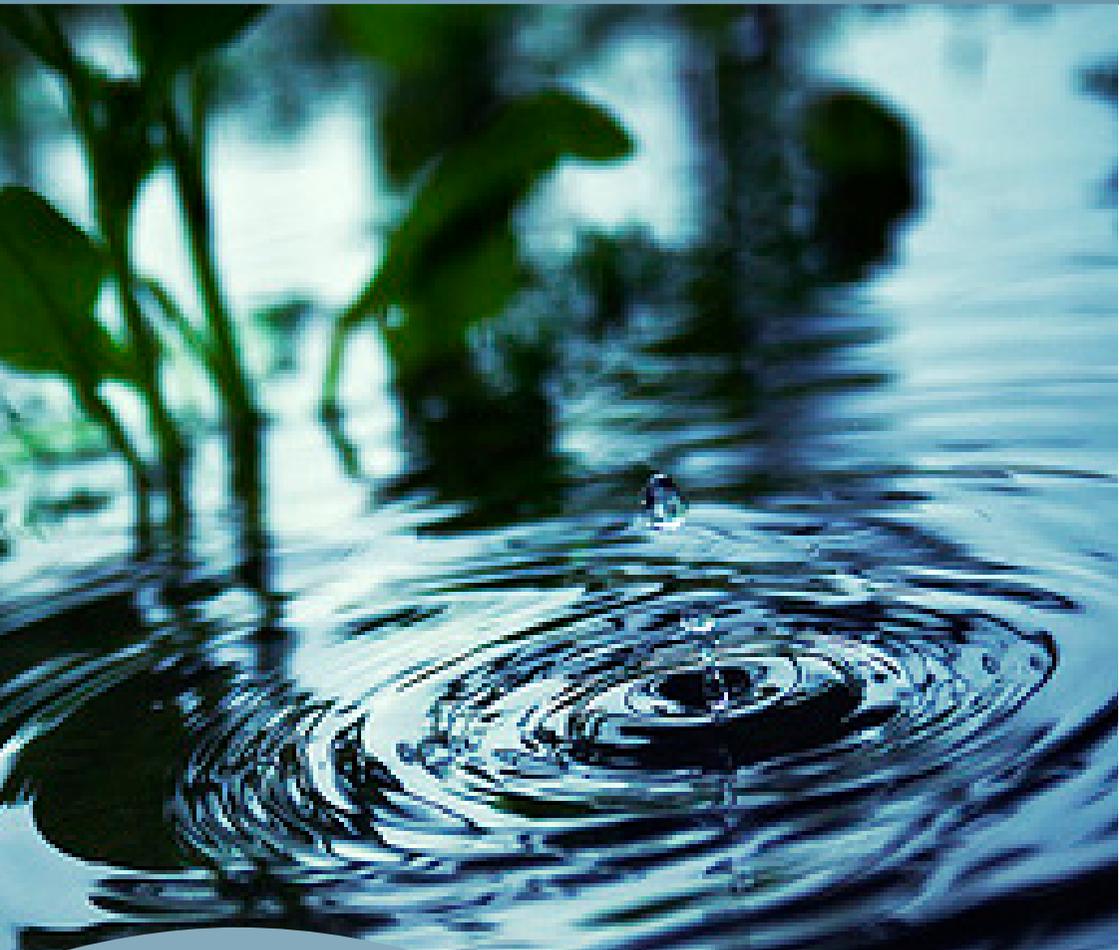




BRIDGES
PROGRAMMES



annual review
2013-2014



Welcome to Bridges
Legacy

2014 was a very special year for Bridges' home city Glasgow, host of the Commonwealth Games. Like all major sporting events these days as much emphasis is put on what the games leave behind as what happened over 11 days in the summer.

Glasgow has been keen to promote the Legacy of the games. With that in mind Bridges was delighted to be awarded Legacy Status by the City Council in recognition of the fact that the funding we receive from them goes towards our work which leaves a lasting legacy for the city, by supporting our clients to become integrated, settled and contributing citizens.

