



The Bridge Project

Trustees' Annual Report and Financial Statements

31st March 2025

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

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

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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 2025. 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.

Objectives and Activities

Our Vision and Mission

Vision - A place where everyone can achieve a fulfilling life.

Mission - Our mission is to empower people experiencing multiple barriers to achieve positive change.

Our Objects

The objects of the charity are:

1. To relieve sickness, poverty and promote social inclusion through the provision of treatment, care, rehabilitation, education and training services, social housing, and housing support, to persons or members of their families
2. To provide the above object to people 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 Approach

Bridge is a value driven organisation. The following 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:

<i>Integrity</i>	Always doing the right thing.
<i>Compassion</i>	Not judging the people who use our services, responding to them with kindness and understanding.
<i>Empowerment</i>	Enabling people to achieve their full potential.
<i>Equitable</i>	Respecting each person's uniqueness and treating them fairly.
<i>Ambition</i>	Striving for excellence.
<i>Sustainable</i>	Ensuring we are in for the long haul.
<i>Boldness</i>	Willingness to take calculated risks and having courage to face challenges

Recovery is the common outcome all Bridge services aim to achieve. We define recovery as 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.

Our recovery statement outlines the principles driving our main activities in relation to building resilience and facilitating recovery:

- Fostering hope, as a source of motivation and strength for people we support when trying to overcome challenges in their lives.
- Enabling the 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.

We are a trauma informed workforce putting the welfare of the people we support at the heart of what we do and how we do it.

Summary of Activities

Who we serve

Bridge is a Bradford based charity that designs and delivers flexible services to people facing multiple disadvantages and experiencing a combination of problems. For many, these problems are shaped by long-term experiences of poverty, deprivation, trauma, abuse, and neglect manifesting in a combination of experiences including homelessness, substance misuse, domestic violence, contact with the criminal justice system and mental ill health. We work with individuals, families, partners, and communities to empower individuals to reduce harms and improve lives in a sustainable way.

Evidence led, person-centred, trauma informed service

Our quality case management systems, audit checks, safeguarding procedures and annual reviews are embedded in our service delivery which:

- contributes to an evidence base of need
- drives safety and effectiveness, and
- provides evidence of change.

Main Activities

This report provides a summary of our main activities, our service delivery staffing size (Full Time Equivalent, FTE) and the people we have supported (caseload) across our:

- **Navigation services for people experiencing deprivations and multiple unmet needs** – Bridge has used navigation services for the past five years to effectively support people facing deprivation and complex unmet needs where traditional approaches have fallen short. This evidence-based model focuses on proactive outreach and trust-building, followed by a collaborative assessment of strengths, needs, and aspirations, co-design of care and action plans providing advocacy, emotional support, practical support, and connection to services such as housing, harm reduction, primary and secondary healthcare, accommodation support.
- **Young peoples' service (known as One80)** (now up to age 24yrs) – we retained the contract following a successful tender, providing security to young people (and concerned others) who benefit from the service. We successfully met our 2024 objective to enhance inclusivity and ensure the service better represents the demographics of Bradford.
- **Bridge Recovery Homes** – our inhouse service providing housing and housing support for people supported by Bridge navigation services.
- Substance use treatment and aftercare across the Bradford District reporting on activities through the **New Vision Bradford** partnership, based at Pelican House in Bradford and GP surgeries across the district.
- **Community strengthening projects** – supporting the public and community assets.

Review of Achievements and Performance

We continue to live in uncertain times. A new government in office; ongoing pressures on public finances and services; and, for people needing our support, already challenging situations that are getting even harder. We're seeing more people, in more complex circumstances, reaching out to us for help.

During the past 12 months we've adapted to this environment by reviewing the way our charity operates, and by continuing to deliver the best possible care for people who need our support. The year 2024/25 has been transformative for Bridge as we rolled out our 3-year Strategic Plan. We have expanded our systems, processes and governance to become more sophisticated in managing the increasing complexity and risk. We have established a new Board committee and internal governance framework, providing a platform for assurance, effective decision making and accountability at every level in the organisation.

Thankfully we were successful with the re-commissioning of some of our key services including i) the navigation service Lotus which provides specialist services for individuals at risk of or engaged in sex work and ii) One80, our young persons' drug and alcohol support service. Our work with perpetrators (through IOM and MARAC) to prevent and stop the cycle of abuse has shown positive impact which we hope to develop further with our partners in the coming year.

Through listening to our people, alongside our commitment to develop services that wrap around the people we support, we have expanded our housing offer to provide more quality homes to those that most need them. These include people with the most complex lives, as well as people who are committed to abstaining from drugs and alcohol and need a safe therapeutic environment to sustain their recovery.

Our mission remains clear: to empower people experiencing multiple barriers to achieve positive change. Our vision is to be a place where everyone can achieve a fulfilling life. Throughout this report, we will look at our achievements through the lens of our mission and vision. You will see examples that demonstrate these are more than just aspirations - they are the guiding principles that shape everything we do at Bridge.

Finally, we thank all our passionate staff, volunteers and others who represent the people who use our services. It is their talent, dedication and hard work that allow us to achieve so much.



Our Services



Bridge continues to deliver a portfolio of statutory services designed to support individuals experiencing multiple and overlapping disadvantages. These services are often delivered through the Navigator model, an approach validated by Sheffield Hallam University (2020) and supported by Bradford Council. Of note the Lotus and One80 Service were recommissioned this year and our MARAC and IOM services will be integrated into a new, expanded programme for people who harm (Bradford RESET) next year (from 1st April, 2025).



Housing First (HF) Service – supporting people with long histories of homelessness, failed tenancies and exclusion, who also face high levels of co-occurring unmet needs who are referred through the Complex Needs (Housing) Panel for support and stable accommodation, in partnership with the Bradford Council.



Multi-Needs Navigator (MNN) service – for people who experience at least 3 of the 5 HARM criteria of 1) homelessness, 2) problematic substance use, 3) reoffending behaviour, 4) poor mental health and 5) poor physical health. Navigators support individuals to access the services they need to make positive and sustained changes in their lives, in close partnership with police, probation, housing, mental health and substance misuse services.



MARAC Service – for individuals linked to repeat high-risk domestic abuse cases, where the same case has been presented to Multi-Agency Risk Assessment Conference more than once in the past six months and where no agency offer has previously been taken up. This service primarily supports victims but may also include working with perpetrators where they continue to cohabit with the victim. Navigators address unmet needs to improve safety and engagement with support.



Family Navigators Service (FMN) – for with families affected by substance use where there are significant safeguarding concerns. The service is targeted at families who are pregnant and/or have children subject to Child Protection Plans or living in foster care. The aim is to reduce risks, strengthen parenting capacity, and improve family outcomes.



Integrated Offender Management - support individuals whose offending is linked to domestic abuse by addressing the underlying causes of harmful behaviour. This work is part of a multi-agency effort with West Yorkshire Police and Bradford Council DA&SV Hub to increase safety and accountability in complex domestic abuse cases and reduce reoffending.



Lotus Service (Lotus) – successfully recommissioned this year to provide support and interventions for people engaged in or at risk of engaging in sex work facing multiple disadvantages (pre-existing, and some exacerbated by sex work including co-occurring unmet needs such as homelessness, substance use, sexual abuse, domestic abuse and sexual violence, coercion, exploitation, stigma and discrimination).



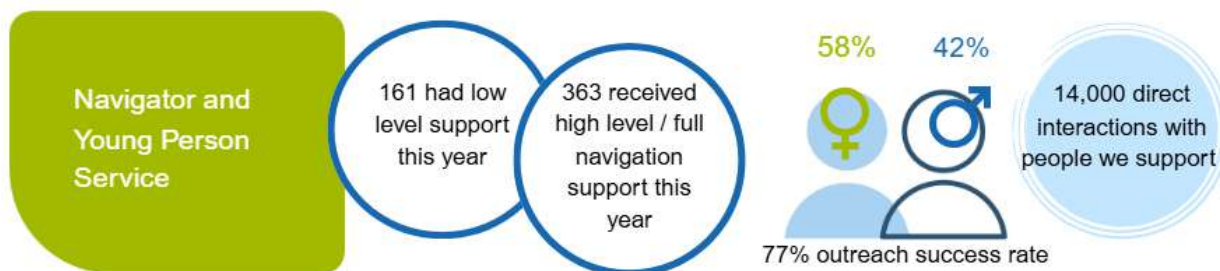
Multi-Agency Reducing Reoffending Support (MARRS) - providing help with housing, benefits, training, employment, mental/physical health to people on probation who have not benefited from previous probation orders and are at significant risk of reoffending due to unmet needs, including substance use treatment and support.



