Airedale Voluntary Drug and Alcohol Agency Limited
operating as

Project 6

A company limited by guarantee

Trustees' Annual Report and Financial Statements
for the year ended 31st March 2025



Company number: 3430925

Charity Number: 1173006

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Airedale Voluntary Drug and Alcohol Agency Limited
operating as Project 6

(A company limited by guarantee)

Contents

	Page
Reference and administrative details of the charity, its trustees, and advisers	**1**
Trustees' annual report (including directors' report)	**2 - 35**
Independent auditors' report	**36 - 40**
Statement of financial activities (including income and expenditure account)	**41**
Balance sheet	**42**
Statement of cash flows	**43**
Notes to the financial statements	**44 - 69**

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Airedale Voluntary Drug and Alcohol Agency Limited
operating as Project 6

Reference and administrative details of the charity, its trustees and advisers

Company number 3430925

Charity number 1173006

Registered office and operational address
11/19 Temple Street
Keighley
West Yorkshire
BD21 2AD

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Kes Lewis: Chair (appointed Chair from Vicechair 5th December 2024)
Joanne Morley: Chair (resigned 5th December 2024)
Anthony Ball: Treasurer
Sarfraz Arif
Pam Essler (resigned 30th July 2024)
Umar Iqbal
Quentin Marris
Jane McGeagh
Lynn Lawson (appointed 5th December 2024)

Senior Leadership Team

Jo Jepson	Chief Executive (appointed 2nd September 2024)
Vicki Beere	Chief Executive (resigned 31st August 2024)
Caroline Britton	Deputy Chief Executive
Ruth Bowditch	Director of Finance
Scott Carrick	Director of People

Bankers
Unity Trust Bank
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

Auditor
BHP LLP
Albert Works
Sidney Street
Sheffield
S1 4RG

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Airedale Voluntary Drug and Alcohol Agency Limited
operating as Project 6

Trustees' annual report

for the year ended 31st March 2025

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their report and the audited financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

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Objectives and activities

Purpose and Aims

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

In setting plans and priorities for areas of work, the trustees have referred to the guidance from the Charity Commission on the provision of public benefit, in accordance with section 17 of the Charities Act 2011. In particular, the trustees consider how activities will continue to meet the objectives they have set and focus on the services which will deliver the greatest benefit to the most vulnerable of the potential service users. In delivering these services we clearly identify, and measure where possible, the benefits that have been delivered.

We monitor progress to ensure that benefits are accruing as planned, and to learn any lessons that can be fed back into the planning and delivery cycle. Throughout this report, and particularly in the Headline Outcomes and Achievements sections, we note the numbers and categories of service users who have benefitted.

Our work benefits society as a whole, as well as the direct service users, by our activities in support of families and groups, which assist the reintegration of service users into wider society. In doing so, the trustees believe that they are meeting the public benefit requirement, as set out in section 4 of the Charities Act 2011.

Our core purpose remains as follows:

To provide opportunities and choices for individuals, families and communities to create meaningful and sustainable change in their wellbeing.

Our Objectives were amended on 7th December 2023. They are described in our governing documents as being:

To reduce harm caused by substances and other dependencies to individuals, their families and communities through harm reduction, advice and information, counselling and support.

To create opportunities for people affected by substance or other dependencies, or at risk of developing such dependencies later in life, to make and sustain positive changes in their lives, through developing recovery and community engagement services to assist people in this journey.

To promote good health within local communities through delivery of community rooted prevention delivering evidence-based interventions aimed at reducing the impact of substance use or other dependencies or areas of multiple disadvantages.

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To reduce stigma and lack of understanding by promoting education of the public and professionals about the impact of dependence on those affected by substance use and / or other dependencies, their families and the wider community.

Project 6's value statements are as stated below, having been reviewed during the year. These values drive our strategic and operational work, and guide how we behave internally and externally to the organisation. The people and families we work with are at the heart of our organisation.

The organisation is committed to our values, which are as follows:

- People matter
- Everyone can change
- We care about doing things well.

In order to meet our charitable objects and our core purpose, our activities are structured into the following services delivered both in West and South Yorkshire through a wide variety of income sources.

- Harm Reduction
- Support Services
- Recovery Services
- Partnerships and Training

We have continued to use the 5 Ways to Wellbeing across the organisation, both internally and externally, to promote the wellbeing of everyone who works for us, volunteers for us or receives our service.

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Summary of Achievements and Impacts on Beneficiaries



Jo Jepson
Project 6 CEO

During this year, Project 6 experienced a leadership transition. Vicki Beere, our long-standing and highly respected CEO, stepped down at the end of August 2024. I assumed the role of incoming CEO in September. As such, much of what is reported here reflects the energy, passion, and direction Vicki brought to the organisation.

Joining Project 6 has been a deeply humbling and inspiring journey. I have witnessed first-hand the profound impact this charity has on people's lives – igniting hope, walking alongside individuals, and delivering support through a holistic and compassionate lens.

As I stepped into the CEO role, Project 6 was in a strong and stable position. However, as the year progressed, it became increasingly clear that the wider sector faced significant challenges. Many organisations across our region have been affected by the changing political climate, both the shifting priorities of the new government, the impact of increased national insurance costs and wider sector instability following years of short-term funding. By the end of the year, we still lacked clarity on our contracts and grants, with the period from December to March marked by widespread uncertainty. We worked closely with VCS colleagues to ensure our influence could be maximised during this time. Now, with a better understanding of how both the sector and the communities we work with have been affected, we are looking forward to opportunities that come with change.

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At the point I joined Project 6 in September 2024 the charity had recently undergone a large-scale project implementation. Although some cultural shifts were still settling, the workforce showed resilience – working hard to navigate challenges and build future sustainability and stability. We have focused on strengthening relationships with key stakeholders, including our volunteers and people accessing our services. I've been greatly moved by the passion, compassion, and dedication of everyone involved, which speaks volumes about the legacy of Vicki's leadership.

1.
We will put the needs of people and communities who use our services at the heart of our work.

Our Your Voice events aim to ensure voices from across Project 6 and beyond play a meaningful role in making decisions on key issues affecting the organisation. These events run at each location across our footprint and reflect the different needs of our communities. Project 6 has been grown up from the community and this year Your Voice brought together local stakeholders, staff, trustees, people accessing our services and those who might one day in the future, to look at the challenges we face and how we will meet these together. Throughout the year we have created opportunities to showcase the success of our services. This has created useful spaces to engage commissioners and local councillors in conversations alongside staff, volunteers and people accessing our services, further reducing the gap between the people who use services and those who commission them.

In West Yorkshire we completed a comprehensive South Asian community needs assessment project with partners. This received excellent levels of engagement and started to build strong relationships. From this we had some rich qualitative and quantitative data and a commitment from the community to keep working towards the recommendations. We were disappointed that funding that had initially been set aside for the future of this project did not materialise, however we are committed to continue to look for alternative ways of ensuring this work continues.

2.
We will position Project 6 as experts in the field.

This year Project 6 delivered our second Ideas Conference, discussing ideas around belonging, inclusion and culturally relevant support in our sector. We welcomed practitioners, commissioners, activists and other professionals from across our region to Sheffield. It was fascinating to be part of open and honest conversations exploring ways different groups may be excluded from support, anti-racist practice and what it really means to truly meet the needs of our communities.

We successfully submitted an abstract to deliver at the European Harm Reduction conference in Warsaw in December, which saw two of our team present at this conference. In addition, women from our Fresh Start service participated in a project with Dr Lisa Williams from the University of Manchester, exploring stigma experienced by women accessing support.

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Abbeydale Road leaving party

This year our MAST project won the Charity Collaboration of the year at the Charity Times Awards, which was fantastic recognition of the multi-agency project teams and leadership, as well as the outstanding outcomes achieved.

Our People team were finalists in the Yorkshire HR Wellbeing Awards, alongside teams representing national and international businesses. This recognised the continued development of innovative policies and training that has taken place this year.

3.
We will maintain and improve our internal systems and processes to provide the best possible services.

After nearly 40 years, Project 6 left our Abbeydale Road building in Sheffield for a new space in the city centre. Although this decision was taken to provide new facilities and improve the accessibility of our services, for many Abbeydale Road held important memories. This change allowed us to explore our purpose and identity in the city, reflecting on what makes our spaces valuable and bringing that with us.

We have implemented our Safeguarding Committee this year, which has enabled us to focus more fully on the vulnerabilities of the people we work with. This has allowed trustees to stay informed of our processes and local challenges whilst ensuring we continue to work effectively and compassionately within the Health and Social Care system.

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4.
We will become a learning organisation

Our new People Strategy was launched, which focused on the three key areas of retention of staff, becoming a learning organisation, and belonging. This work has been strengthened by additional developments of our induction process, internal training offer, and leadership development.