It started us thinking about the whole idea of a legacy, something from the past that is handed on to the future, as it refers to Bridges. We reach our own major milestone next year. Though the work of Bridges has existed since 2002, it was 1 May 2005 that we became a stand-alone independent charity, so 2015 marks our tenth birthday. This is no mean feat in a competitive and challenging funding environment. We intend to mark the 12 months from May 2015-April 2016 with a series of events, publications and gatherings, highlighting the difference we have made and the impact that continues to

have. Like ripples in a pond, when Bridges intervenes in a client's life the effect is felt far beyond the immediate action.

We have made Legacy is the theme of this year's Annual Report and Stakeholder evening in October 2014. In the pages that follow you will read about our impact both here in Glasgow further afield in Scotland and what we have been achieving with European partners. You will hear what our staff, trustees, clients and employers think we are leaving behind and you will read of our many achievements.

And our legacy becomes the legacy of everyone we have helped on their way to their future, which in turn is leaving a precious and rich legacy for Glasgow and for Scotland.

Maggie Lennon
Director
September 2014



Bridges in the last
12 months

The last 12 months have been another exciting year of new projects and ways of working. Bridges has supported over 300 clients in 525 separate interventions since the last Annual Review was published.

- 117 placements
- 123 completing employability courses;
- 45 undertaking vocational ESOL support
- 86 going through Life Skills classes and empowerment support
- 15 mentoring matches

We have assisted with over 125 clients with CVs and Personal Action Plans and provided workshops in application completing and run over 150 mock interviews.

12 Clients have started or are working through their studies with the Open Universities and two of our long term clients were awarded first class degrees from other Universities.

We recruited 35 new companies and worked with a total of 87 in the last 12 months, in a variety of ways from offering placements to industry visits, mock interviews, question and answer sessions and specialist careers advice, and of course employment.

And of our clients with a right to work an impressive 44% have entered the labour market in a wide variety of sectors and professions in the last 12 months - our best result by far. And we have had a further 26% going onto to Further or Higher Education or other vocational

training. In total 211 people whose lives have taken a great leap forward in the last 12 months.

It is a record of achievement and activity that any organisation would be proud of, and is made possible by the dedicated hard work of the team, who support me as Director and so a very big public thanks has to go to, Elizabeth, Jonathan, Fiona, Elena, Lynnda, Amanda, Elaine, Hira, Moira, Luisa, Helen who was an intern until summer 2014 and also Ea who was with us from the University Of Aalborg in Sweden until the end of 2013.

An equally big thank you has to go to our employers, whose support now goes well beyond providing work placement opportunities, without whom Bridges work would not be possible. We recognise our employers' contributions each year with our BAFEES Bridges Awards for Excellence in Employment which reward innovation, overall contribution, support for employment and placement initiatives. Check out our website after 27th October 2014 to see who has won this years' awards.

Finally a personal thanks to my team of Trustees, Liz, Gordon, Kevin, Ahmad, Colin, Anne Marie, Jim and Inez for their untiring support advice and guidance.



Our Employers and Partners

Bridges makes no secret of the fact that in order to provide a humane and successful integration system that is fit for purpose in Scotland in the 21st Century, no one agency has all the answers or can claim to do it on their own.

Bridges has partnership work at its heart and always has had and at Bridges it is more than just lip service. Our key partners are our Employer Partners. All of our integration work is done through the medium of the workplace and our employers support that at every stage, from simple question and answer sessions during training courses through to helping us develop and write vocational English support and training materials. Without them Bridges wouldn't exist.

Bridges has always had strong relationships with the College sector in Glasgow for many years we were transnational partners with Anniesland College, now part of Glasgow Clyde and we have a strong link with City of Glasgow College with whom we deliver our vocational English project. More recently North Glasgow College, our neighbour in Springburn (now part of Kelvin College) has been supporting us with IT for clients and in turn we work closely with their ESOL for work students.