One80 - successfully recommissioned to deliver interventions that maximise the health and wellbeing of Young People (<24years) to: stop or reduce using alcohol and drugs, to reduce the harm they cause themselves, to develop their resilience, and to manage the risks they face to ensure that when they leave the service they can sustain their progress.

Achievements and Performance

Successful outreach and increased caseloads



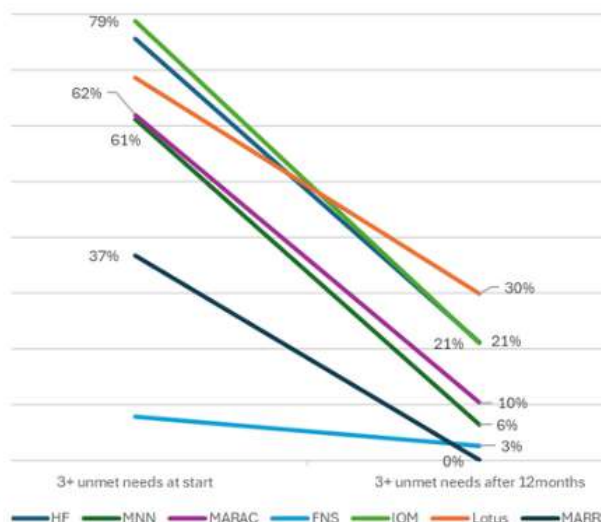
Our Navigator support and interventions actively reduced the number of unmet needs

The people we support have a high burden of 3 or more simultaneous unmet needs at program start (60%+) relating to aspects of Substance Use, Accommodation, Mental Health, Physical Health, Financial, Sex Work, Domestic Abuse.

These present multiple barriers to achieving positive change.

The service with the highest proportion of multiple unmet needs was Housing First, followed by Lotus, MARAC and the Multi-Needs services respectively.

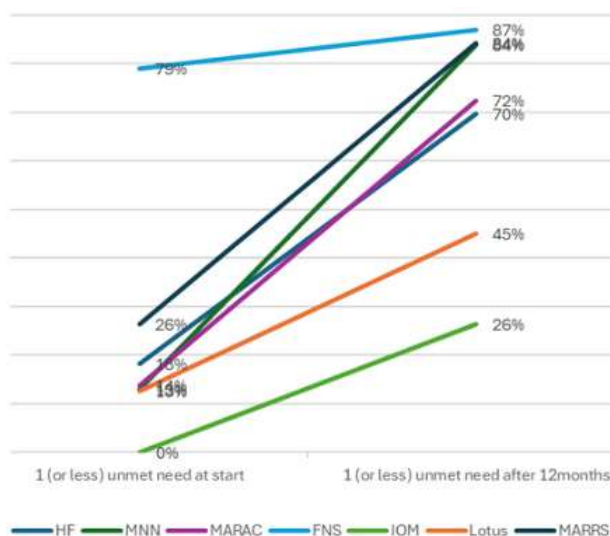
With their navigator's support, an individual's burden of unmet needs reduces from 3+, to 2, to 1 and zero over time.



The graph (above) shows how, on average, the proportion of people with 3+ unmet needs in each service fell dramatically over the last 12 months as a result of our interventions. The proportion of people on caseload at 12 months, with just 1 unmet need remaining (left) had increased as a result of the Navigator-led support and interagency working.

Peoples needs can fluctuate which is why Bridge provides flexible, person-centred support that compassionately adapts to an individual's changing needs, providing a rapid 'step-up' or phased 'step-down' approach to support and help achieve sustained recovery.

By adjusting our care in this way we ensure positive changes are sustained, and individuals are empowered to transition successfully and achieve a fulfilling life.



Partnership working

Bridge work closely with voluntary and statutory agencies spanning social care, homelessness partnerships, housing providers, probation, policing teams, New Vision Bradford, community organisations, and specialist VCS partners. Collectively we coordinate wraparound care for the people we support by 1) co-designing services (e.g. via the Reducing Reoffending and DASV Boards), 2) facilitating multi-agency groups that we either attend (e.g. complex housing needs panel) or chair (e.g. Multi-Agency Safeguarding of Sex workers, and the multi-agency review board) or host (e.g. at the Reconnect Centre), and 3) co-delivering outreach services and adapting the complex care system to the needs of the people we support.

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Annual Report and Financial Statements 2024-25

Co-produced Care Plans

The people we support through the full comprehensive navigator model, work collaboratively with their named Navigator to identify their strengths and their multiple unmet needs across a range of life domains. This informs their personalised care plan which is regularly reviewed and actively implemented. These care plans, when viewed in aggregate, provide an overview of the self-reported characteristics of each service. Here we present a snapshot of their journey this year, drawing attention to the most common areas of unmet need in April 2024, and positive change by March 2025. Of note for this cohort substance use reduction is voluntary and positive change is incremental over time, in parallel to multiple gains in other life domains. Elsewhere each service reports key performance indicators to national bodies (e.g. NDTMS) and or its commissioner.

Housing First

● Greatest support was sought for substance use, emotional and physical wellbeing and a place to live.

↑ Biggest % improvements were reported across legal situation (75%) and accommodation solutions (67%) and mental (61%) and physical health (60%). Making positive relationships (60%) with others was also high.

Housing First

Supporting people with repeat histories of homelessness

33 on caseload

- up to 5 simultaneous unmet needs/person at start
- 1/3 were women
- 85% of outreach and meeting attempts were successful
- Over 1000 interactions with professionals/year
- average time on caseload 42months

Multiple Needs Navigator

Proactively support people with the most entrenched multiple needs

31 on caseload

- up to 5 simultaneous unmet needs/person at start
- ½ were women
- 80% of attempts to meet were successful
- Over 650 interactions with professionals/year
- average time on caseload 15months

MNN

● Greatest needs related to substance use, accommodation, mental and physical health.

↑ Biggest % improvements were reported for financial (94%) and legal situations (89%), physical (85%) and mental health (77%), accommodation solutions (77%) and personal relationships (63%).

MARAC

● Greatest needs related to support for substance using, emotional and physical health, and personal and social relationships.

↑ Biggest % improvements were reported to 'life as a parent' (80%), social integration (63%), mental health (59%) and accommodation solutions (58%).

MARAC

One-to-one support for both victims and/or perpetrators of domestic abuse

29 on caseload

- up to 5 simultaneous unmet needs/person at start
- 86% were women
- 66% of attempts to meet were successful
- nearly 2500 interactions with professionals/year
- average time on caseload 12months



- up to 4 simultaneous unmet needs/person at start
- most people supported were women
- 87% of attempts to meet were successful
- nearly 1700 interactions with professionals/year
- average time on caseload 6months

FMN

Greatest needs related to 'life as a parent', substance use, emotional wellbeing, accommodation and finances.

Biggest % improvements were reported across physical health (100%), personal relationships (100%), and financial situations (78%), which supported emotional wellbeing (53%).

IOM

Chaos scores were consistently high across all domains of need and risk relating to need for service support, intentional and unintentional self-harm, risk to and from others, anxiety, substance use, impulse control and housing.

Biggest % improvements were obtained around risk to (74%) and from (61%) others, and impulse control (63%).

Integrated Offender Management

19 on caseload

- up to 5 simultaneous unmet needs/person at start
- 21% were women
- 9 had planned exits and 3 had unplanned exits
- unstable housing was a contributory factor (83%)
- average time on caseload 3months.

Lotus

Greatest support was sought for substance use, needing a safe place to live, sex work, social integration and emotional wellbeing.

Biggest % improvements were reported across legal (88%), and sex working (66%) domains and accommodation solutions (64%).

The Lotus Project

Adults living in Bradford who are involved or at risk of being involved in sex work

80 on caseload

- the service with the greatest number of simultaneous unmet needs per person (up to 6) at start
- most people supported were women
- over 70% of attempts to meet were successful
- nearly 3000 interactions with professionals/year
- average time on caseload 3.3yrs



- up to 4 simultaneous unmet needs per person at start
- 5% people were women
- average time on caseload 10months

MARRS

Chaos scores indicated greatest needs related to general social behaviours and anxiety affecting daily function and safeguarding needs.