We have continued to renew and build strong networks with other charities working in the sector. Sharing knowledge and skills is an important part of our local VCS community and we have also taken the opportunity to travel further afield to see examples of best practice taking place in other projects across the country.

5.
We will provide a flexible and diverse funding structure.

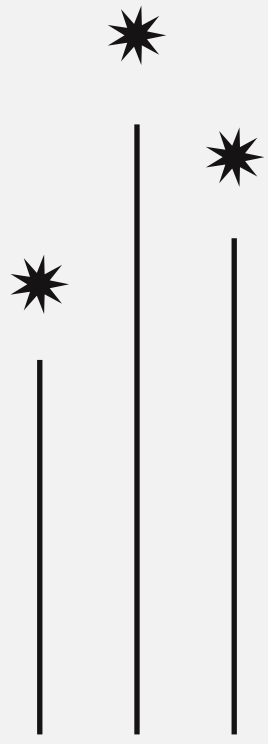
We recognise that as the funding landscape changes, and local authority and other system commissioners must flex in line with the new political approaches, we will need to think creatively about how we can continue to innovate new services, maintain what we have, and balance real terms reducing contract values. Our activity around this has now taken on a more structured approach, with defined activities planned for the forthcoming year.

During 2024 we continued to work closely with fundraising consultants, who supported our delivery against the Income Generation Strategy. The momentum from this will continue into next year as we look to build a sustainable funding model.

6.
We will become a diverse organisation.

The work to address decades of imbalance in our sector will not take place quickly however change must happen. This year Liz Mytton led our staff in training around anti-racism, using theatre techniques to allow people to be both inquisitive and have challenging conversations. This theme was also explored further at our conference as we asked what the sector needs to do to take meaningful action. We consider this is a vital piece of work to understanding the communities we represent, employ and support. Therefore, it is a thread that informs our recruitment practice, and we have an active strategic focus to represent other groups in our services.

This year we agreed the development of Affinity groups for our staff; these are co-designed and facilitated by group members. They will provide a space for people to explore some of the challenges and advantages difference can bring within Project 6.



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Kes Lewis
Chair of Trustees

Project 6 had another successful year with local, national, and international impact.

Our new CEO, Jo Jepson, has settled in well and I was honoured when my fellow trustees elected me as Chair in December 2024, following the departure of Jo Morley to focus on her changed personal circumstances. I'd like to thank both Vicki Beere and Jo M for their hard work over the years, and for taking the time to hand over their respective roles with skill and grace.

As ever, Project 6 is made by its people, at all levels, in all roles, whether employee or volunteer, and I extend my thanks here too for creating such a successful and compassionate organisation even during trying socioeconomic and political times. And of course, our service users, without whom we wouldn't exist. Thank you for your trust in us for this part of your journey.

Project 6 had several notable highlights and successes during 24/25. On the local frontline, Bradford experienced a contaminated batch of Spice, which led to many hospitalisations. Over the week, Project 6 teams responded quickly and effectively, working alongside partners in the city, including the Police, to monitor incidents, gather intelligence, and ultimately keep people safe. They received a letter of appreciation from Sarah Muckle, Director of Public Health, praising the team's work.

Regionally, the People team were finalists in the Yorkshire HR Workplace Wellbeing Awards for their work implementing a new staff wellbeing strategy. They have also created a sector-leading Family Leave policy, ensuring our staff have access to flexible leave options, regardless of sexuality, gender, or family arrangements.

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On the national level, MAST won the Charity Collaboration of the Year at the Charity Times Awards. This showcases both our effective services and the co-creative and innovative ways we design and deliver them for maximum impact. MAST is a partnership of five charities that work in hospitals and out in the community, to reduce pressures on emergency departments and reduce hospital readmissions.

On the international stage, Deputy Director Jon Gooch and HR Service Manager Dave Tebbit led a workshop at the European Harm Reduction conference in Warsaw in partnership with the University of Manchester. This saw the organisation present alongside representatives from the UN, national governments, and senior policy makers and researchers.

Alongside these achievements, we have continued our culture of continuous learning & improvement. We have established a Safeguarding Subcommittee from the Board, reflecting the importance of this area alongside the existing subcommittees of People, Finance, and Performance Management & Quality. We have implemented new IT systems for incident recording and safeguarding concerns, giving us more comprehensive information and allowing for a strategic view of trends and needs.

Project 6's Sheffield premises have moved, from our longstanding home at Abbeydale Road to new premises at Cumberland Street. There is a thriving community with a range of social and treatment areas available for us, all within easy reach of the city centre. This was a significant change for staff, volunteers, and service users, alongside the logistical and practical challenges, and I'm thrilled that it has been a complete success.

Inevitably, the Autumn Budget created pressures for Project 6, and we had selected Jo as our new CEO with this eventuality in mind. The Board had decided to give more weight to income generation beyond our traditional sources of grants and commissions, and our 2025-2028 strategy reflects that, diversifying our sources to insulate us somewhat from government policy decisions so we can continue to deliver our services where, when, and how they are needed. The Board congratulates Scott Carrick on his permanent appointment to a combined role of Director of People, Learning & Development. Scott's team is offering a partnership package to local businesses, incorporating training and support in identifying and helping employees at risk of, or struggling with substance use.

We are continuing to raise our profile across the region with our revitalised Your Voice events, bringing together staff, service users, commissioners, key stakeholders, trustees, and volunteers to showcase the impact Project 6 has, and the way working together is the heartbeat of our organisation. For all the changes, we remain committed to our values that People Matter, Everyone Can Change, and We Care About Doing Things Well. I'm excited to see how much we can change our world for the better over the coming 12 months.

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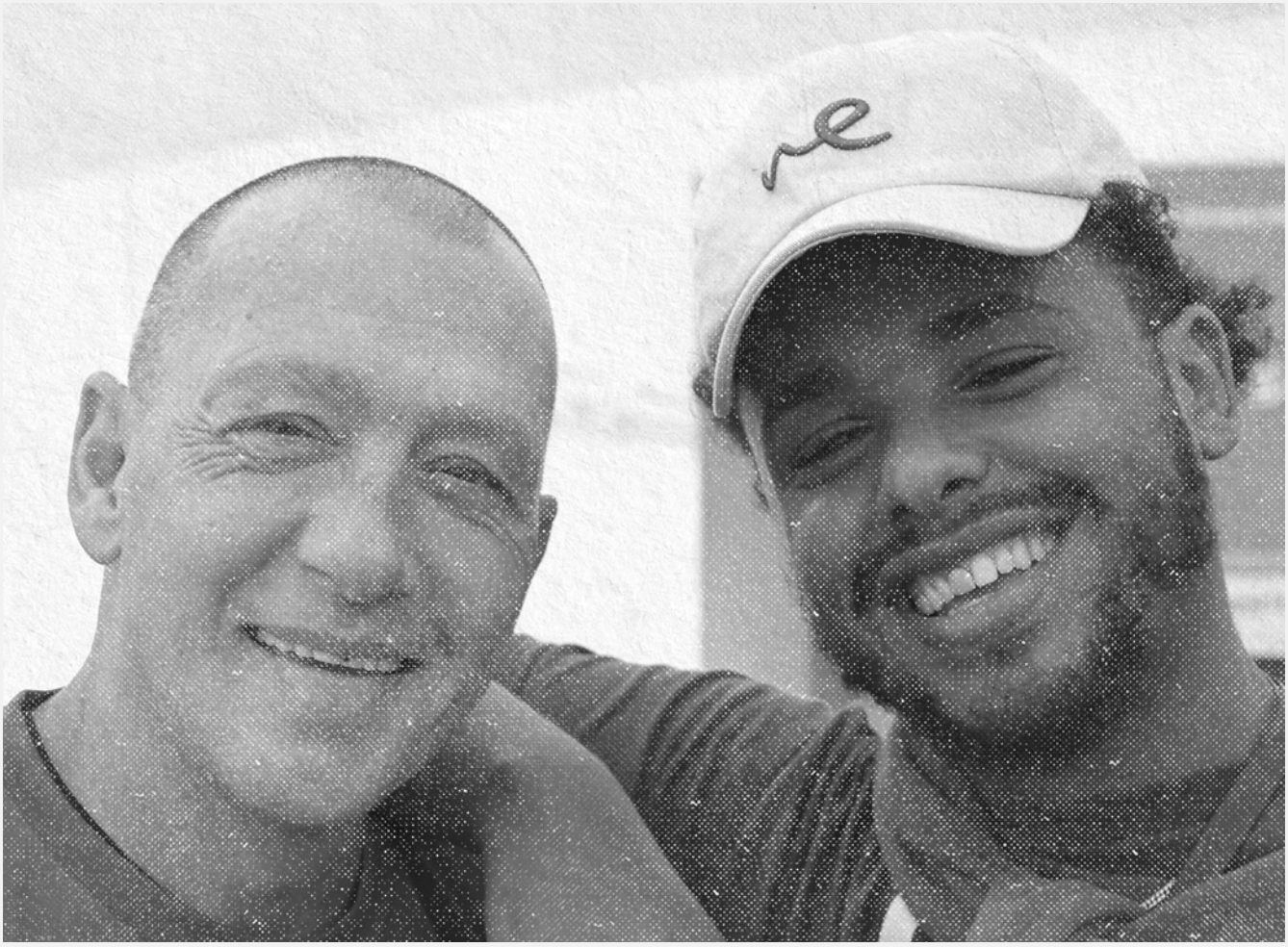
Core Purpose

To provide opportunities and choices for individuals, families and communities to create meaningful and sustainable change in their wellbeing.