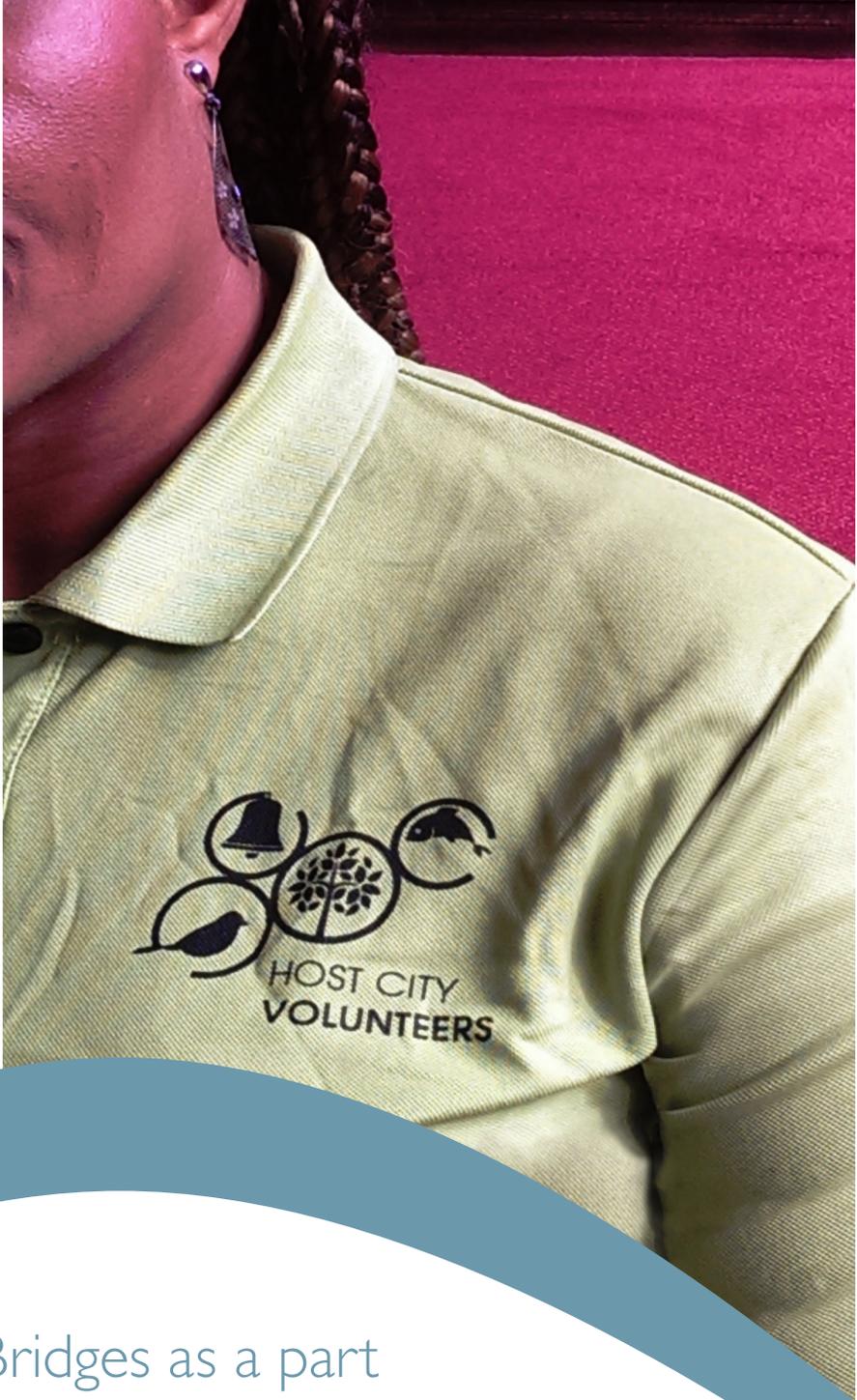
Two of our longest partnerships are with Scottish Court Service and the Open University in Scotland, SCS is not only a host employer but annually runs an employment support programme for clients. The Open University in Scotland and Bridges have been working together throughout the ten years, developing study aids, a reflection toolkit, a programme of supporting access to the OU and providing us with a seconded Higher Education Adviser to run advice surgeries twice a month.

In 2014 we embarked on a new project with Police Scotland through their Community Engagement team. They deliver a certificated course as part of our Life Skills programme, providing an introduction to personal safety and engagement with the Police for newly arrived refugees. Bridges also has become a third party reporting centre for both hate crime and domestic abuse.

Bridges works with many agencies who come in contact with our clients in other parts of their integration journey including Citizens Advice Bureau, Job Centre Plus, the Integration Networks in the City, Skills Development Scotland and housing associations as well as many other community based projects. Since 2013 we have formed a formal partnership funded by the Big Lottery in Scotland with British Red Cross, Clyde College, Scottish Refugee Council and the Workers Educational Association. This Holistic Integration Service – Joining a New Community is a multi-agency holistic approach to integration for newly arrived Refugees, and the model for future integration work in Scotland as it now features in the Scottish Government's Refugee Integration Strategy.