Biggest % improvements were reported around self harm and suicidal ideation (69%), risk of harm from others (58%) and accommodation solutions (59%).

Young Persons' **drug and alcohol service** 

Supporting Young people up to the age of 24yrs

114 on caseload

One80
Young Persons Drug and Alcohol Service

- 1/3 were female
- over 80% of attempts to meet were successful
- over 1000 interactions with professionals/year
- co-designed leaflet on substances and One80

One80

Greatest support was sought for substance use, mental health and relationships with friends and family.

Biggest % improvements were reported around their housing situation (82%) and their physical (60%) and mental (52%) health.

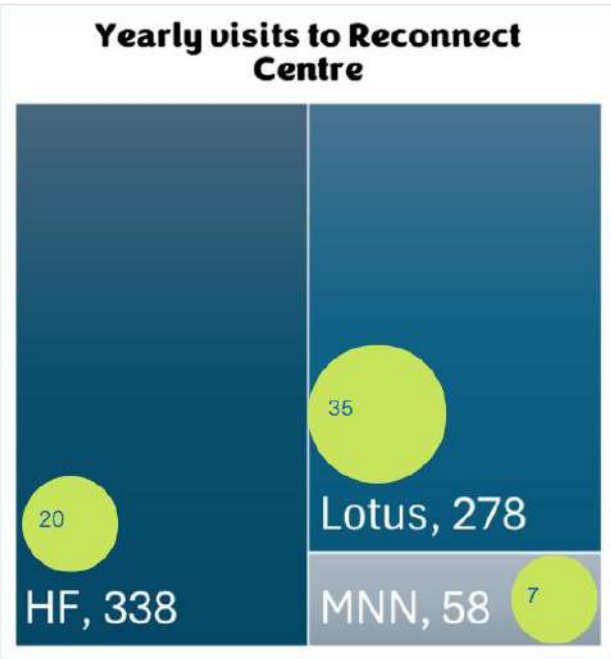
Our new Young Persons Engagement Mentor proactively enhanced our outreach and partnership working across Bradford resulting in:

- 13 new sources of referrals to One80 including schools, 'Breaking The Cycle' and colleges
- >50% new referrals for young people with South-Asian heritage, improving diversity within the service.

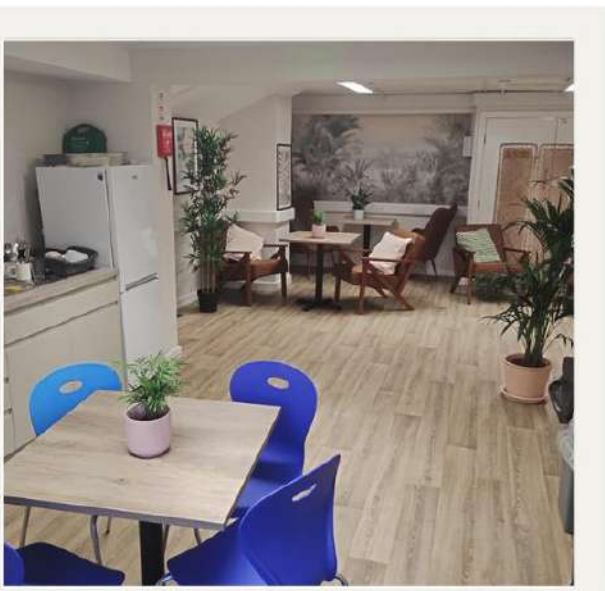


Reconnect Centre

Being centrally located within Bradford, the Reconnect Centre continues to be a much needed space for the people we support through Housing First, Lotus and Multi-needs services. The mixed gender single floor space provides a secure drop-in facility with indoor and outdoor spaces to decompress, use shower, toilet, laundry and kitchen facilities, and to meet their worker alongside outreach services from general health, sexual health and financial health services.



For each service, the yearly visits are driven by a core sub-group of people.



Reconnect Centre
35 Salem Street, Bradford

Housing

The people we support in the above services often have a need for housing or housing management support. This continues to drive Bridge’s presence as a not-for-profit player in the housing and tenancy support sector in Bradford through Bridge Recovery Homes.

Bridge Recovery Homes

Bridge now operates a portfolio of 27 owned and leased properties to provide safe and stable accommodation for the people we support. Tenancy management is delivered by our dedicated Housing Officer, working alongside but distinct from Navigator-led support. This specialist housing support plays a vital role in helping individuals sustain their tenancies, while the Navigator model continues to address broader life challenges. Together, these complementary approaches provide a strong foundation from which individuals can build more stable, independent lives.

New multi-occupancy home

This year, we expanded our Bridge Recovery Homes portfolio with the addition of a fully renovated, four-bedroom property in Bradford. From April 2025, this home will operate as a quasi-residential recovery house for men, offering a safe, structured, and supportive environment. The house will provide residents opportunity to work individually, collectively and with Flourish Recovery Hub to continue abstaining from substances such as alcohol and drugs. It will also help individuals rebuild their lives by developing essential life skills—such as managing a home, sustaining recovery, forming positive peer networks, and contributing meaningfully to the community.

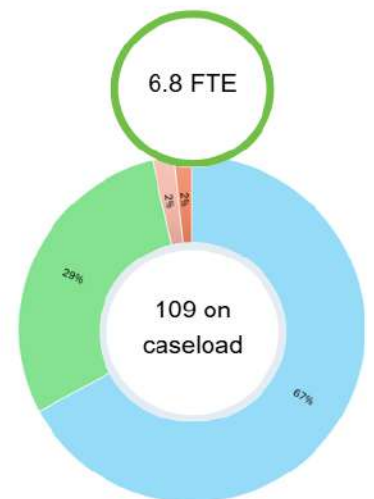
We also facilitate housing and housing management solutions for people supported by the New Vision Bradford Partnership through the Floating Housing Support Team.

Floating Housing and Recovery Service

Our Bridge-managed housing programme in New Vision Bradford provides housing and recovery tenancy support for people receiving substance harm reduction and treatment services with NVB.

The team of 5 floating support workers received referrals for support to improve their current housing (67%), find more suitable housing (29%) or improve financial (2%) or financial and housing (2%) situation.

- 109 people provided with floating support throughout the year
- 45% of clients were female
- 77.1% clients successfully discharged and 7% were partially successful.
- The average length of time in the service was 146 days, (maximum of 432 and minimum of 5 days)



Bridge has 5 teams working within the New Vision Bradford service, a partnership with charities Waythrough, Project 6 and Create Strength Group. Bridge teams include the: Early Intervention Team, Addicted to Medication, Rough Sleeper Team, Active Recovery, and the Recover and Aftercare Team.

1. Early Intervention Team

The team of eight (full-time and part-time) Recovery Coordinators provided comprehensive support and holistic recovery care planning for individuals affected by non-opiate Class A drug and alcohol use. Referrals were received from a range of sources, including social workers, hospitals, and self-referrals, with individuals receiving support at GP practices across the district or at Pelican House in Bradford.

Each Recovery Coordinator triages incoming referrals, manages a caseload of up to 40 individuals, and delivers tailored psychosocial interventions such as harm minimisation, relapse prevention, distraction and reduction planning, and mental health support. They also advocate on clients behalf for additional services, both externally (e.g. CAMHS, CMHT) and internally (e.g. COMHAD), ensuring individuals receive the wraparound care they need. Outcomes are carefully recorded, with positive results including reduced substance use, achievement of abstinence goals, and improvements to wider unmet needs.

2. Specialists (Addicted to Medication)

The ATM team supports individuals seeking to reduce their use of opiates, pregabalin, or benzodiazepines. Support is given at an individual's GP via referrals from their GP practice. The GP sets the reduction targets and the Recovery Specialist delivers a tailored psychosocial intervention plan. This collaborative approach helps patients manage withdrawal symptoms, address pain, and explore underlying trauma. Reduction plans are carefully paced and responsive to each person's unique needs, complexities, and circumstances, ensuring a safe and sustainable path toward improved wellbeing.

