



annual review
2011-2012



Message from the Director

When I founded Bridges over ten years ago, I made a decision to develop an integration programme that involved the workplace, because so many of us define ourselves by what we do for a living.

When asked at social gatherings “what do you do?”, few of us answer “I am a decent human being” or “I make a contribution to my community” or “I am a great parent” or “a good son or daughter” even when these things are true. Instead we focus on our jobs, our roles, these give us status, identity and links to other people. Which is why it is so important for our clients to be able to re-establish these links, and for those who have never worked, providing an opportunity to support themselves and their families, maybe for the first time, is a great honour.

I'm often asked what do you do? who do you work with? The stock answer is asylum seekers, refugees and other migrants. But the real answer should just be people. After all asylum seeker is not a term recognised by international law; when does a refugee stop being a refugee

and become a settled person, and are former asylum seekers who are now British citizens still refugees? Why does the media talk about European migrants but regards British people who live overseas as “Ex Pats”. We are an island race and so most of us living here have migrants in our family history. For the record I can claim Irish, German and French ancestors. What about you?

So Bridges works with people. People who are frightened; people who are determined; people who are confused; people who are ill; people who are brave; people who are homeless; people who are skilled; people who are married; people who are parents; people who are gay; people who are adaptable; people who are motivated; people who are inspirational.

So much energy is put into categorising others, sometime you can't see the person standing in front of you. At Bridges, our aim is to do just that. Equality of Access, Equality of Opportunity; Equality of Choices is what we strive to attain.

Maggie Lennon, *Director*



Opportunities for All

Albert Einstein said that all that is valuable in human society depends upon the opportunity for development accorded the individual.

At Bridges we strive to provide that opportunity for development every day, and we see the practical outcomes when our approach is successful.

We believe that giving people the right to do something: to work; to integrate; to go to school, College or University; to improve their health; to access decent housing are fundamental rights. But we also know that simply giving people the right to access these things is not the same as giving them the opportunity. Or developing them to take advantage of these opportunities. Rights, without mechanisms for people to make the most of their chances, alone will not turn people's lives around. Bridges provides the mechanisms needed for people to re-enter the workplace, and to give them an equality of opportunity.

We also recognise that people develop differently, and are at different points on their own paths to success. At Bridges we offer a range of support and programmes. From early interventions such as empowerment and confidence building; through to employability skills to help clients recognise and articulate their skills and competencies, produce outstanding applications and quality CVs, prepare for interview; to work experience and a chance to engage with employers throughout their time with us; and on to access Higher Education through our Open University Programme.

We are seeing a greater number and diversity of clients access our services than ever before, which is presenting new challenges for our staff. But with these challenges also comes opportunity. Opportunity to work more holistically with clients and more intensely. Opportunity to make our service even better and our successes more sustainable. The Bridges team have never worked harder than they have this last 12 months, but they also report they have never felt so satisfied in what they do.



The last 12 months

The last 12 months at Bridges have been a period of change, consolidation and growth.

In December 2011 we were granted strategic intervention status by the Scottish Government's Equality Unit who now commission our service, establishing even closer links with one of our main funders. In March we joined the largest European Social Fund employability programme in the country through Glasgow City Council, and in April we began a programme of support supported by the Department of Work and Pensions.

In May 2012 we relocated to North Glasgow to larger offices in the old Glasgow North College, in an area of the city where many of our clients still live and with easy transport links across the city, and now deliver regular outreach surgeries in the North Glasgow Job Centre for our clients, which we hope to develop across the city.

In June we were delighted to welcome a new funder on board, the Robertson Trust,

and in July we were thrilled to be awarded the maximum grant possible from the Esmee Fairbairn foundation, to consolidate our staffing position. This provides a level of financial sustainability which is not often available in the third sector and which allows us to offer existing staff job security while planning for the future. Our funders know it's down to the quality of the team here and the need to keep them together that contributes so much to our continuing success. We welcomed new Trustees on board too and said farewell to some who had given outstanding service over the years, and we will be further extending the board in the coming 12 months.