And in October 2014 we enter a new partnership with the Dundee International Women's Centre for a new project taking Bridges' success to another part of Scotland.

For a small company our reach is pretty long!



Bridges as a part
of Glasgow's Legacy

2014 was a very important year for Bridges' home city of Glasgow, for 11 wonderfully exciting and exhilarating days in the summer, the city played host to the Commonwealth Games with unprecedented number of foreign visitors to the city, more akin to what our East coast sister city, Edinburgh, regularly has to deal with.

Glasgow however rose to the occasion as only this city can. Building on the city mission that People Make Glasgow an army of volunteers, were recruited by Glasgow Life as Host City Volunteers to help people find their way around the venues, the city and the patter. Bridges was delighted that 25 of our clients took up the opportunity to become Host City Volunteers to put, as they said, something back into the city that had helped them rebuild their lives and to show off the city they were so proud of as a new generation of Glaswegians and Scots.

Bridges had a celebration lunch for these volunteers and representatives from Glasgow Life in September, to thank them again and to ask them to explain what they felt about being part of this great Glasgow Legacy for the city. These are a few of the quotes:

“Very excited to meet people from other parts of the world”

“Volunteering at the Commonwealth Games helped me build my confidence”

“A moment for me to be part of a memorable history”

“Damn we provided the best service!”

“It was great being part of a team”

“I look forward to more events like this in Glasgow”

“It was fantastic”

“It was exciting”

“Nervous and exciting at the same time”

“An unforgettable experience”

With only 15% of the official Games volunteers coming from the host city and the ruling from the Commonwealth Games organisers that Asylum Seekers couldn't volunteer, the creation of the Host City Volunteers gave thousands of people in Glasgow a chance to show off their city who wouldn't otherwise been able to, amongst them Bridges' clients, many still waiting to hear about their status. What this means is perhaps best summed up in this letter we received.

“As an asylum claimant who goes to bed every day with fear of dawn raids and in the daylight thinking of how long we should have to wait for our decision to be finalised, opportunities are limited, privileges are shortened. But despite this frustration and uncertainty we had forgotten our past, our present and our differences to contribute clearly to make a change; it was awesome and completely made sense that we took part in the Commonwealth Games. The experience we got was fantastic.”

Bridges is looking forward to working with Glasgow Life in the future to develop and share many more such opportunities which in itself is a great legacy of the games.



Bridges Programmes awarded Legacy in recognition for contribution being made to the local community by 'Steps to Employment'



Bridges in Europe

Bridges has been receiving funding from the European Union since the start of our company, both from the European Social Fund and from dedicated transnational funding projects which allows us to work with agencies similar to our own. As a result in ten years we have been supporting and working with over 60 agencies in over 14 countries.

The Director Maggie Lennon has spent time on secondment in both the Commission for Integration and Migration in Berlin and in 2014 with ECRE the European Council for Refugees and Exiles in Brussels, both sharing our work and findings and bringing valuable information and experience back to Bridges.

Most recently we have also been training staff from 10 other agencies across Glasgow who deal with refugees and migrants in a whole new methodology to help clients recognise and articulate their skills based on the 2 years KIM project led by the Region of Florence in Italy. Currently the ten trainees are now piloting this methodology with individual clients helping them build a skills profile and design a personal action plan for the next stages in their life.

We are currently looking at 4 possible new collaborations to start over the next few years and are proud that Bridges' legacy is spreading beyond these shores.



Bridges:
the first ten years

In the past ten years Bridges has seen a huge change in the sector in which we work.

Changes to immigration legislation, the asylum system, asylum support, the expansion of the EU and restrictions on people from accession states, gateway refugees, the arrival of the Iraqi service group - men with their families who had worked for the MoD in Iraq; changes to the terms of peoples' grants of leave to remain; changes to the agencies providing support and services, several changes to the UKBA's methods of processing asylum seekers and refugees. And against this changing background a big change in the people we support. In 2005, 75% of our clients were still asylum seekers with no leave to remain and no right to work. 70% were men and mostly from the middle east. Now 85% of our clients have leave to remain and work in the UK, 65% are refugees or former asylum seekers with leave to remain, 15% are still waiting on their cases being determined and 20% are migrants from both within and beyond the EU. 55% of our clients are women and a larger percentage are now from Africa though in recent months the Middle East is featuring again, not least Syria. We have had to adapt our support and our training to meet the changing needs of our clients, but our core values remain the same.