3. Rough sleeping Team

This year, the team expanded to nine Recovery Navigators, each carrying a caseload of up to 20 individuals of people rough sleeping (or at risk of) with substance use concerns and other unmet needs over 18 months. They provide intensive, weekly one-to-one support, and triage up to 10 new referrals per week for pharmacological treatment and support. Clients now receive a step-down transitional support 'Hybrid Team' of 3 staff provided by Waythrough (for visits ever 2-3 weeks) before entering mainstream support (every 5 week visits). All care is recorded and coordinated via the NHS SystemOne platform.

4. Active Recovery

The team of 12 Recovery Coordinators (including 2 part-time) supports individuals recovering from illicit or non-prescribed opiate use. They deliver clinical interventions—including opiate substitute prescribing—and psychosocial support through one-to-one and group sessions, managing a combined caseload of around 660 clients across Unity, Pelican House (Bradford), and Temple Street (Keighley).

The service, open to adults, primarily receives self-referrals, though clients also come via criminal justice services and hospitals. Many experience cycles of abstinence and relapse, returning for support to stabilise their lives. Treatment plans are reviewed every 12 weeks, with data recorded on NHS SystemOne. In the past year, outcomes include exits from the service opiate and prescription-free, reduced using, improved housing and finances supported by specialist teams including Floating Housing Support.

5. Recovery and After Care

The Flourish Recovery Hub has introduced several improvements to streamline support and enhance member experience.

- A new monitoring induction process now welcomes 10–20 new members each month covering risk management, access needs, communication preferences, and member-led goal setting—focusing on areas such as volunteering, employment, confidence, social integration, family reconnection, and sustained recovery.
- A formal membership agreement outlines the code of conduct and behavioural expectations.
- Regular case engagement meetings allow members to co-design the Flourish offer, recently resulting in a new peer-led mental health group.
- A structured weekly timetable now clearly lists group sessions by day and time, supporting consistent attendance and cumulative benefits.

Looking ahead, a new programme of events to make recovery in the community more visible and celebrated. Pathways are also being developed to connect members with newly acquired multi-occupancy, quasi-rehabilitation housing, a shared living space offering both structure and flexibility for individuals with complex needs.



Volunteer Program

This year, 43 people volunteered for us, contributing around over 10,334 hours (equating to £118,220). At the start of the volunteer program, 84% of volunteers were not in education employment or training, 75% disclosed they had a mental health condition, 47% disclosed an offending history. Over time volunteers gained confidence, 79 qualifications (NVQ health and social care), awareness and experience. 20 people gained paid employment.

“If Bridge didn't give me the opportunity to gain my adult social care qualifications I wouldn't of been able to get a job! I am so happy” Volunteer 2024

Liaison and Diversion

The team continued to deliver this multi-agency service with the aim of diverting individuals away from crime. Support recovery Workers across West Yorkshire held a caseload of 25 providing time-limited outreach support that connects individuals to the right services organisations and support in the community, including substance use. In Wakefield the 'test on arrest' program identified opportunities to provide early substance treatment support to individuals entering Police Custody to reduce re-offending. The service supported nearly 5000 referrals across West Yorkshire this year.

8 FTE

SkillsHouse

Bridge employed two full-time experienced employment advisers to provide free, impartial information, advice and guidance helping Bradford residents into employment and training

2 FTE

Affinity



Bridge employed and supervised a Community Health Partnership Co-ordinator for the Affinity Care Community Partnership who actively collaborated with partnership leaders (NHS, local area ward officers, local VCSE organisations) and ACCP partners to identify local health and wellbeing priorities and promote effective interventions by sharing intelligence, and identifying collaborations. This has driven the design and implementation of local health and wellbeing initiatives including:

- Health & Wellbeing Events – GP led health checks and information stalls on how to keep happy & healthy at home.
- Community Centre Development – building relationships and need assessments to develop and sustain 4 community centres/hubs to promote health & wellbeing of local people. Community engagement events identified need for Bereavement Support Group, Men's group, Menopause Cafe and Mindfulness/Wellbeing Groups. Funding was successful obtained for these totalling £6,880.
- Small grant funding - Facilitated promotion of grants opportunities, and awarding 12 local community groups a total of £22,500.
- Atrial Fibrillation Testing for 108 people at community engagement events with results reported to NHS Long Term Conditions and Personalisation Department, West Yorkshire Health and Care Partnership (ICS).

Wellbeing Network

In 2024, the Bradford District & Craven Wellbeing Network (WBN)—a partnership between the NHS and the voluntary sector—faced significant funding cuts, reducing its services from 30 to just 7. As a result, in October 2024, the City Wellbeing Hub, previously operated by The Bridge Project, was restructured, relocated, and renamed the System Access Point (SAP). Now based at Bridge's main office, SAP serves as a central gateway to the district's wellbeing support system. It provides triage and initial assessments for individuals seeking help—either directly or via referrals from frontline workers—and connects them to the most appropriate services. These include the three remaining locality hubs (East, West, and South Bradford) and specialist support for mental and physical health, substance use, financial hardship, domestic abuse, relationship issues, and stress management.



SAP supported 335 men and women from diverse communities with an average age 48yrs. A quarter of people we support live in areas which have an IMD score of either 1 or 2. Clients were given access to vital services both within and beyond the WBN for support with welfare and benefits (55%), mental health (20%), loneliness (9%), housing (4%) and a mix of other needs (12%).



Telephone Befriending Volunteer Programme

This program builds on the community assets within Bradford's culturally vibrant communities. The program has been supported by 70 befriending volunteers to date. Befrienders (89% female) are DBS checked and speak multiple languages and identify with British White, Asian and Black culture and communities. Together they have made almost 750 wellbeing befriending calls, each providing on average 30 minutes of active listening, companionship, and support to individuals seeking support for isolation and loneliness. The telephone befriending service has supported 71 people in Bradford (53% female) with their support needs offering regular connection and reminders that they are part of a caring community.

Plans for the Future

We will continue to deliver our new 3-year organisational strategy based on the learning and achievements to date, and through listening to our staff, stakeholders and the people we support.

The focus of our work will be to continue to apply what is happening locally, informed by our engagement in planning, strategy and leadership forums, and by opportunities brought through new funding, drug, alcohol, mental health and criminal justice strategies, to deliver innovative services and improve outcomes.

We will work as a collaborative partner with other agencies, with a focus on ensuring the welfare of the people we support is at the heart of everything we do. Looking ahead, from 1st April 2025, our MARAC and DRAM services will be integrated into a new, expanded perpetrator programme—Bradford RESET—marking a significant step forward in our collaborative efforts to address complex needs through systemic change.

It is our firm ambition to become a Registered Provider of social housing, and to secure significant social investment to provide quality homes to more people. We will build on our evidence-based navigator approach, to diversify and provide innovative services and solutions to meet the needs of new cohorts of people with complex lives. Already we are seeing the impact this approach has on reducing levels of reoffending in relation to domestic violence and we will continue to refine and evaluate this approach through our new RESET contract.

We will continue to invest in our central support services and digital transformation, ensuring we have the infrastructure and capacity to maintain safe and effective services of the highest quality. And we will reduce the proportion of our contractual income that is spent on overheads to improve our competitiveness and offer better value for money. To enable this, we will seek additional corporate sponsorship and raise our profile as a place-based charity that is dedicated to tackling the causes and consequences of social inequality and poverty in our region.



Jon Royle
Chief Executive



Gordon Roscoe
Vice Chair of Trustees

Financial Review 2024-25

The 2024–25 financial year marked a period of consolidation and continued development for Bridge, following the significant expansion experienced in the previous year. Total income increased modestly by 6% to £4.71M, reflecting both the sustained delivery of core services and the strengthening of newer initiatives launched in the previous year.

Bridge's core services, such as New Vision Bradford, Lotus Project, Housing First, MARAC Navigators, and Multiple Needs Navigators were all funded at similar levels to the previous year. There were some service expansions, such as extra posts linked to the Liaison and Diversion service in Wakefield, and the Family Navigator service in Bradford, but also a reduction in funding and staffing for the Wellbeing Hubs due to reduce funding across the district for these services. The Recovery Homes project also expanded up to 23 properties at the end of the year, as well as the purchase of a 4-bed property for the Quasi-Residential Rehab project.