We work with people experiencing problematic drug and alcohol use and multiple disadvantage. These issues don't just impact on the individual, they also affect families and communities.

To achieve this, we deliver services in 4 key areas:

- Harm Reduction
- Support Services
- Recovery Services
- Partnerships and Training



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Our Values

Our values underpin every piece of work we undertake. Through them we aim to deliver compassionate and inclusive services as well as creating a great place to work where all members of Project 6 feel supported to achieve their potential.

People matter

- We instil hope
- We create safe, caring spaces where people can flourish
- We trust each other
- We welcome difference and treat people equally, honestly and fairly
- We recognise and stand up for people's rights

Everyone can change

- We help people to bring about positive change in their lives
- We don't give up when things are difficult
- We help people to help themselves

We care about doing things well

- We say what we mean and we listen to what people tell us
- If we say we are going to do something, we do it
- We are always working to do things better



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Headline Achievements

82% **of individuals demonstrated positive changes in one or more of our core outcome areas**

8163 **individuals received services, above our contracted target of 6464, 26% above target**



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This year we consolidated our two large partnership contracts within the main treatment system in Bradford and Sheffield, strengthening our service delivery, reaching more people, and meeting people in the community on their own terms.

Some of our achievements this year include:

- The MAST service received the 'Collaboration of the Year Award' at the annual Charity Times Awards.

  The Likewise Recovery Hub Teams has developed the service's first Ambassadors Programme, a structured course of training and development which equips people looking to work within the drug and alcohol field with the skills and knowledge to go on to successful careers.
- Our community development workers continued to build strong connections with groups who are often less represented in services. We were pleased to be able to set up the first Polish speaking SMART meeting in England.
- Better Together, a community led LERO project in Doncaster were invited to the city's Combatting Drugs Partnership meetings to bridge the gap between the senior levels within Public Health and Doncaster Council and the people most affected by drug policy.
- At Beat-Herder festival we provided welfare support for 173 adults at our onsite yurt, with 800 outreach interventions, and 1000 festival goers came to us for harm reduction information.
- We continued to support staff resilience through a range of wellbeing initiatives and staff support schemes.

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Our Services



We work with individuals and families to achieve meaningful and sustainable impact and improve life chances.

The communities we work in have suffered disproportionately as a result of health inequalities, austerity and stigma. By increasing capacity where the need was greatest, meeting people where they are, and developing our new services to address gaps in provision, we have adapted effectively to meet the needs of our local communities. We continue to offer choices with digital, one-to-one, group work, and face-to-face services to meet the needs of those most vulnerable.

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Harm Reduction
We deliver a range of harm reduction services across the Bradford district as part of the **New Vision Bradford** partnership. Creating accessible spaces for Needle and Syringe Programmes, specialist harm reduction advice, and supporting new people into treatment services across the district. This year we trained over 300 people in the use of Naloxone and delivered harm reduction training to 27 different organisations, within the third, private and public sector.

Our **Third Place** project works with people engaged in street drinking and some of the most vulnerable and excluded groups in Keighley. This year we saw 878 contacts via our drop in, providing a range of harm reduction interventions, food, and support with basic needs. The Third Place has supported 71 people with substance use interventions and 15 people into treatment pathways. 60% of attendees showed improvements in mental and physical health through contact with the project.



Project 6 Welcome Wall

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The **Hospital Mentoring Service** (HMS) works with people over 50 who have been admitted to hospital as a consequence of alcohol use. HMS provides peer mentoring to prevent relapse and re-admittance. The team includes a specialist worker to focus on people with Wernicke Korsakoff Syndrome (WKS) and Alcohol Related Brain Damage (ARBD). HMS received 484 referrals from the hospital ACT (Alcohol Care Team) with 73% of people being taken onto caseload for support in the community. Only 9% of people were re-admitted to hospital within 30 days of working with the HMS team, well below the target of 40%.

Support Services

Our Support Services are based locally in our communities and within primary and secondary care services. They provide open-door access, meeting people's immediate needs. They offer crisis interventions, harm reduction advice, structured drug and alcohol treatment, health and wellness interventions, and information and awareness sessions.

Our **Keighley Pathways Service** (KPS) is a partnership project offering open access, specialist support in a range of areas to anyone in Keighley who feels they are at a time of crisis. This year Keighley Pathways has received 969 visits, providing 1334 bespoke interventions. By offering the right support at the right time, we diverted people from the local health and social care services. 80% of people reported an improvement in their health and wellbeing after attending KPS and 96% knew where to go in the future to deal with a crisis.

Our **Community Development** workers continue to take steps towards making our services more accessible to lesser reached communities in Doncaster. Our Central Eastern European (CEE) worker has completed interventions with 80 people, across 19 events in the city. Additionally, they have taken on a caseload of 50 people from the CEE community who were not previously accessing recovery support with Project 6.

Our LGBTQ+ worker in Doncaster reached 506 people across 64 events in the city. They engaged with people from the community to better connect them with recovery support, as well as exploring ways to improve the current offer. The LGBTQ+ worker has now taken on a caseload of 14 people and continues to collaborate with other organisations and facilitate events in community spaces.

Airedale ASIST Service

The ASIST service is delivered by a team of specialist alcohol support workers, who liaise closely with the Multi Agency Support Team (MAST), Psychiatric Liaison Nurses (PLN) of the Mental Health team and staff on the wards at Airedale General Hospital (AGH). They deliver timely, motivational interventions at the bedside of patients admitted to hospital for alcohol related reasons. These can either be direct, such as liver disease, pancreatitis and gastro-intestinal problems, or indirect such as injuries caused by trips and falls. Each admission is potentially a teachable moment, so ASIST workers visit AGH daily to engage new admissions and attempt to encourage them to address their problematic alcohol use. This year they have received 111 referrals, working with patients in the hospital and intensively 64 patients on discharge.

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MAST

Multi Agency Support Team (MAST) is a VCS led service made up of 5 organisations that works across acute and community settings in Bradford and Craven (Bradford Royal Infirmary and Airedale General).

The service was developed to relieve pressures on the health and care system by reducing unnecessary hospital readmissions. MAST works with people in Emergency Departments with intensive follow-up support in the community. It works on an integrated basis with the NHS and social care.

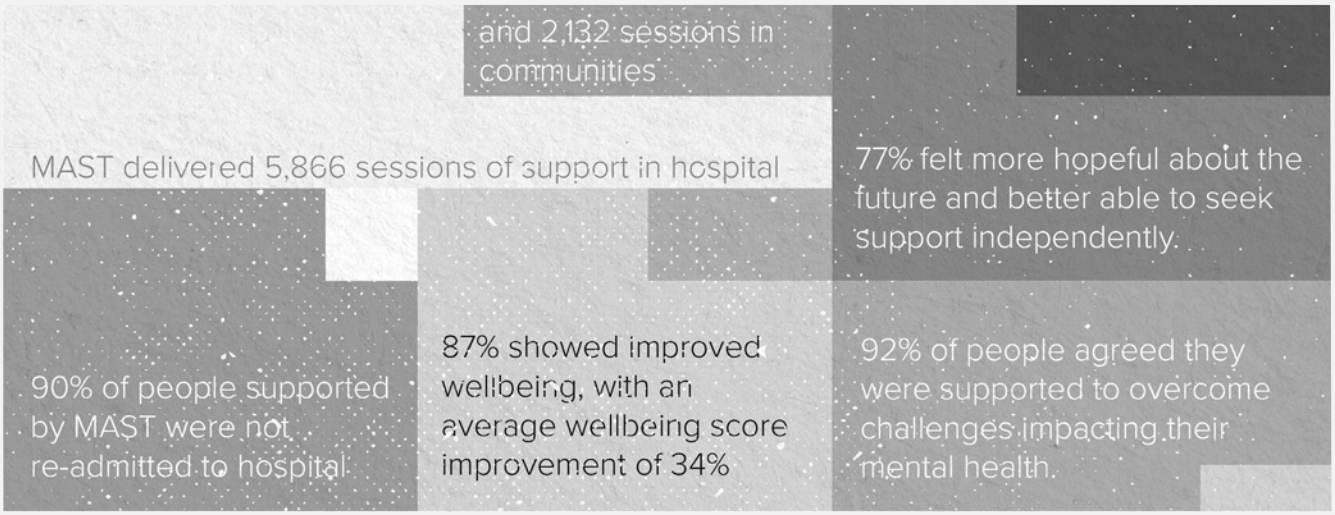
MAST works in collaboration with both the public sector and VCS organisations which enables the team to provide effective in-hospital interventions with continued support out into the community. This ensures people do not 'fall through the cracks' and are provided with the right support for their specific needs.