The team here have delivered over 500 interventions for over 200 clients in the last 12 months, including 96 work placements, over 300 employment support opportunities, over 30 empowerment places, 19 mentoring relationships and over 20 clients accessing the Open University.

The trustees would like to pay tribute to the team in place in September 2012, led by the Director Maggie Lennon of Liz, Elena, Jonathan, Regine, Lynnda, Fiona, Hira and our two specialist staff Christine from the Open University and Colin from the construction sector; and to our volunteer mentors who give of their time so selflessly.

A big THANK YOU to all.



Sharing Common Goals

Bridges likes to see things from a partners perspective. Like good integration, working with Bridges is a two way street.

We have often stated that our most important partners are our employers without whom Bridges would not achieve its outstanding success in moving people into the labour market.

Even in the difficult economic conditions that we have been facing Bridges is still recording around 30% of its eligible clients moving into the labour market. And in the last three months, we have seen a definite upturn in employment offers in a much wider range of sectors than we have seen for two years.

We continue to be able to take advantage of opportunities in the Construction industry with the new builds for the Southern General Hospital and the Commonwealth Games and across Health and Social Care opportunities are arising. New employers have joined us this year in IT, bio-medical sciences, construction, administration and finance.

We work in close partnership with our employers, involving them at every stage of a client's journey and valuing their input into our various training programmes. Together we are trying to develop our clients to contribute to the Scottish economy and to make their businesses thrive. We listen to what employers tell us they need, and in turn we help them understand the unique skills and experience our clients can bring. We call it preparing the workplace for the client, and believe that is as important as preparing the client for the workplace.

In July 2012 we also re-established a close link with the Equality and Diversity team of Strathclyde Police. Bridges is now a Third Party Reporting Centre for Hate Crime, providing a safe and trusted place for clients to report incidents, and providing Strathclyde Police with a trusted partner to help them reach out to the refugee and asylum community. We will also be working with them on our empowerment programmes and utilising their recruitment team in our employability programmes.



More-Chances-More-Choices
France Poland Belgium Scotland Ireland Italy
Vocational-Language-Training Skills-Audit-Toolkit
Study-Skills
Equipped-For-the-Future Women's-Empowerment
E-EPSOL

Spreading the Word

At Bridges we feel strongly that the work we do and the things we have learned should be shared, and that our expertise should be available to others.

We have a range of publications and worksheets available to download on our website and we are always happy to offer advice, guidance and information to agencies or other organisations who work with refugees and asylum seekers.

Some of our most notable work, sharing our experiences and our methodologies, has been in Europe where for the past 8 years we have been working with a range of transnational partners, developing new approaches, forming policy and exchanging knowledge.

In 2011 we, and our close partners, Anniesland College, embarked on a European funded Knowledge Exchange Programme. Two Bridges' training courses and two Anniesland teaching methodologies are being exchanged and piloted with partners in Germany, Poland, the Republic of Ireland, Italy, France and

Belgium. And together Bridges and Anniesland are developing an innovative online interactive skills audit toolkit to help clients understand where their skills and experience fit within a UK labour market.

Elsewhere, and in partnership with the Open University, Bridges are developing a new reflective toolkit to help clients begin to identify hard and soft skills as part of their personal development. Based on actual experiences and case studies of Bridges clients this wonderful resource will, next year, be available to everyone through the Open University's Open Learn portal.

In July 2012 Bridges was invited to join an exciting and ambitious European Commission project, to develop training modules for asylum seekers, refugee and migrants and their support workers to capture and validate overseas competencies and experiences. This work will draw on our expertise and the new tools we have been developing and then will be brought back to the UK.

But from later in 2012 our influence and experience will not just be focussed on the European Union but as part of our support from the Esmee Fairbairn Foundation we hope to be offering similar support to agencies in the UK.



What next?

As we look forwards, Bridges is thinking about its long term future and the Trustees and the Director are looking at the next stage of Bridges' development.

Priority one will be securing the future of the core programme through new partnerships and new programmes, including the re-introduction, later in 2012, of our highly successful vocational ESOL programme with the City of Glasgow College.

