Health Inclusion	<b>5,992</b>	-	-	-	<b>5,992</b>
Helping Hand	<b>400</b>	-	-	-	<b>400</b>
Housing Support Grant	-	11,258	(10,708)	-	<b>550</b>
LCF Grant	<b>20,000</b>	20,000	(12,289)	-	<b>27,711</b>
Lotus Project – Service Users	<b>1,995</b>	-	(1,488)	-	<b>507</b>
Lotus Project – Target Hardening	<b>3,345</b>	-	(153)	-	<b>3,192</b>
MARAC Navigators	<b>29,850</b>	170,263	(147,849)	-	<b>52,264</b>
MARRS Grant	-	15,000	-	-	<b>15,000</b>
MoJ – MARAC Funding	-	93,435	(93,435)	-	-
National Lottery Community Fund	-	10,000	(10,000)	-	-
Rough Sleepers Grant	<b>46,532</b>	33,480	(71,190)	-	<b>8,822</b>
Skillshouse	<b>21,102</b>	63,448	(56,420)	-	<b>28,130</b>
Spacious Places	<b>46,650</b>	10,217	(54,522)	(1,229)	<b>1,116</b>
Stronger Families - European Social Fund & Big Lottery	<b>3,661</b>	76,620	(80,281)	-	-
SMU Navigators	<b>16,944</b>	167,864	(170,095)	-	<b>14,713</b>
VCS Alliance Grants	<b>3,000</b>	-	-	-	<b>3,000</b>
	<b>226,176</b>	940,089	(912,229)	(1,229)	<b>252,807</b>
<b>Total funds</b>	<b>2,306,950</b>	<b>3,331,985</b>	<b>(3,149,915)</b>	-	<b>2,489,020</b>



## Notes to the Financial Statements for the year ended 31st March 2023

### Transfers between funds:

The £89,584 of net transfers from General Funds is split as follows:-

- £11,220 to the Salem St fixed asset fund, to cover the purchase of a new server.
- £90,223 to the Premises Repair Fund, in relation to the major repair works at Salem St.
- £10,630 from the Business Development Fund, as this post has now been incorporated into operational budgets.
- £1,229 from the Spacious Places fund, approved transfer of donations following the closure of that service.

The £204,984 net transfer into the Premises Repair Fund is split as follows:-

- £90,223 from General Funds
- £114,761 from the MoJ Horizon's fund.

### 24 Movement in funds – previous year

	Opening balance 1 <sup>st</sup> April 21	Income	Expenditure	Transfers	Closing balance 31 <sup>st</sup> March 22
	£	£	£	£	£
<b>Unrestricted funds</b>					
General Funds	776,531	2,138,680	(1,890,309)	(206,535)	818,367
<b>Designated funds</b>					
Business Development	82,437	15,000	(46,135)	-	51,302
Lotus Housing	-	73,545	(38,223)	-	35,322
MoJ – Horizons Project	127,715	57,768	(73,346)	-	112,137
Premises Repair Fund	24,500	7,000	-	150,000	181,500
Manningham Lane, Fixed Asset Fund	212,570	-	(6,820)	60,231	265,981
North Parade, Fixed Asset Fund	171,379	-	(14,958)	-	156,421
Pelican House, Fixed Asset Fund	290,196	-	(25,240)	-	264,956
Salem Street, Fixed Asset Fund	203,297	-	(8,509)	-	194,788
	<b>1,112,094</b>	<b>153,313</b>	<b>(213,231)</b>	<b>210,231</b>	<b>1,262,407</b>
<b>Restricted funds</b>					
ARG Grant	-	11,500	-	-	11,500
Befriending Service	-	97,740	(82,875)	-	14,865
Bridge Client Fund	515	3,365	(3,578)	-	302
Circle Fund	2,500	-	(2,462)	-	38
Covid Health Inclusion	5,998	-	(6)	-	5,992
Helping Hand	400	-	-	-	400
Housing First – Personalisation	2,222	16,825	(15,351)	(3,696)	-
LCF Grant	-	20,000	-	-	20,000
Lotus Project – Service Users	1,939	205	(149)	-	1,995
Lotus Project – Target Hardening	3,808	-	(463)	-	3,345
MARAC Navigators	22,943	170,080	(163,173)	-	29,850
Rough Sleepers Grant	-	46,532	-	-	46,532
Skillshouse	26,494	63,448	(68,840)	-	21,102
Spacious Places	-	86,842	(40,192)	-	46,650
Stronger Families - European Social Fund & Big Lottery	1,667	89,303	(87,309)	-	3,661
SMU Navigators	-	125,898	(108,954)	-	16,944
Test and Trace CP8 Grants	3,750	-	(3,750)	-	-
Top of Town – Community Safety Funding	8,515	13,675	(22,190)	-	-
VCS Alliance Grants	3,000	-	-	-	3,000
	<b>83,751</b>	<b>745,413</b>	<b>(599,292)</b>	<b>(3,696)</b>	<b>226,176</b>
<b>Total funds</b>	<b>1,972,376</b>	<b>3,037,406</b>	<b>(2,702,832)</b>	<b>-</b>	<b>2,306,950</b>

## Notes to the Financial Statements for the year ended 31st March 2023

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

	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
<b>Net movement in funds for the year (as per SOFA)</b>	61,858	93,581	26,631	<b>182,070</b>	334,574
<b>Adjustments for:</b>					
Depreciation charge	-	56,349	-	<b>56,349</b>	55,527
Deduct Interest income shown in investing activities	(17,397)	-	(182)	<b>(17,579)</b>	(4,842)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(18,876)	(127,078)	21,286	<b>(124,668)</b>	(122,489)
Increase (decrease) in creditors	32,308	72,753	(21,531)	<b>83,530</b>	109,833
<b>Net cash provided by (used in) operating activities</b>	<b>57,893</b>	<b>95,605</b>	<b>26,204</b>	<b>179,702</b>	<b>372,603</b>

### 26 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£	£
Cash in hand	29,246	448,555	247,114	<b>724,915</b>	869,121
Notice deposits (less than 3 months)	183,454	-	-	<b>183,454</b>	105,670
<b>Total cash and cash equivalents</b>	<b>212,700</b>	<b>448,555</b>	<b>247,114</b>	<b>908,369</b>	<b>974,791</b>

### 27 Disclosure of Trustee / Related Party Transactions

Jon Royle, Chief Executive, is a Trustee and the Chair of Faces and Voices of Recovery UK (FAVOR UK), Charity No.SC043961, which organises the national Recovery Walks that Bridge service users attend. There were no financial transactions between Bridge and FAVOR UK in either year.

David Memery, a trustee of Bridge, is employed by Create Strength Group (CSG), Charity No 1193551 as their senior manager. Bridge received £3,731 from CSG in 2023 for office accommodation and support services (2022: £2,353), Bridge paid £500 to CSG for staff training in 2023 (2022: £530), and a grant of £3,820 through the City Wellbeing Hub small grants scheme (2022: £nil)

No payments were made to Trustees in 2022-23 for any services in a professional capacity, outside of their role as a trustee. (2022: £nil)

### 28 Ultimate Controlling Party

The charity is under the control of the board of trustees.

### 29 Post Balance Sheet Event

There are no post balance sheet events to report.