MAST is made of workers from:

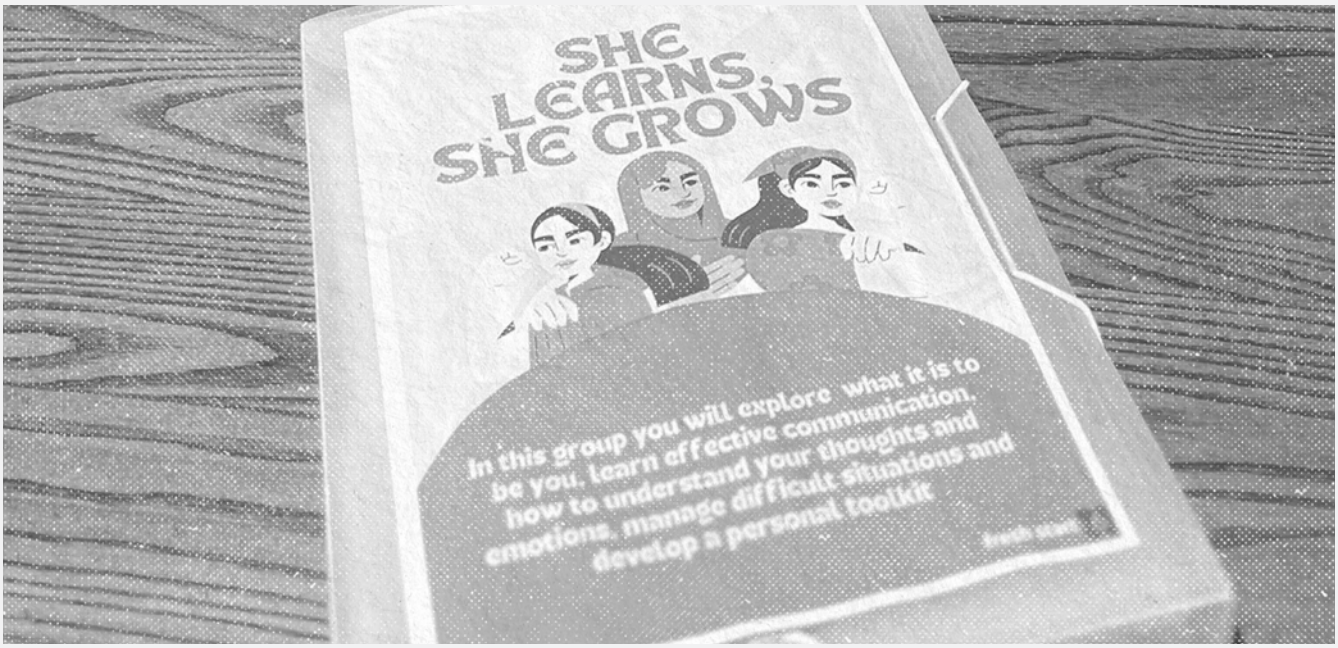
- Alcohol support: Project 6 (Lead)
- Mental health support: The Cellar Trust
- Older people's support: Carer's Resource
- Social Prescribing: Hale and Keighley Healthy Living

"MAST is a fantastic example of collaborative working across services and sectors. The project's design enables NHS West Yorkshire to blend funding with the Local Authority and work in equal partnership with the VCS. There are multiple benefits and positive results from the project, primarily more tailored and effective care for local people in their communities. The NHS benefits in a variety of ways, including mental health and acute services working more effectively, and enabling service users to access more appropriate care. Having met someone recently who benefited from the project, she shared that it had in some ways saved her life. I share MAST as a best practice example of our work across sectors in our West Yorkshire Health & Care Partnership, especially with NHS colleagues nationally.'

Cathy Elliott, Former Chair of NHS West Yorkshire



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Our **Families Services** work with some of the most vulnerable families in Keighley and Sheffield. The interventions provide direct benefit to families, concerned others, grandparents and kin carers; this helps achieve sustainable, positive outcomes for the whole family.

Fresh Start in Sheffield supports women who have had one or more children removed by the local authority, to take time out from parenting, deal with loss and learn new skills for the future. This year the service worked with 19 mothers who have had children removed, providing over 1297 hours of contact. Fresh Start have developed a bespoke peer support service for women to access during and on discharge, delivered and lead by women from the programme.

In Keighley, our **Family Support Service** worked with 60 concerned others, to build skills in understanding and managing feelings, increase resilience and reduce risk. Weekly peer led support groups provide space for people to share concerns, ask questions and connect with others facing similar challenges.

We work with vulnerable young people to increase resilience and reduce risk, using evidence-based approaches which inspire and enable individuals to take more responsibility for themselves and their own actions. In Keighley, our **Young Persons Resilience Service – RISE** worked with 144 young people, providing weekly one-to-one interventions to those experiencing mental health issues that are below the threshold for CAMHS. 98% showed an improvement in resilience.

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Recovery Services
Our vibrant Recovery Services in Doncaster, Sheffield and Keighley aim to provide long term, sustainable recovery from problematic drug and alcohol use. We achieve outstanding results through a range of therapeutic groups, health and wellness activities, Structured Recovery and Active Citizens programmes, peer support, training and volunteering opportunities.

Our Structured Recovery Programme is an intensive 12-session course which consolidates the positive life changes people in recovery have achieved through statutory treatment service or personal rehabilitation journeys. This year 123 people have completed the course within 29 programmes. 87% of people report an increase in recovery capital and are less likely to engage in harmful substance use and 86% were feeling more resilient, with improved social networks.

Active Citizens are people who care about their local communities and the places they live. By taking an active role in decision making they can help influence positive change and take a leadership role in shaping how their communities function. 24 Active Citizens Programmes have been completed across all sites, offering volunteering opportunities and accredited Recovery Coaching courses.

We have taken steps to retain and build on our volunteer capacity within our Recovery Services, delivering peer mentor and volunteer training. This year, through the New Vision Bradford partnership, we have significantly increased the numbers of volunteers in Keighley. We have 85 active volunteers across the organisation supporting our delivery.

Better Together is a Lived Experience Recovery Organisation (LERO) in Doncaster. The project is led by people with lived experience of problematic substance use and works to consult with the wider community and research the experiences of people to identify barriers to accessing support and unmet need. They work alongside Public Health and the local Combatting Drugs Partnership.

Sober Social in Doncaster was established to support people in recovery from alcohol and other drugs in a community setting. From its city centre location the service provides one-to-one interventions as well as a timetable of activities five days a week, most of which are facilitated by volunteers. Sober Social is designed to be open door access with many people referring themselves to the project. This year Sober Social received 135 new referrals and ran 680 skill and wellbeing activities with a cumulative attendance of 1968.

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The ARC

"Recovery: Lived experience of improved quality of life and sense of empowerment"
Best and Laudets' (2010)

Research shows that the likelihood of relapse reduces to less than 15% around 5 years into a person's recovery. Longer term support that helps people identify goals, maintain motivation and build social and recovery capital is essential in order to reduce the chance of relapse and re-entering treatment in the future.

The ARC is a recovery community in Sheffield that provides hope, choice and opportunities with a focus on relapse prevention.

There is no 'one size fits all' and each person will find different types of support more meaningful than others in their recovery journey. People often describe their experience of substance use services as something that was done to them rather than with them, or that the options available were limited to what is desired by the majority. Providing genuine choice means working with people to set their own goals, providing a diverse range of support, and enabling people to take a lead on designing new activities that fill the gaps. The ARC works with individuals to help them identify new opportunities as they consolidate the changes they have made.

The ARC delivers a full timetable of activities six days a week. This includes a mix of therapeutic, peer support and wellbeing groups. The timetable is facilitated by two members of paid staff, 15 volunteers and people accessing the service. All these individuals have experienced the impact of problematic substance use in their lives. The ARC provides a space where people are able to develop their own identity in recovery; this includes people who are looking for further support after structured treatment as well as individuals beginning to contemplate making changes. The service is led by the community of people who access the service, rather than support that is 'done for' people, it is the community that design and shape the ARC with each other. It offers a place where people can explore their personal and professional growth while discovering new challenges and taking on leadership roles within the recovery community.