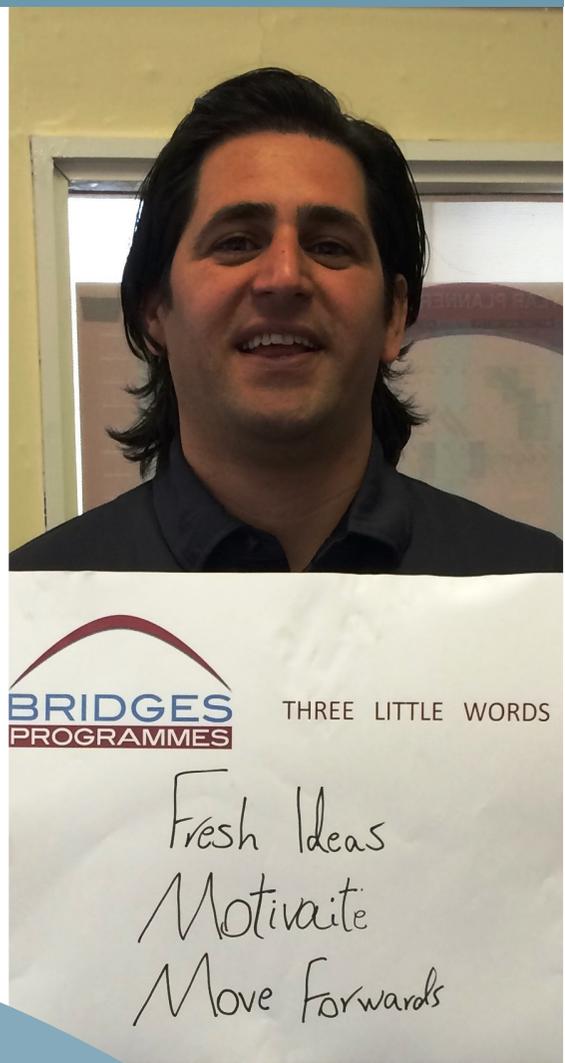
- Holistic and people centred
- Giving people back their dignity
- Focussing on what people bring with them, not what they have left behind

In ten years we have supported over 3,000 individuals and of that have helped around 1500 into work or Higher and

Further Education, changing peoples' lives for the better. And that's only the people we know about or who have kept in touch. We know that many former clients will have left the city or Scotland and may now be making useful and fulfilled lives for them and their families.

The fact that over 65% of our referrals come from word of mouth from others who have benefitted from our service and from within the refugee, asylum and migrant communities, that we serve, is further proof if it were needed that we must be doing something right.

In these ten years our client work has gone on hand in hand with new developments in ways of working with clients and employers. We have written two SQA qualifications for people who work with asylum seekers and refugees to improve professional practice and we have developed a wider curriculum of skills and knowledge that is being tested in 4 European countries for practitioners dealing with refugees and migrants, from an original team of two, and a very small budget, we have grown to a team of over 30 including interns, volunteers and secondees from industry and receive funding from the Scottish Government, The European Union, the City of Glasgow and a host of charitable trusts including, recently, Esme Fairbairn, The Robertson Trust and the Big Lottery. Every one of those staff and volunteers and every penny and euro going to shape Bridges' legacy for the future.



Bridges:
The next ten years

This report has been written just before the September 2014 referendum and so can't predict the outcome but whatever it is we expect Scotland will be a different place in many regards.

However we know that in terms of Scotland's humanitarian, sensible and pragmatic approach to helping those who live with us from overseas that there will continue to be a need for the work we do.

As part of our commitment to improving that support we will continue to develop new services and new ways of working with our clients and our employers, for even better outcomes. In the short term that will see us gain Scottish Qualification Authority Accreditation and also incorporate more SQA units into our training courses; in time having bespoke Bridges' Employability Courses awarded full SQA recognition.