Unfortunately, one post with the Bingley Community Partnership ceased during the year due to a change of funding arrangements. The Liaison and Diversion service transferred to a large private sector provider at the end of the year following a Yorkshire-wide tender exercise, although Bridge will retain five staff working in the criminal justice system in Wakefield in 2025-26. Bridge was successful in two significant tenders during the year, for services from April 2025, retaining the Lotus Project, and winning a new domestic and sexual abuse support service (Bradford RESET) which expands on Bridge's MARAC Navigator work. Overall income from charitable activities increased slightly to £4.37M (2023–24: £4.25M).

Donations and grant income rose by £117k to £292k, mainly due to a grant for the Quasi-Residential Rehab project.

Bridge's expenditure decreased slightly by 1% to £4.56M (2023–24: £4.61M), however there were no exceptional items this year, in contrast to the £413k of premises refurbishment costs in 2023–24. Salaries and other staffing costs remain Bridge's largest area of expenditure, accounting for 82% total expenditure, with an average of 112 employees over the year. The housing projects accounted for £241k of expenditure an increase from £83k in the previous year.

The year ended with a surplus of £151k compared to the deficit of £149k in 2023–24. After transfers between funds, unrestricted reserves decreased slightly by £25k to £990k, bringing them back within the target range set by the Reserves Policy. Designated funds increased by £187k to £1.12M, primarily due to the purchase of a house for the Quasi-Residential Rehab project. Restricted funds decreased marginally by £12k to £380k, with balances held for specific projects and future service delivery.

Bridge's fixed assets increased to £1.05M (2023–24: £931k), following the purchase of the additional house. This investment was funded through a combination of reserves and a grant from the City of Bradford MDC.

Cash and short-term investments decreased to £989k (2023–24: £1.44M), reflecting the planned use of reserves for capital investment and service delivery.

Bridge remains in a strong financial position, maintaining a healthy level of reserves which will allow for continued stability and investment in our housing projects as well as other service and infrastructure needs in the future.

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 2025 was 9 (2024:8).

Organisation:

The board of trustees administers the charity. The board is scheduled to meet four times per year in March, June, September and December. In addition, there are three trustee sub-committees with delegated authorities; Business and Finance; Compliance, Quality and Performance; and People. Each sub-committee meets four times per year, with membership being a minimum of three trustees. The sub-committees then report on decisions made and recommendations for board approval to the following board meeting. 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.

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

Peter J Sleight (Chair)	Gordon Roscoe (Vice Chair)
Mohanlal P. Mistry	Jonathan Sutcliffe
Christopher Gibbs	Adeel Jafri (appointed 18 th Sept 2024)
Aneta Gyorgyova (appointed 18 th Sept 2024)	Elizabeth Trueblood (appointed 18 th Sept 2024)
John Lewis (appointed 26 th Mar 2025)	Robert Coles (appointed 18 th June 2025)

Three trustees left the board during the financial year 2024-25 (2024: 0), Andrew Clayton-Stead on 16th Aug 2024, David Memery on 1st December 2024, and Marisa Lloyd on 21st Mar 2025

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.

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

Annual Report and Financial Statements 2024-25

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

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 through external advertising, 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; Bradford Children and Families Trust; Bradford VCS Alliance; Office for Health Improvement and Disparities; NHS West Yorkshire Integrated Care Board; Affinity Community Partnership; Bingley Bubble Community Partnership; Wakefield Council – Liaison and Diversion service; Waythrough; West Yorkshire Combined Authority.

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

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, was last reviewed and approved in May 2025 and last amended in November 2024 after taking into consideration recent organisational growth and future expenditure plans.

The updated 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 and quarterly cashflow requirements; working capital requirements; and contingency planning to mitigate and manage a major loss of income scenario.

The upper limit of free unrestricted reserves to hold has been set at £1 million, this figure has been approved to allow Bridge the ability to accumulate sufficient reserves in the short to medium term to be then invested in further residential properties for the Recovery Homes project as this scheme expands.

As of 31st March 2025, Bridge's free unrestricted reserves totalled £990,309 (2024: £1,015,229), this is just below the upper threshold set in the policy. It is planned to spend a portion of these reserves on residential property purchases in 2025-26. Bridge held £116,399 (2024: £114,068) of freely accessible funds in designated funds for the Recovery Homes project, housing purchases, and future repairs on housing and office premises. £380,166 (2024: £391,694) was also held in seventeen restricted funds for future expenditure against specific service provision activities.

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 2023, which fed into the development of the 2024-27 Strategic Plan.

Bridge maintains a corporate risk register, which is reviewed and updated on an ongoing basis by the Senior Leadership Team (SLT). Risks are categorised into four headings; Operations; Human Resources; Finance; and Governance. Ownership of individual identified risks is allocated to member of the Senior Leadership Team, who hold responsibility for managing, mitigating and reporting against these risks. Ownership of the identified risks is also allocated to either the board of trustees, or one of the three trustee sub-committees, the risk registers are then reviewed quarterly by trustees at the applicable meeting, with any required actions being delegated to the SLT for implementation.

The Director of Operations in partnership with the Deputy Director of Operations, Head of Quality and Safeguarding, Service Managers, 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ to legislations in other jurisdictions.

On behalf of the board:



Gordon Roscoe

Vice Chair of Trustees

17th September 2025

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

Annual Report and Financial Statements 2024-25

Independent Auditor's Report to the Members of The Bridge Project

Opinion

We have audited the financial statements of The Bridge Project (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows 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 2025, 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 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 Members 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. 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 (which includes the directors' report prepared for the purpose of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors report included within 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 directors' report and from the requirement to prepare a strategic report.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 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 Members of The Bridge Project (continued)

We focused on laws and regulations, relevant to the charitable company, 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 charitable company 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.

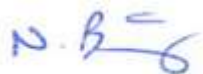
As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of nominal ledger. We evaluated whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

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/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> 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.



Neil Baldwin (Senior Statutory Auditor)

for and on behalf of BHP LLP,

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

18th September 2025

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

Annual Report and Financial Statements 2024-25

Statement of Financial Activities for the year ended 31st March 2025

(Incorporating the income and expenditure account)

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
		£	£	£	£	£
Income						
Donations and legacies	3	105,927	130,000	56,608	292,535	167,644
Charitable activities	4	2,299,312	282,218	1,786,769	4,368,299	4,247,188
Investments	5	45,276	-	-	45,276	43,703
Total income		2,450,515	412,218	1,843,377	4,706,110	4,458,535
Expenditure						
Raising funds	6	85,253	-	-	85,253	63,844
Charitable activities	7 & 8	2,297,140	359,842	1,813,017	4,469,999	4,544,133
Total expenditure		2,382,393	359,842	1,813,017	4,555,252	4,607,977
Net income / (expenditure) before transfers	10	68,122	52,376	30,360	150,858	(149,442)
Gross transfers between funds		(93,112)	135,000	(41,888)	-	-
Net movement in funds for the year		(24,990)	187,376	(11,528)	150,858	(149,442)
Total funds brought forward at 1 st April		1,015,299	932,585	391,694	2,339,578	2,489,020
Total funds carried forward at 31st March		990,309	1,119,961	380,166	2,490,436	2,339,578

Balance Sheet as at 31st March 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		1,054,612		930,668
Current assets					
Stock in hand	13	500		500	
Debtors and prepayments	14	707,818		344,561	
Investments	15	520,708		1,083,548	
Cash at bank and in hand	16	468,134		353,416	
		<u>1,697,160</u>		<u>1,782,025</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(182,474)		(276,902)	
Net current assets			<u>1,514,686</u>		<u>1,505,123</u>
Total assets less current liabilities			<u>2,569,298</u>		<u>2,435,791</u>
Creditors: amounts falling due After more than one year	18		(78,862)		(96,213)
Net assets			<u><u>2,490,436</u></u>		<u><u>2,339,578</u></u>
Funds 23, 24 & 25					
Unrestricted funds					
General funds			990,309		1,015,299
Designated funds			1,119,961		932,585
Restricted funds			380,166		391,694
Total funds carried forward at 31st March			<u><u>2,490,436</u></u>		<u><u>2,339,578</u></u>

For the year ending 31st March 2025 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 17th September 2025 and signed on their behalf by:



Gordon Roscoe
Vice Chair of Trustees

The notes on pages 54 to 67 form part of these financial statements.