We recognise the role that opportunities for progression have in helping people maintain longer-term recovery. Although not every person will want to volunteer within the ARC, for those who do the service offers a wide range of opportunities including group facilitation, accredited Recovery Coaching, and professional skills training. The project also has strong links with other organisations that offer training, education and experience that extend into different areas and settings. Hope is a key element of the recovery process. Individuals who have successfully made changes can be important role models for others. Within the ARC, more established members of the community provide support and guidance to those who are newer.

"Recovery can feel like losing something, the way drugs made me feel, the connections you had, a way of living; within the ARC the focus is on what can gain, both for yourself, your family and your community."

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Project 6 Training Services

Our Training Team deliver high-quality and innovative training that promotes excellence in working with a range of vulnerable groups. The team deliver training both internally and to the external market. This year we've seen real progress across our training offer, both in terms of reach and impact.

The Changing Futures programme continues to be a key part of our work in Sheffield. We've delivered training to over 700 people from around 60 organisations, helping professionals build their confidence and understanding when working with people facing multiple disadvantage. The programme has now been extended for another year, during which we'll start to transition from individual sessions to delivery of the new Multiple Disadvantage Practitioner Course. This course was co-designed with people working directly in the field but also those who've experienced multiple disadvantage themselves and is currently going through CPD accreditation.

Across all our training, feedback has been consistently strong, with evaluation scores averaging 4 out of 5. People regularly tell us they leave our sessions feeling better equipped, more confident and more able to support the people they work with.
In Keighley and Bradford, our Community Education work through the New Vision partnership has continued to grow. Alongside core training on Naloxone and Drugs and Alcohol Awareness, we've started developing more focused harm reduction sessions for specific groups. These include parents and maternity professionals, and cover topics like stimulant use and club drugs.

This year also saw the launch of our pilot People Matter, our new training subscription offers for employers. It gives organisations



access to a rolling programme of topics like Supporting a Loved One with Drug or Alcohol Use, Drugs and Alcohol in the Workplace, and Working in a Trauma-Informed Way. Subscribers also get a bespoke session tailored to their team, a co-branded policy, and public recognition for their commitment to staff wellbeing. It's a practical, values-led way for employers to support their people while helping us reach new sectors and challenge stigma more widely.

We've also rolled out a new onboarding programme for all new starters at Project 6. It gives a consistent introduction to who we are, how we work and what's expected, while helping people feel supported from day one. This sits alongside our internal training calendar, which continues to grow and respond to what staff tell us they need.

Our leadership development offer has also taken another step forward. We've continued to focus on coaching skills, person-centred leadership and understanding neurodiversity. The offer now includes staff who are not yet in leadership roles but show potential, helping us build future managers from within.

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Our Outcomes and Impact



'Your Love Has Power', Marcus Method at Ideas Conference 2024

"Attending Sober Social has given me hope, because without this place I don't know where I would be... I no longer feel alone, I am with like-minded people experiencing the same thing without judgement or prejudice. It is an amazing place; everyone is so supporting and caring."

Satisfaction Survey 2024

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Individuals: In our annual Satisfaction Survey 95% of individuals reported improvements in mental health and wellbeing and 99% reported improved physical health.

Families: Alcohol and other drug use, as well as other challenges to wellbeing, don't only affect the person experiencing them; the harm can extend to the whole family. By adopting a family-focussed approach across our services we believe we achieve a greater impact. 91% of our service users in our annual Satisfaction Survey reported improved relationships with families and friends.

Communities: By being a visible and active presence in our local communities, we can reduce the stigma and discrimination experienced by people using our services. A community where people have clear and open pathways to support reduces the cost to local services and helps rebuild social cohesion. 86% of people responding to our annual Satisfaction Survey felt more connected to their community and able to play a positive role, with 97% feeling optimistic about their ability to have a positive future.

Core Outcomes
Our services, activities and interventions are designed to facilitate positive changes, which lead to meaningful and sustained impact through our core outcomes.

Improved mental health and wellbeing

- 95% of individuals reported improvements in mental health and wellbeing in our annual Satisfaction Survey
- 76% of people using the ARC project reported improvements in their mental health and wellbeing.
- 98% of young people using our RISE service reported increases in resilience.

Improved physical health and wellbeing

- 99% of individuals reported improvements in physical health and wellbeing in our annual Satisfaction Survey
- 85% of residents at Pinder House report reductions in their alcohol use
- 82% of people using Sober Social report improved physical health and wellbeing.

"The service adds structure to my week, and over time I look forward to seeing familiar faces. It's a chance to listen to other people's stories, relate, and hear your own voice too"

From our Satisfaction Survey 2024

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Delivering on our Values
This year we asked people who used our services how they feel about us:

- 99% feel respected and not judged
- 99% feel treated as an equal
- 99% feel that the service really believes in their ability to make changes
- 98% feel the service goes the extra mile when needed
- 98% feel that they're learning how to help themselves

Improved relationships with family and friends

- 91% of individuals reported improved relationships with family and friends in our annual Satisfaction Survey
- 95% of people attending our Maternity Service reported they had developed more positive relationships with friends and family
- 98% of young people in RISE reported improved relationships with family and friends since coming to our services

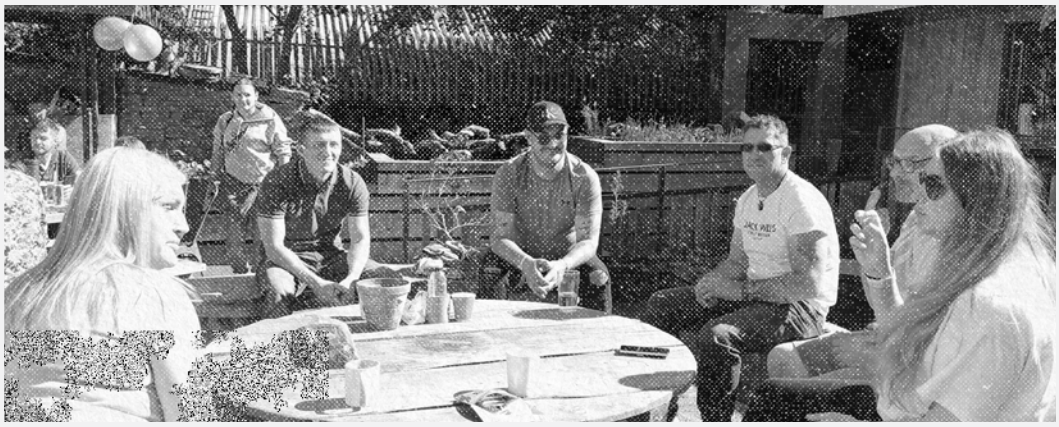
Greater Community Connectedness

- 87% of people in our annual Satisfaction Survey feel more accepted as part of their community and able to give something back
- 94% of people attending the Sober Social report an increase in recovery capital
- 71% of people using our Mast Community Service reported feeling more accepted by the wider community

Improved Life Chances

- 88% of people responding to our annual Satisfaction Survey felt more optimistic about their ability to have a positive future
- 82% of people coming to Sober Social feel that they know where in future to go to reduce the impact of any future crisis
- 83% of people accessing the ARC project report improvement in life chances for the future on discharge

Storytelling event, Project 6 Keighley



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Strategic and Operational Success

This year marks the fifth anniversary of our strategic objective and operational business plan review, and Project 6 has continued to make strong, measurable progress. Our plan is reviewed quarterly, with clear targets that allow us to address any issues promptly. Last year, we introduced a new and important objective: to become a truly diverse organisation. This reflects our core values – creating spaces where everyone feels they belong and ensuring our team reflects the diversity of the communities we serve.

We have made excellent headway across all six strategic objectives. Guided by individual work plans aligned with these goals, our senior leadership team has not only met but, in some areas, exceeded our targets – always keeping our core values central to every decision. Regular quarterly performance and quality management meetings have helped us remain focused, accountable, and on track.

Towards the end of this year, we reviewed our strategic objectives and reset the operational business plan for the next three years, this reflects the increased need to diversify our income streams to enable us to continue meeting our mission, while remaining well placed to look at future opportunities. From April 2025 we moved to an Objectives and Key Results framework, maintaining clear priorities and measurable targets for the next three years.

Our dedication to the people we serve and to the mission of Project 6 remains as strong as ever.

Financial

Review of Financial Activities

Our financial results for the year are detailed on page 40. Project 6 has experienced another year of growth, albeit it at a slower rate than in the last couple of years, with the increase in total income of 5.6%, from £3.6 million to £3.8 million, while expenditure increased from £3.5 million to £3.9 million, resulting in a total deficit of £158k. This compares to a surplus of £110k in 2024.

The increase in income, is mainly due to the full mobilisation of the New Vision Bradford, Likewise and Housing Support projects, all delivered in partnership with Waythrough; and the expansion of Sober Social, funded by the City of Doncaster Council.