Following on from that, Bridges is in the early development stages of an exciting new social enterprise which will deliver, through a commercial enterprise, training and work based opportunities for clients while providing access into the labour market. We hope this will feature in our late 2013 early 2014 programme.

In recognition of the entrepreneurial nature of so many of our clients, Bridges is also developing a model of support for people who wish to set up new small business ventures, and who currently are unlikely to be

able to access start-up funding.

The successful implementation of the two new activities combined with a strengthened core programme will ensure Bridges' sustainable future for many years to come.

These developments will go hand in hand with our work in Europe and the developments of new support tools, and of course the continuing development of strong partnerships with employers and other stakeholders. We hope the next few years will also result in new partnerships providing clients with direct, and bespoke, routes into vocational training.

Bridges is proud of its reputation for excellence and for being recognised as an example of best practice in Scotland, the UK and in Europe. We intend to do everything we can in the coming years to ensure we maintain that reputation.

THE BRIDGES PROGRAMMES

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2011**

	Notes	Unrestricted funds £	Restricted funds £	31/12/11 Total funds £	31/12/10 Total funds £
INCOMING RESOURCES					
Incoming resources from charitable activities	2				
Grant making trusts		-	-	-	1,069
Government grants and other grants		3,069	246,416	249,485	362,834
European Social Fund		75,369	-	75,369	12,635
Glasgow City Council		11,343	-	11,343	6,791
Miscellaneous activities		3,906	-	3,906	892
M Dick		-	1,000	1,000	-
Glasgow University		1,000	-	1,000	-
Total incoming resources		94,687	247,416	342,103	384,221
RESOURCES EXPENDED					
Charitable activities	3				
Costs Directly Allocated to Activities		44,954	269,078	314,032	302,030
Support costs		3,702	28,857	32,559	40,162
Governance costs	6	1,093	5,246	6,339	6,082
Total resources expended		49,749	303,181	352,930	348,274
NET INCOMING/(OUTGOING) RESOURCES		44,938	(55,765)	(10,827)	35,947
RECONCILIATION OF FUNDS					
Total funds brought forward		31,303	84,812	116,115	80,168
TOTAL FUNDS CARRIED FORWARD		76,241	29,047	105,288	116,115

THE BRIDGES PROGRAMMES

**BALANCE SHEET
AT 31 DECEMBER 2011**

	Notes	Unrestricted funds £	Restricted funds £	31/12/11 Total funds £	31/12/10 Total funds £
CURRENT ASSETS					
Debtors: amounts falling due within one year	10	33,838	35,785	69,623	42,932
Cash at bank and in hand		<u>53,428</u>	<u>23,625</u>	<u>77,053</u>	<u>135,874</u>
		87,266	59,410	146,676	178,806
CREDITORS					
Amounts falling due within one year	11	(11,025)	(30,363)	(41,388)	(62,691)
		<u>76,241</u>	<u>29,047</u>	<u>105,288</u>	<u>116,115</u>
NET CURRENT ASSETS					
		<u>76,241</u>	<u>29,047</u>	<u>105,288</u>	<u>116,115</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>76,241</u>	<u>29,047</u>	<u>105,288</u>	<u>116,115</u>
NET ASSETS					
		<u><u>76,241</u></u>	<u><u>29,047</u></u>	<u><u>105,288</u></u>	<u><u>116,115</u></u>
FUNDS					
	13			76,241	31,303
Unrestricted funds				29,047	84,812
Restricted funds					
TOTAL FUNDS					
				<u><u>105,288</u></u>	<u><u>116,115</u></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on 13 June 2012 and were signed on its behalf by:

Elizabeth Maguire -Trustee

Kevin McKenna -Trustee



THE BRIDGES PROGRAMMES

Suite G6, Flemington House, 110 Flemington Street,
Springburn, Glasgow G21 4BF

Tel +44 (0) 141 558 9749 Fax +44 (0) 141 558 4583
admin@bridgesprogrammes.org.uk
www.bridgesprogrammes.org.uk



Company No. SC352017
Charity No. SC036344