The Bridge Project
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Annual Report and Financial Statements 2024-25

Statement of Cash Flows for the year ended 31st March 2025

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
		£	£	£	£	£
Cash flows from operating activities	26					
Net cash provided by / (used in) operating activities		(155,363)	68,737	(215,670)	(302,296)	(7,901)
Cash flows from investing activities						
Interest income		45,276	-	-	45,276	43,703
Disposal of investments		176,071	-	-	176,071	(61,347)
Purchase of tangible fixed assets		-	(175,000)	-	(175,000)	(150,000)
Net cash provided by / (used in) investing activities		221,347	(175,000)	-	46,347	(167,644)
Cash flows from financing activities						
Repayment of borrowing		-	(16,101)	-	(16,101)	(349)
Cash inflows from new borrowing		-	-	-	-	112,500
Net cash provided by / (used in) financing activities		-	(16,101)	-	(16,101)	112,151
Increase / (decrease) in cash and cash equivalents in the year		65,984	(122,364)	(215,670)	(272,050)	(63,394)
Cash and cash equivalents at 1 st April		292,475	124,164	428,336	844,975	908,369
Cash and cash equivalents at 31st March	27	358,459	1,800	212,666	572,925	844,975

Notes to the Financial Statements for the year ended 31st March 2025

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 23).

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 2025

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:-

Category	Annual Rate
Freehold Premises	2%
Replacement Roof	2%
Major structural improvements	10%
Other premises improvements	20%
Computers	20%
Other equipment	33%

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 1st 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, 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 18. 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 2025

2 Statement of Financial Activities for previous year

	Notes	Unrestricted funds	Designated funds	Restricted Funds	Total 2024
		£	£	£	£
Income					
Donations and legacies	3	106,464	37,500	23,680	167,644
Charitable activities	4	2,543,297	207,160	1,496,731	4,247,188
Investments	5	43,562	1	140	43,703
Total income		2,693,323	244,661	1,520,551	4,458,535
Expenditure					
Raising funds	6	63,844	-	-	63,844
Charitable activities	7 & 8	2,485,583	661,136	1,397,414	4,544,133
Total expenditure		2,549,427	661,136	1,397,414	4,607,977
Net income / (expenditure) before transfers	10	143,896	(416,475)	123,137	(149,442)
Gross transfers between funds		(8,822)	(6,928)	15,750	-
Net movement in funds for the year		135,074	(423,403)	138,887	(149,442)
Total funds brought forward at 1 st April		880,225	1,355,988	252,807	2,489,020
Total funds carried forward at 31st March		1,015,299	932,585	391,694	2,339,578

3 Income from donations and legacies

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Donations	2,063	-	600	2,663	3,802
Donated services and goods					
Waythrough (was Humankind)	72,175	-	29,600	101,775	92,954
Shipley College	25,956	-	-	25,956	26,210
	98,131	-	29,600	127,731	119,164
Grants					
City of Bradford MDC	467	130,000	8,000	138,467	-
Good Things Foundation	-	-	-	-	5,000
DWP – Access to Work	266	-	-	266	-
Heinz & Anna Koch Foundation	-	-	200	200	-
Inn-Churches	-	-	2,158	2,158	2,178
NatWest Circle Fund	-	-	4,000	4,000	-
Safer Communities Fund	-	-	6,050	6,050	-
Thrive Together Fund	-	-	-	-	37,500
The VCS Alliance	5,000	-	-	5,000	-
West Yorkshire Integrated Care Board	-	-	6,000	6,000	-
	5,733	130,000	26,408	162,141	44,678
Total	105,927	130,000	56,608	292,535	167,644

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Notes to the Financial Statements for the year ended 31st March 2025

4 Income from charitable activities

	Unrestricted funds £	Designated funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Service Delivery Contracts					
Affinity Community Partnership	-	-	37,360	37,360	40,000
Bingley Community Partnership	-	-	-	-	44,412
Bradford Children and Families Trust	-	-	123,750	123,750	101,250
Bradford VCS Alliance	24,988	-	116,719	141,707	257,383
<u>City of Bradford MDC</u>					
DA/SV Comms Lead	-	-	40,366	40,366	35,055
Exiting Prostitution	344,285	-	-	344,285	338,649
Housing First	266,345	-	-	266,345	264,845
MARAC Navigators	-	-	-	-	189,402
Multiple Needs Navigators	213,000	-	-	213,000	213,000
New Burdens Funding	-	-	171,616	171,616	-
Recovery Housing	-	238,617	-	238,617	162,924
SkillsHouse	6,304	-	63,448	69,752	69,793
Young Peoples' Substance Misuse	179,102	-	-	179,102	173,226
	1,009,036	238,617	275,430	1,523,083	1,446,894
Engaging Communities CIC	-	-	-	-	12,558
Job Centre Plus – DWP	-	-	-	-	16,275
Red Letter Project	12,926	-	-	12,926	2,073
Wakefield Council – Liaison & Diversion	280,480	-	-	280,480	209,112
Waythrough	941,621	40,000	1,135,373	2,116,994	2,010,152
West Yorkshire Combined Authority	-	-	97,595	97,595	97,595
Ancillary Trading Income					
Reclaimed expenditure	24,032	21	542	24,595	2,233
Rental income	5,100	3,580	-	8,680	5,185
Flourish Coffee Shop	1,129	-	-	1,129	2,066
	30,261	3,601	542	34,404	9,484
Total	2,299,312	282,218	1,786,769	4,368,299	4,247,188

5. Investment income

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Bank interest	45,276	-	-	45,276	43,703

Notes to the Financial Statements for the year ended 31st March 2025

6 Expenditure on raising funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Staff costs	82,596	-	-	82,596	60,689
Admin and office costs	1,936	-	-	1,936	2,335
Premises	721	-	-	721	820
Total 2025	85,253	-	-	85,253	63,844
Total 2024	63,844	-	-	63,844	

7 Expenditure on charitable activities by fund designation

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Service staff costs	1,748,095	55,247	1,514,982	3,318,324	3,219,762
Service provision costs	142,807	221,053	37,356	401,216	178,953
Admin and office costs	64,754	3,077	61,690	129,521	146,713
Premises	122,373	11,058	32,355	165,786	615,026
Depreciation	-	51,056	-	51,056	56,349
Governance costs	86,839	8,044	63,808	158,691	97,948
Support costs	132,272	10,307	102,826	245,405	229,382
Total 2025	2,297,140	359,842	1,813,017	4,469,999	4,544,133
Total 2024	2,485,583	661,136	1,397,414	4,544,133	

8 Expenditure on charitable activities by service type

	Drug & Alcohol Treatment & Recovery	Navigation Services	Housing Support & Provision	Communities, Early Intervention & Prevention	Criminal Justice	Education, Training & Employment	Total 2025	Total 2024
	£	£	£	£	£	£	£	£
Service staff costs	1,515,735	1,010,402	283,396	205,310	239,706	63,775	3,318,324	3,219,762
Service provision costs	61,231	80,081	245,838	11,141	2,053	872	401,216	178,953
Admin and office costs	71,203	28,470	15,568	7,546	4,629	2,105	129,521	146,713
Premises	85,830	56,858	15,533	5,360	-	2,205	165,786	615,026
Depreciation	35,225	9,331	6,500	-	-	-	51,056	56,349
Governance costs	64,528	48,510	18,704	13,396	9,213	4,340	158,691	97,948
Support costs	98,638	75,853	27,486	21,588	14,847	6,993	245,405	229,382
Total 2025	1,932,390	1,309,505	613,025	264,341	270,448	80,290	4,469,999	4,544,133
Total 2024	1,933,680	1,634,872	383,703	286,356	198,762	106,760	4,544,133	

Notes to the Financial Statements for the year ended 31st March 2025

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

Employee costs during the year were:

	2025	2024
	£	£
Gross wages and salaries	3,108,188	2,980,404
Social security costs	292,340	276,978
Pension contribution	112,754	103,175
	3,513,282	3,360,557

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 £112,754 (2024: £103,175). Employer contributions totalling £9,684 (2024: £9,087) were payable to the scheme at the end of the period and are included in other creditors.

Statutory redundancy payments of £1,601 were paid during the year (2024: 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 £267,732 (2024: £270,204).