Income from Sheffield City Council reduced following the cessation of the Journey project. In addition, the Winter Pressures project, funded by the VCS Alliance, also ceased part way through the year.

Expenditure has increased at a higher rate than income, increasing by 13.5% which is £470k in total.

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£392k of this relates to staffing costs with the majority of the vacancies having been filled during the year on the NVB, Likewise and Housing Support contracts. During 2024 there was a strengthening of the central support team, with this year's figures including a full year's costs.

Most of the remaining increase in costs, relates to the successful relocation from our Sheffield premises at Abbeydale Road, to Cumberland Street. This took place in June 2024. Project 6 moved premises to occupy both floors at Cumberland Street. Previously Project 6 occupied just the ground floor. The early surrender of the lease of Abbeydale Road resulted in additional fees being incurred including dilapidation costs, legal fees and removal fees. These totalled approximately £67k.

Total reserves have reduced from £1.14 million to £984k, with restricted reserves reducing from £290k to £98k. This is predominantly due to the drawdown on the Sheffield Council funded projects' underspend which was ringfenced last year. Despite the reduction in total reserves and the in-year deficit, free reserves have continued to increase. At the year end, the total unrestricted reserves were £886k (2024: £852k). Of this, £120k are designated, £429k are in relation to the fixed assets reserves and £337k are free reserves (2024: £320k). More details can be found in the Reserves section.

This protection of free reserves is a result of careful financial planning, with all capital and premises maintenance work being planned in advance; and close monitoring of income and expenditure, including reforecasting. It is also a result of the increase in contracts for services which are unrestricted.

Principal funding sources

Our principal funding sources continue to include Office of Health Improvements and Disparities via Sheffield and Bradford Councils, partnerships with Waythrough, Bradford and Craven Integrated Care Board, the City of Doncaster Council, the National Lottery Community Fund and The Henry Smith Foundation.

A detailed analysis of our donations and grants is shown in Note 2 and of our charitable activities in Note 3.

In addition to our core funding, which provides financial sustainability and a foundation for growth, we work hard at generating other income from our training programme and other grants. We have an Income Generation Plan and Training Business Plan, which are continuously reviewed to ensure that they continue to be relevant, aligned to our objectives and values, innovative and successful.

Financial controls

Our trustees have a duty to ensure that appropriate financial controls are in place to provide reasonable assurance against fraud and error. We have recently reviewed and tightened our financial controls. This will ensure that our financial reporting continues to be accurate and that core costs are controlled for the foreseeable future. These controls include the roll out and expansion of delegated budget holders being responsible for both core and project

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expenditure, ensuring that each project's needs are met to give the best delivery and value for money.

Compliance

We have taken note of the directive from the Fundraising Regulator and ensured our compliance. Our charity has no contracts with professional fund-raisers or commercial participators, and no complaints have been received regarding fundraisers acting on our behalf.

Reserves

As of the end of this reporting period, our reserves stand at:

- Total: £983,556

Comprising:

- Restricted: £97,808
- Designated: £120,000
- Unrestricted Fixed Assets: £428,518
- Unrestricted Free Reserves: £337,230

Reserves Policy

The trustees are aware of their general legal duty to apply the income of the charity for its purposes within a reasonable period of receipt, and within that framework have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission.

Free reserves, as defined by the Charity Commission, are unrestricted reserves that are freely available to spend on charitable purposes.

Reserves are an inherent part of the risk management process, and the required level depends on our financial position and our assessment of the risks that the charity faces at a particular time.

The trustees have reviewed the reserves policy during the financial year to ensure that there is a clear basis to ensure the financial strength, resilience and sustainability of the organisation. The trustees have considered our legal and moral commitments.

In setting the reserves as at 31 March 2025, the trustees have considered the following:

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

- The charity's Strategic Objectives and Key Results (OKRs), last reviewed in May '25
- The budget for 25/26 including the funding of repairs and replacing charity assets, meeting the financial commitments from core expenditure and the need to bridge funding gaps
- The need to cover salaries and redundancy liabilities of staff
- The risk register and project pipeline, and the need to build resilience and respond to unexpected opportunities or challenges.

The level of unrestricted reserves required to meet these needs has been calculated as:

Redundancy costs – all staff	£150,000
Cost of living increase and associated on-costs	£60,000
Provision for unexpected cessation/ shortfall in funded projects to allow a wind down	£40,000
Business development / income generation provision	£55,000
Provision to general property improvements to meet needs of ageing buildings	£45,000
Total general unrestricted funds	**£350,000**

The current unrestricted free reserves total £337,320. The trustees and Senior Leadership are working hard to review income generation opportunities and areas of cost savings, to achieve the desired reserves position.

The charity's unrestricted reserves currently meet four months' core salary and operational costs.

In addition to the above, designated funds have been allocated to support premises moves and improvements to property, as follows:

Designated Funds –Sheffield property improvements at Portland House	£60,000
Designated Funds – Keighley property improvements at Devonshire Street	£15,000
Designated Funds – Sheffield property legal fees to support a lift at Cumberland Street	£10,000
Designated Funds – External evaluation fees for National Lottery/Henry Smith funded project due to cease March'26	£5,000
Designated Funds – General shortfall in funding in respect of the national insurance and pay increment across a number of projects	£30,000
Total designated unrestricted funds	**£120,000**

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Investment Policy

Our trustees invest surplus liquid funds in short-term interest-bearing accounts to maximise liquidity. An investment review is planned for the upcoming year.

Income Policy

Project 6 recognises income from donations or government grants when there is evidence of entitlement to the gift, receipt is probable, and its amount can be measured reliably.

The Future

2024/25: Holding Our Values in a Changing Landscape

This year has been one of both resilience and renewal. The pressures facing drug and alcohol services remain severe: funding is still fragile, demand for support is growing, and national policy continues to lean heavily towards criminal justice rather than public health. While there are early signs of political will to stabilise the sector, the challenges of the past decade – service closures, fragmented commissioning, and the erosion of harm reduction – continue to shape the environment we work in.

Project 6 has continued to strengthen in this difficult context. Our central services are now firmly established, providing a solid backbone for our delivery teams. We have expanded our Learning & Development offer, creating opportunities for our staff to grow their skills and share their expertise beyond the organisation. We have maintained a strong focus on staff wellbeing, knowing that the work we do can only be as strong as the people who deliver it.

We have remained consistent in our voice and our values. We are still one of the few organisations in the sector committed to harm reduction as a principle of social justice. We have continued our anti-racism journey and developed practical steps to embed this into our culture and services. The #ideasconference returned for a second year, sparking important conversations about how our sector can evolve to meet people's needs more compassionately and effectively.

This year also saw the start of a new chapter in our leadership. We welcomed Jo Jepson as our new Chief Executive, building on the secure foundations laid over the past decade. Jo brings both leadership experience and fresh energy to our mission. We have also reviewed our strategy for the next three years, moving to an 'Objectives and Key Results' model, streamlining our approach, but maintaining clear priorities in the areas that enable us to meet our organisational goals and mission.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

The political landscape is shifting. A new Labour government offers the potential for stability but also signals a policy approach that will require us to work hard to ensure harm reduction remains at the heart of what we do. We will continue to advocate for a system in which people are supported because they are valued as human beings – not solely as a means to reduce crime or manage risk.

Through another year of uncertainty, Project 6 has stood firm. We have consolidated, we have adapted, and we have kept our commitment to the people we serve. Our work remains rooted in compassion, evidence, and the belief that everyone deserves the chance to thrive.

Going Concern

The trustees and members of the Senior Leadership Team have reviewed the current financial position, together with a detailed budget for 25/26, which includes a cash flow and projected balance sheet. They have also reviewed reforecasts presented at the September '25 position and 3-year forecasts to 27/28 based upon known project income and forecast costs, including payroll costs.

These figures have been prepared on a prudent cash flat basis with an assumption that a number of projects will cease and income will reduce by 2.5%.

They take into account the savings generated as a result of the restructuring exercise carried out in 24/25. Ahead of the increase in national insurance contributions, implemented in April '25, coupled with many contracts not funding the increase, a review of the potential cost savings was carried out. This resulted in a reduction in the size of the core support team, in order to protect the free reserves.

The figures show that the free reserves and cash balances remain acceptable for the next 12 months with a projected free reserves position of £327K at 31st March '26.

The trustees and Senior Leadership Team are, however, very aware of the risk and challenges, particularly associated with the cost-of-living increases, annual and cash flat contracts, and the increasing struggle to be competitive with salaries and attract and retain staff.

The trustees and Senior Leadership team will continue to monitor the situation carefully and be ready to respond quickly to adverse trends, should they need to.