We will be piloting the Bridges approach to employment for speakers of other languages, in Dundee with our partners from the Dundee International Women's Centre with a new programme for women, funded by the Scottish Government. As well as delivering a service we will also be developing a knowledge exchange programme. We have years of experience in this sort of project in our transnational work with European partners, but this will be one of the first in Scotland. If this is a success, funding and partners providing, we would hope to extend our work to other parts of Scotland.

Bridges will also continue to work with partners in Europe and we hope to see several new European partnerships start up in the next 3 years.

But the one thing that will not change is the impact we have on our people. We have been asking our clients all year to "say three little words" that sum up how they feel about us and what we do. Here's a small selection see Facebook and our website for a wider selection!

“Pure Dead Brilliant!”

“Lights My Way”

**“Confidence Fulfilment
Experience”**

**“Supportive Compassionate
Passionate”**

“Help, Joy, Love”

“Helpful Friendly Encouraging”

“Good Caring Caseworker!”

And some, as you can see, couldn't stick to 3 words!



Statement of Financial Activities
for the year ended 31 December 2013



2012-2013
Accounts

THE BRIDGES PROGRAMMES

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2013**

	Notes	Unrestricted fund £	Restricted funds £	31/12/13 Total funds £	31/12/12 Total funds £
INCOMING RESOURCES					
Incoming resources from charitable activities 2					
Government grants and other grants		3,499	214,156	217,655	199,187
European Social Fund		88,892	-	88,892	66,869
Glasgow City Council		3,296	-	3,296	14,621
Miscellaneous activities		838	-	838	4,725
M Dick		-	500	500	1,000
Enterprise Rent-A-Car		-	-	-	1,000
K Clark		-	-	-	4,000
Big Lottery Holistic Integration Service Project		-	32,118	32,118	-
Total incoming resources		<u>96,525</u>	<u>246,774</u>	<u>343,299</u>	<u>291,402</u>
RESOURCES EXPENDED					
Charitable activities 3					
Costs Directly Allocated to Activities		110,313	191,952	302,265	242,247
Support costs		13,590	34,742	48,332	42,824
Governance costs 6		<u>1,749</u>	<u>3,070</u>	<u>4,819</u>	<u>4,845</u>
Total resources expended		<u>125,652</u>	<u>229,764</u>	<u>355,416</u>	<u>289,916</u>
NET INCOMING/(OUTGOING) RESOURCES		(29,127)	17,010	(12,117)	1,486
RECONCILIATION OF FUNDS					
Total funds brought forward		75,894	30,880	106,774	105,288
TOTAL FUNDS CARRIED FORWARD		<u>46,767</u>	<u>47,890</u>	<u>94,657</u>	<u>106,774</u>



Balance Sheet
for the year ended 31 December 2013

2012-2013
Accounts

THE BRIDGES PROGRAMMES

**BALANCE SHEET
AT 31 DECEMBER 2013**

	Notes	Unrestricted fund £	Restricted funds £	31/12/13 Total funds £	31/12/12 Total funds £
FIXED ASSETS					
Tangible assets	10	5,476	-	5,476	6,752
CURRENT ASSETS					
Debtors	11	64,451	6,175	70,626	77,629
Cash at bank and in hand		200	32,524	32,724	32,420
		<u>64,651</u>	<u>38,699</u>	<u>103,350</u>	<u>110,049</u>
CREDITORS					
Amounts falling due within one year	12	(23,360)	9,191	(14,169)	(10,027)
		<u>41,291</u>	<u>47,890</u>	<u>89,181</u>	<u>100,022</u>
NET CURRENT ASSETS					
		<u>46,767</u>	<u>47,890</u>	<u>94,657</u>	<u>106,774</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>46,767</u>	<u>47,890</u>	<u>94,657</u>	<u>106,774</u>
NET ASSETS					
		<u>46,767</u>	<u>47,890</u>	<u>94,657</u>	<u>106,774</u>
FUNDS					
Unrestricted funds	14			46,767	75,894
Restricted funds				47,890	30,880
				<u>94,657</u>	<u>106,774</u>
TOTAL FUNDS					
				<u>94,657</u>	<u>106,774</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 2 July 2014 and were signed on its behalf by:

Elizabeth Maguire -Trustee

Kevin McKenna -Trustee



THE BRIDGES PROGRAMMES

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