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 (2024:1)

£60,000 to £69,999: 2 (2024:2)

The average monthly head count was 112 staff (2024: 108 staff).

£52,407 was spent on agency workers during the year to cover short-term vacancies, (2024: £20,635)

No remuneration or other benefits were paid to the Trustees during the year (2024: nil), no expenses were paid for reimbursing travel costs for attending meetings (2024: nil).

10 Net income / (expenditure)

These are stated after charging:

	2025	2024
	£	£
Depreciation – owned assets	51,056	56,349
Operating lease rentals	-	-
Auditor's remuneration ¹	15,000	10,740
Interest on loans & overdrafts	7,707	3,353
Exceptional building refurbishment costs	-	412,808

¹ Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts, including irrecoverable VAT.

Notes to the Financial Statements for the year ended 31st March 2025

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.

	2025	2024
	£	£
IT equipment, support & licences	46,250	39,600
Volunteer Training & Qualifications	25,956	26,210
Clinical Staff	46,650	44,840
Drug testing	8,875	8,514
Total	127,731	119,164

The value of any volunteers' time is not included, however we have benefited from 10,344 hours (2024: 9,529) of volunteer's time through our volunteering programme.

12 Tangible fixed assets

	Freehold Property	Property Improvements	Computer Equipment	Vehicles	Other Equipment	Total
	£	£	£	£	£	£
Cost						
At 1st April 2024	1,134,344	1,164,888	27,668	30,880	14,743	2,372,523
Additions	175,000	-	-	-	-	175,000
Disposals	-	-	-	-	-	-
At 31st March 2025	1,309,344	1,164,888	27,668	30,880	14,743	2,547,523
Depreciation						
At 1st April 2024	308,030	1,067,266	20,936	30,880	14,743	1,441,855
Charge for year	26,187	22,625	2,244	-	-	51,056
Disposals	-	-	-	-	-	-
At 31st March 2025	334,217	1,089,891	23,180	30,880	14,743	1,492,911
Net Book Value						
At 31st March 2025	975,127	74,997	4,488	-	-	1,054,612
At 31st March 2024	826,314	97,622	6,732	-	-	930,668

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.

Notes to the Financial Statements for the year ended 31st March 2025

13 Stock

	2025	2024
	£	£
Donated goods	500	500

14 Debtors: amounts falling due within one year

	2025	2024
	£	£
Trade debtors	481,263	304,661
Other debtors	8,208	5,400
Prepayments and accrued income	218,347	34,500
	707,818	344,561

15 Investments

	2025	2024
	£	£
Cambridge & Counties Bank (6 mths)	52,607	-
Cambridge & Counties Bank (1 yr)	-	50,000
Cambridge & Counties Bank (5 yr)	89,262	85,000
Charities Bank (40 days)	34,316	156,070
Hampshire Trust Bank (1 yr)	89,775	182,194
Monmouthshire B.S. (30 days)	8,227	152,398
Nationwide (35 days)	62,247	183,091
Redwood Bank (95 days)	93,039	187,245
United Trust Bank (1yr)	91,235	87,550
	520,708	1,083,548

16 Cash at bank and in hand

	2025	2024
	£	£
Petty cash	1,528	1,153
CAF Bank current account	23,919	25,098
CAF Bank instant deposit account	83,106	247,160
Co-operative Bank current account	7,368	7,368
CCLA Deposit Fund	55,200	52,595
Hampshire Trust Bank	100,000	-
HSBC	1,849	-
Monmouthshire BS deposit account	189,217	10,587
Scottish Widows instant deposit account	4,913	4,840
Unity Trust Bank	1,034	4,615
Total	468,134	353,416

Notes to the Financial Statements for the year ended 31st March 2025

17 Creditors: amounts falling due within one year

	2025	2024
	£	£
Loans	17,188	15,938
Trade creditors	21,354	24,283
Taxation and social security	64,196	66,624
Other creditors	20,698	20,521
Accruals and deferred income	59,038	149,536
	182,474	276,902

Other creditors are employer pension contributions and attachment of earnings deductions, all of which are paid within 30 days.

18 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Due between 1 to 2 years	18,522	17,175
Due between 2 to 5 years	60,340	59,947
Due after 5 years	-	19,091
	78,862	96,213

These amounts relate to a single unsecured loan from the Thrive Together Fund from the Social Investment Business.

19 Contingent liabilities

	2025	2024
	£	£
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.

20 Deferred income

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

	2025	2024
	£	£
Balance at 1 st April	81,323	144,392
Amount released to income	(81,323)	(144,392)
Amount deferred in the year	14,538	81,323
Balance at 31 st March	14,538	81,323

21 Capital Commitments

There were no capital commitments as at 31st March 2025 (2024: nil).

Notes to the Financial Statements for the year ended 31st March 2025

22 Analysis of net assets between funds – current year

	Unrestricted			Total 2025
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	1,054,612	-	1,054,612
Current assets	1,135,123	162,380	399,657	1,697,160
Current liabilities	(144,814)	(18,169)	(19,491)	(182,474)
Long term liabilities	-	(78,862)	-	(78,862)
Fund balances	<u>990,309</u>	<u>1,119,961</u>	<u>380,166</u>	<u>2,490,436</u>

Analysis of net assets between funds- previous year

	Unrestricted			Total 2024
	General funds	Designated Funds	Restricted funds	
	£	£	£	
Fixed assets	-	930,668	-	930,668
Current assets	1,138,571	142,104	501,350	1,782,025
Current liabilities	(123,272)	(43,974)	(109,656)	(276,902)
Long term liabilities	-	(96,213)	-	(96,213)
Fund balances	<u>1,015,299</u>	<u>932,585</u>	<u>391,694</u>	<u>2,339,578</u>

23 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.

Housing Purchases: Funding specifically received for Recovery Housing property purchases, the balance will be utilised in 25-26

Recovery Homes: Holds funds allocated and received for Bridge's housing scheme.

Quasi Residential Rehab: Funds for a new project launching in 2025-26, holds a negative amount due to expenditure in setting up the project in advance of anticipated income in 2025-26.

Repair & Maintenance Fund – Housing : Holds funds allocated for future structural repairs and external decoration of our housing scheme properties.

Repair & Maintenance Fund – Offices : Holds funds allocated for future structural repairs and external decoration of our office 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.

Recovery Homes Fixed Asset Fund: Holds the net book value of the freehold property in the Recovery Homes and Quasi Residential Rehab schemes.

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.

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Notes to the Financial Statements for the year ended 31st March 2025

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.

Affinity Community Partnership: Holds funds allocated for future service provision costs on this project.

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

Bingley Bubble Community Partnership: Held funds for a project that has now ended.

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.

DA/SV Comms Grant: Shows income and expenditure for a worker seconded to City of Bradford MDC.

Digital Inclusion Grant: Held the balance of a grant that was spent in 24-25

Family Navigators: Holds funds allocated for future service provision on this project.

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

Housing Support Grant: Holds unspent funds from the Drug and Alcohol Housing Support Grant funding.

LCF Grant: Held the balance of a grant that was spent in 24-25.

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

Lotus Project - Target Hardening: Held the balance of service income that was spent in 24-25.

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

MARRS Grant: Holds unspent funds allocated for a part-time post which started in 23-24 and will continue into 25-26.

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

New Vision Bradford – Rough Sleepers: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received through the New Vision Bradford service.

New Vision Bradford – SSMTRG: Holds unspent funds from the Supplementary Substance Misuse Treatment Grant received through the New Vision Bradford service.

Rough Sleepers Grant: Holds unspent funds from the Rough Sleepers Drug and Alcohol Treatment Grant received directly by Bridge.

Safer Communities Fund: Holds funds from the West Yorkshire Mayor's funding scheme, to be spent in 2025-26

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

SMU Navigators: Holds unspent funds from the PHE's universal grant funding scheme.

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

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

Transfers between funds:

The £93,112 net transfer from General Funds comprises:-

- £135,000 to the Recovery Homes- Fixed Assets Fund as part funding of the purchase of the additional house during the year.
- £41,888 from the MARAC Navigator Fund to the new Bradford RESET Service (which is the successor service following tender of the MARAC service) and is with the approval of the funders.

The £94,651 transfer from the Housing Purchase Fund comprises the following:-

- £56,101 to the Recovery Homes- Fixed Assets Fund.
- £38,550 to the Quasi Residential Rehab Fund as part funding of the refurbishment of the new property.