It is for these reasons that the trustees are of the opinion that the charity has adequate resources to meet its financial obligations, and to continue in operational existence for a period of at least 12 months from approval of these financial statements, and has prepared these financial statements on the going concern basis.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Structure, Governance and Management

Project 6 operates as a charitable company limited by guarantee, established on September 3, 1997, and registered as a charity on June 23, 1989. Our Board of Trustees oversees the organisation's strategic direction, planning, and risk management. Key roles are divided between the Chair of Trustees and the Chief Executive.

Trustees volunteer their time and do not receive benefits from the charity. Any expenses reclaimed by the trustees from the charity are set out in Note 8 to the accounts.

The Chief Executive and members of the Senior Leadership Team have day to day responsibility for the leadership and operational delivery of the charity.

Recruitment and Induction of Trustees

We are committed to recruiting trustees who align with our values and Code of Conduct, promoting diversity and equal opportunities. Trustees undertake an induction process, reviewing the organisation's key documents and engaging with the wider organisation.

During August 2025, an external recruitment process took place. It is hoped that one new trustee will be appointed at the AGM on 9th December 2025.

Partnerships and Collaboration

We actively engage in ethical collaboration and partnership working, which is central to our approach. In the past year, we have partnered with various organisations in Keighley, Sheffield and Doncaster to develop new services and enhance service delivery.

Supporters

We extend our gratitude to the organisations and individuals who have supported us. These include our volunteers, partners and grant funders who believe in our mission.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Remuneration Policy for key management personnel

Decisions on pay and reward are delegated to the Chief Executive. Salaries of senior staff and the Chief Executive are reviewed annually by the Remuneration Committee.

Risk management

Our trustees have a duty to identify and review the risks to which the charity is exposed and, as such, have a robust approach to risk management. Risks are identified, assessed, and managed through our annual business plan and quarterly business plan reviews, which feed into our risk register. The principal risks and uncertainties identified include:

1. **Uncertainty of Annual Grants and Commissioned Service Funding**
   Much of the charity's income relies on short-term grants or commissioned services. This limits the ability to plan long term, affects staff recruitment and retention, and creates uncertainty for service continuity.
2. **Recruitment and Retention of Qualified and Experienced Staff**
   The sector faces challenges in attracting and retaining skilled professionals due to pay constraints and increasing workloads. This could impact service quality and organisational capacity.
3. **Funding Pressures Across the Sector**
   There is increasing competition for limited grant funding, combined with wider financial pressures affecting the voluntary and community sector.
4. **Government Policy Changes and Cost Increases**
   Reductions in public sector funding, changes to commissioning arrangements, and increased costs such as National Insurance contributions pose ongoing risks to the charity's financial sustainability.
5. **Ageing Buildings and Rising Maintenance Costs**
   Several of the charity's buildings are ageing and require significant repair and maintenance. The cost of these works presents a financial and operational challenge.

To mitigate these risks, the trustees have developed the following strategies and actions:

1. **Property and Infrastructure Management**
   A programme of repairs and maintenance is being implemented following recent building condition surveys, ensuring properties remain safe, functional, and fit for purpose.

2. **Sector Awareness and Advocacy**
   The charity continues to monitor and respond to developments in the drug and alcohol

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

sector, ensuring our services remain relevant and aligned with best practice and emerging needs.

3. **Promotion and Partnership Building**
   We actively promote our work through conferences, events, and networks, helping to strengthen our reputation, influence policy, and build new funding and partnership opportunities.

4. **Diversification of Income**
   To reduce dependency on grant funding, we are developing a training arm to generate additional income and have recently recruited a fundraiser to expand our income streams.

5. **Strengthening Organisational Culture and Retention**
   The charity is committed to being a values-led organisation and a good employer, exploring ways to improve staff wellbeing, engagement, and development to support recruitment and retention.

Statement of responsibilities of the trustees

The trustees (who are also directors of Airedale Voluntary Drug and Alcohol Agency Limited 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charites SORP 2019 (FRS 102)
- make judgements and estimates that are reasonable and prudent
- 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.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Disclosure of information to auditor

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's 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 from legislation in other jurisdictions.

Auditor

BHP LLP has been re-appointed as our auditor and will continue in this role.

This report adheres to the provisions for small companies under the Companies Act 2006 and has been approved by the trustees.

The trustees' annual report has been approved by the trustees on 9th December 2025 and signed on their behalf by

Kes Lewis
Chair

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Opinion

We have audited the financial statements of Airedale Voluntary Drug and Alcohol Agency Limited operating as Project 6 (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and the related notes, 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 Auditors’ 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 United Kingdom, including the Financial Reporting Council'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.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditors’ 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 purposes 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 trustees' 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

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the Senior Statutory Auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the entity through discussions with trustees and other management, and from our knowledge and experience of the charity sector;

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- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the entity, including Companies Act 2006, Charities Act 2011, safeguarding legislation, employment law, health and safety and data protection laws;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we ensured identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the entity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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 FRC'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.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

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.


Signer ID: WKOLTHN6RI...

Rachel Heath (Senior statutory auditor)

for and on behalf of

BHP LLP

Chartered Accountants
Statutory Auditor
Albert Works
Sidney Street
Sheffield
S1 4RG

Date: 11/12/2025 GMT

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Statement of Financial Activities incorporating an Income and Expenditure Account For the year ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	2	**69,701**	**209,826**	**279,527**	233,749
Charitable activities	3	**1,756,299**	**1,703,174**	**3,459,473**	3,273,768
Other trading activities	4	**45,746**	**-**	**45,746**	22,480
Investments	5	**1,026**	**-**	**1,026**	905
Other income		**-**	**-**	**-**	53,676
Total income		**1,872,772**	**1,913,000**	**3,785,772**	3,584,578
Expenditure on:					
Raising funds		**387**	**-**	**387**	76
Charitable activities	6	**1,854,154**	**2,089,660**	**3,943,814**	3,474,316
Total expenditure		**1,854,541**	**2,089,660**	**3,944,201**	3,474,392
Net income / (expenditure) before investment gains and losses		**18,231**	**(176,660)**	**(158,429)**	110,186
Net gains / (losses) in investments	12	**179**	**-**	**179**	(100)
Net income / (expenditure)		**18,410**	**(176,660)**	**(158,250)**	110,086
Transfers between funds		**15,552**	**(15,552)**	**-**	-
Net movement in funds		**33,962**	**(192,212)**	**(158,250)**	110,086
Brought forward		**851,786**	**290,020**	**1,141,806**	1,031,720
Carried forward		**885,748**	**97,808**	**983,556**	1,141,806

The notes on pages 44-69 form part of these financial statements.

Income and expenditure is derived from continuing activities. Statement of Financial Activities complies with the requirement for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Balance Sheet
As at 31 March 2025

	Note	31 Mar 2025		31 Mar 2024	
		£	**£**	£	£
Total Fixed Assets					
Tangible assets	11		**474,698**		502,896
Investments	12		**18,322**		18,143
			493,020		521,039
Current assets					
Debtors	13	**72,639**		98,107	
Cash at bank and in hand		**658,600**		773,809	
		731,239		871,916	
Creditors: amounts falling due within one year	14	**(240,703)**		(251,149)	
Net current assets			**490,536**		620,767
Net Assets			**983,556**		1,141,806
Charity Funds					
Restricted funds	15		**97,808**		290,020
Unrestricted funds – designated	15		**120,000**		80,000
Unrestricted funds – general	15		**765,748**		771,786
Total Capital and Reserves			**983,556**		1,141,806

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Board on 9th December and signed on behalf of the Board of Trustees.

Kes Lewis (Chair) **Anthony Ball (Treasurer)**

The notes on pages 44-69 form part of these financial statements.
Company Registration Number: 3430925

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

Statement of cash flows
for the year ended 31 March 2025

	Note	2025	2024
		£	£
Cash flows from operating activities			
Net cash (used) / provided by operating activities	17	**(63,289)**	550,939
Cash flows from investing activities:			
Dividends, interest and rents from investments		**1,026**	905
Proceeds from the sale of property, plant and equipment		**1,457**	1,355
Purchase of tangible fixed assets		**(54,403)**	(124,624)
Net cash used in investing activities		**(51,920)**	(122,364)
Change in cash and cash equivalents in the year		**(115,209)**	428,575
Cash and cash equivalents brought forward		**773,809**	345,234
Cash and cash equivalents carried forward	18	**658,600**	773,809

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

1. Accounting Policies

1.1 Basis of preparation of financial statements

Airedale Voluntary Drug and Alcohol Agency Limited is a charitable company in England and Wales. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are on page 3 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. 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) published October 2019), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Company status

The company is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

The trustees and members of the Senior Leadership Team have reviewed the current financial position, together with a detailed budget for 25/26, which includes a cash flow and projected balance sheet. They have also reviewed reforecasts presented at the September '25 position and 3-year forecasts to 27/28 based upon known project income and forecast costs, including payroll costs.