The £191,101 net transfer into the Recovery Homes- Fixed Assets Fund comprises the following:-

- £135,000 from General Funds as above.
- £56,101 from the Housing Purchase Fund as above.
- These two transfers ensure that the balance in this fund is equal to the net book value of the fixed assets held in this fund, less the value of any loans associated with these assets.

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24 Movement in funds – current year

	Opening balance 1 st April 24	Income	Expenditure	Transfers	Closing balance 31 st March 25
	£	£	£	£	£
Unrestricted funds					
General Funds	1,015,299	2,450,515	(2,382,393)	(93,112)	990,309
Designated funds					
Housing Purchase Fund	9,651	130,000	-	(94,651)	45,000
Recovery Homes	61,676	222,218	(230,768)	-	53,126
Quasi Residential Rehab	-	-	(50,596)	38,550	(12,046)
Repair & Maintenance Fund – Housing	28,000	20,000	(19,483)	-	28,517
Repair & Maintenance Fund – Offices	14,741	40,000	(7,939)	-	46,802
Manningham Lane, Fixed Asset Fund	252,341	-	(6,820)	-	245,521
North Parade, Fixed Asset Fund	126,505	-	(3,165)	-	123,340
Pelican House, Fixed Asset Fund	214,476	-	(25,240)	-	189,236
Recovery Homes – Fixed Asset Fund	37,849	-	(6,500)	191,101	222,450
Salem Street, Fixed Asset Fund	187,346	-	(9,331)	-	178,015
	932,585	412,218	(359,842)	135,000	1,119,961
Restricted funds					
Affinity Community Partnership	35,450	43,707	(39,142)	-	40,015
Befriending Service	39,213	5,150	(44,363)	-	-
Bingley Bubble Community Partnership	20,254	(6,372)	(13,882)	-	-
Bridge Client Fund	10	2,423	(2,423)	-	10
Circle Fund	-	4,000	(2,000)	-	2,000
City Wellbeing Hub	58,905	117,941	(136,410)	-	40,436
Covid Health Inclusion	5,992	-	-	-	5,992
DA/SV Comms Grant	-	40,366	(40,366)	-	-
Digital Inclusion Grant	1,107	-	(1,107)	-	-
Family Navigators	7,471	123,750	(119,196)	-	12,025
Helping Hand	307	-	-	-	307
Housing Support Grant	61,549	345,914	(286,180)	-	121,283
LCF Grant	986	-	(986)	-	-
Lotus Project – Service Users	56	-	-	-	56
Lotus Project – Target Hardening	606	-	(606)	-	-
MARAC Navigators	70,381	171,616	(171,714)	(41,888)	28,395
MARRS Grant	4,783	8,000	(10,670)	-	2,113
MoJ – MARAC Funding	-	97,595	(97,595)	-	-
New Vision Bradford – Rough Sleepers	39,126	396,100	(341,757)	-	93,469
New Vision Bradford – SSMTRG	-	423,089	(423,089)	-	-
Rough Sleepers Grant	8,822	-	-	-	8,822
Safer Communities Fund	-	6,050	(1,241)	-	4,809
SkillsHouse	16,842	63,448	(80,290)	-	-
SMU Navigators	14,576	-	-	-	14,576
Spacious Places	2,258	600	-	-	2,858
VCS Alliance Grants	3,000	-	-	-	3,000
	391,694	1,843,377	(1,813,017)	(41,888)	380,166
Total funds	2,339,578	4,706,110	(4,555,252)	-	2,490,436

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Notes to the Financial Statements for the year ended 31st March 2025

25 Movement in funds – previous year

	Opening balance 1 st April 23	Income	Expenditure	Transfers	Closing balance 31 st March 24
	£	£	£	£	£
Unrestricted funds					
General Funds	880,225	2,693,323	(2,549,427)	(8,822)	1,015,299
Designated funds					
Achieve – DWP	10,042	4,152	(7,266)	(6,928)	-
Housing Purchase Fund	-	37,500	-	(27,849)	9,651
Recovery Homes	78,937	163,054	(142,315)	(38,000)	61,676
Repair & Maintenance Fund – Housing	-	-	-	28,000	28,000
Repair & Maintenance Fund - Offices	429,992	39,955	(455,206)	-	14,741
Manningham Lane, Fixed Asset Fund	259,161	-	(6,820)	-	252,341
North Parade, Fixed Asset Fund	141,463	-	(14,958)	-	126,505
Pelican House, Fixed Asset Fund	239,716	-	(25,240)	-	214,476
Recovery Homes – Fixed Asset Fund	-	-	-	37,849	37,849
Salem Street, Fixed Asset Fund	196,677	-	(9,331)	-	187,346
	1,355,988	244,661	(661,136)	(6,928)	932,585
Restricted funds					
Affinity Community Partnership	-	42,640	(18,440)	11,250	35,450
Befriending Service	12,965	20,600	(13,185)	18,833	39,213
Bingley Bubble Community Partnership	-	59,610	(43,856)	4,500	20,254
Bridge Client Fund	10	2,198	(2,198)	-	10
Circle Fund	1,710	-	(1,710)	-	-
City Wellbeing Hub	76,725	197,830	(196,817)	(18,833)	58,905
Covid Health Inclusion	5,992	-	-	-	5,992
DA/SV Comms Grant	-	35,055	(35,055)	-	-
Digital Inclusion Grant	-	5,000	(3,893)	-	1,107
Family Navigators	-	101,250	(93,779)	-	7,471
Helping Hand	400	-	(93)	-	307
Housing Support Grant	550	302,386	(241,387)	-	61,549
LCF Grant	27,711	-	(26,725)	-	986
Lotus Project – Service Users	507	200	(651)	-	56
Lotus Project – Target Hardening	3,192	-	(2,586)	-	606
MARAC Navigators	52,264	189,402	(171,285)	-	70,381
MARRS Grant	15,000	-	(10,217)	-	4,783
MoJ – MARAC Funding	-	97,595	(97,595)	-	-
New Vision Bradford – Rough Sleepers	-	395,850	(356,724)	-	39,126
Rough Sleepers Grant	8,822	-	-	-	8,822
SkillsHouse	28,130	69,793	(81,081)	-	16,842
SMU Navigators	14,713	-	(137)	-	14,576
Spacious Places	1,116	1,142	-	-	2,258
VCS Alliance Grants	3,000	-	-	-	3,000
	252,807	1,520,551	(1,397,414)	15,750	391,694
Total funds	2,489,020	4,458,535	(4,607,977)	-	2,339,578

Notes to the Financial Statements for the year ended 31st March 2025

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

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Net movement in funds for the year (as per SOFA)	(24,990)	187,376	(11,528)	150,858	(149,442)
Adjustments for:					
Depreciation charge	-	51,056	-	51,056	56,349
Deduct Interest income shown in investing activities	(45,276)	-	-	(45,276)	(43,703)
Decrease (increase) in stock	-	-	-	-	-
Decrease (increase) in debtors	(106,639)	(142,640)	(113,977)	(363,256)	156,668
Increase (decrease) in creditors	21,542	(27,055)	(90,165)	(95,678)	(27,773)
Net cash provided by (used in) operating activities	(155,363)	68,737	(215,670)	(302,296)	(7,901)

27 Cash and Cash Equivalents

	Unrestricted funds	Designated funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£	£
Cash in hand	253,669	1,800	212,666	468,135	353,416
Notice deposits (less than 3 months)	104,790	-	-	104,790	491,559
Total cash and cash equivalents	358,459	1,800	212,666	572,925	844,975

28 Disclosure of Trustee / Related Party Transactions

David Memery, a trustee of Bridge until 1st Dec 2024, is employed by Create Strength Group (CSG), Charity No 1193551 as their senior manager. Bridge received £3,600 from CSG in 2025 for office accommodation and support services (2024: £4,620), Bridge paid £450 to CSG for staff training in 2025 (2024: £400), and no payments were made in 2025 through the City Wellbeing Hub small grants scheme (2024: £955)

Payments of £325 were made to Peter Sleight (Trustee) in 2025 for services in a professional capacity, outside of their role as a trustee. (2024: £375)

29 Ultimate Controlling Party

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

30 Post Balance Sheet Event

There are no post balance sheet events to report.