These figures have been prepared on a prudent cash flat basis with an assumption that a number of projects will cease and income will reduce by 2.5%.

They take into account the savings generated as a result of the restructuring exercise carried out in 24/25. Ahead of the increase in national insurance contributions, implemented in April '25, coupled with many contracts not funding the increase, a review of the potential cost savings was carried out. This resulted in a reduction in the size of the core support team, in order to protect the free reserves.

The figures show that the free reserves and cash balances remain acceptable for the next 12 months with a projected free reserves position of £327K at 31st March '26.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

1. Accounting Policies (continued)

The trustees and Senior Leadership Team are, however, very aware of the risk and challenges, particularly associated with the cost-of-living increases, annual and cash flat contracts, and the increasing struggle to be competitive with salaries and attract and retain staff.

The trustees and Senior Leadership team will continue to monitor the situation carefully and be ready to respond quickly to adverse trends, should they need to.

It is for these reasons that the trustees are of the opinion that the charity has adequate resources to meet its financial obligations, and to continue in operational existence for a period of at least 12 months from approval of these financial statements, and has prepared these financial statements on the going concern basis.

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the company that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised. Refer to the trustees' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company 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.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

1. Accounting Policies (continued)

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Costs of raising funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing £500 or more, or lower value items which amount to £1,000 in aggregate, are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation

Leasehold improvements	10% straight line or length of lease
Freehold improvements	10% straight line
Fixtures and fittings	25% straight line
Freehold property	2% straight line

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1. Accounting Policies (continued)

1.7 Investments

Investments in shares are included at fair value.

1.8 Debtors

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

1.9 Cash at bank and in hand

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

1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.12 Pensions

The company operates a defined contribution pension scheme, and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 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 institution with whom the funds are deposited.

1.14 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

1. Accounting Policies (continued)

1.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been

raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.16 Accounting estimates and areas of judgment

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

1.17 Employee benefits

The cost of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.18 Tax exemption

The charitable company is considered to pass the tests set out in Sch. 6 para.1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Pt. 11, Ch. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

2. Income from donations and legacies

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total funds 2025 £**	Total funds 2024 £
Donations	**11,201**	**-**	**11,201**	12,057
National Lottery	**-**	**146,526**	**146,526**	141,662
Henry Smith	**-**	**63,300**	**63,300**	61,500
Beat-Herder	**18,500**	**-**	**18,500**	18,530
The Liz and Terry Bramall Foundation	**10,000**	**-**	**10,000**	-
Garfield Weston	**30,000**	**-**	**30,000**	-
Total	**69,701**	**209,826**	**279,527**	233,749
Total 2024	30,587	203,162	233,749	

3. Income from charitable activities

	Unrestricted 2025 £	**Restricted 2025 £**	**Total 2025 £**	Total 2024 £
Recovery Services				
ARC Recovery and Relapse Prevention	**-**	**44,170**	**44,170**	80,000
Sober Social	**-**	**335,811**	**335,811**	177,308
Skills House - BMDC	**-**	**32,374**	**32,374**	35,611
Likewise	**595,029**	**-**	**595,029**	326,878
Enhanced Recovery Support (CJS)	**-**	**-**	**-**	87,500
Craven DC	**-**	**26,317**	**26,317**	26,317
Better Together – City of Doncaster	**-**	**14,987**	**14,987**	-
	595,029	**453,659**	**1,048,688**	733,614

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

3. Income from charitable activities (continued)

	Unrestricted 2025 £	Restricted 2025 £	Total 2025 £	Total 2024 £
Support Services				
Fresh Start (Sheffield) (SCC)	**88,000**	**-**	**88,000**	88,000
Older Person Alcohol Worker	**-**	**-**	**-**	10,000
Winter Pressures Fund	**-**	**29,775**	**29,775**	117,958
Wharfe Valley Pathways	**-**	**-**	**-**	41,700
AWC Community Health	**-**	**18,994**	**18,994**	14,725
Modality (Pathways Worker)	**-**	**-**	**-**	24,076
Hospital Mentoring	**-**	**132,510**	**132,510**	168,750
Stronger Links	**-**	**29,181**	**29,181**	14,590
Non recurring grants	**-**	**-**	**-**	15,007
	88,000	**210,460**	**298,460**	494,806
Harm Reduction				
KPS (Pathways)	**-**	**89,000**	**89,000**	89,000
Complex Alcohol Project	**-**	**162,000**	**162,000**	162,000
Safer Spaces	**-**	**8,304**	**8,304**	8,000
Jack's Snacks	**-**	**597**	**597**	329
	-	**259,901**	**259,901**	259,329
Partnerships				
New Vision Bradford	**814,348**	**-**	**814,348**	797,164
Resilience Support (WACA)	**-**	**37,918**	**37,918**	35,000
MAST Bradford & Keighley Hospitals	**-**	**630,241**	**630,241**	638,189
Sheffield Pathways	**-**	**-**	**-**	27,903
HIU Hospital Project	**-**	**80,657**	**80,657**	82,727
Housing Support	**195,084**	**-**	**195,084**	170,699
Mental Health Connect Partnership	**-**	**29,643**	**29,643**	26,991
	1,009,432	**778,459**	**1,787,891**	1,778,673
Core Services				
City of Bradford	**-**	**-**	**-**	7,346
Changing Futures	**60,000**	**-**	**60,000**	-
Non recurring grants	**3,838**	**695**	**4,533**	-
	63,838	**695**	**64,533**	7,346
Total	**1,756,299**	**1,703,174**	**3,459,473**	3,273,768
Total 2024	1,390,087	1,883,681	3,273,768	

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4. Other trading activities

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Fees and other income	**45,746**	**-**	**45,746**	22,480
Total	**45,746**	**-**	**45,746**	22,480
Total 2024	22,480	-	22,480	

5. Investment income

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Interest received	**1,026**	**-**	**1,026**	905
Total	**1,026**	**-**	**1,026**	905
Total 2024	905	-	905	

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6. Analysis of expenditure on charitable activities (and donations and legacies)

	Core services	Restricted Donations and Legacies	Recovery services	Support services	Harm Reduction Services	Partner-ships	Training	Total funds 2025
	£	£	£	£	£	£	£	£
Staff costs (as per note 9)	**1,333,467**	**121,643**	**384,176**	**248,556**	**186,021**	**379,672**	**67,648**	**2,721,183**
Training and recruitment	**19,966**	**3,056**	**5,100**	**10,053**	**-**	**250**	**50**	**38,475**
Premises and administration	**243,565**	**66,103**	**76,456**	**7,196**	**31,245**	**104,642**	**505**	**529,712**
Project costs	**90,924**	**25,024**	**46,372**	**23,118**	**45,575**	**321,095**	**3,082**	**555,190**
Depreciation and profit/loss on disposal charges	**80,769**	**-**	**-**	**-**	**-**	**-**	**375**	**81,144**
Governance costs (note 7)	**18,110**	**-**	**-**	**-**	**-**	**-**	**-**	**18,110**
Total	**1,786,801**	**215,826**	**512,104**	**288,923**	**262,841**	**805,659**	**71,660**	**3,943,814**

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6. Analysis of expenditure on charitable activities (and donations and legacies) (continued)

Prior year

	Core services	Restricted Donations and Legacies	Recovery services	Support services	Harm Reduction Services	Partner-ships	Training	Total funds 2024
	£	£	£	£	£	£	£	£
Staff costs (as per note 9)	938,783	150,086	339,103	212,670	208,772	420,066	59,606	2,329,086
Training and recruitment	24,956	-	-	-	-	-	-	24,956
Premises and administration	71,909	22,893	98,011	83,957	14,668	89,411	26,150	406,999
Project costs	66,819	4,613	59,215	46,908	39,815	356,678	2,405	576,453
Depreciation and profit/loss on disposal charges	108,155	-	-	-	-	-	638	108,793
Governance costs (note 7)	28,029	-	-	-	-	-	-	28,029
Total	1,238,651	177,592	496,329	343,535	263,255	866,155	88,799	3,474,316

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7. Governance costs

	Unrestricted funds 2025	**Restricted funds 2025**	**Total funds 2025**	Total funds 2024
	£	**£**	**£**	£
Auditor's remuneration	**17,917**	**-**	**17,917**	15,750
Accountancy fees	**98**	**-**	**98**	8,320
Other	**95**	**-**	**95**	809
Total	**18,110**	**-**	**18,110**	24,879
Total 2024	24,879	-	24,879	

8. Net income/(expenditure)

This is stated after charging:

	2025	2024
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	**82,123**	53,113
Impairment of assets	**-**	54,325
(Profit) / loss on disposal / sale of assets	**(979)**	822
Auditor's remuneration - audit	**16,500**	15,750
Operating lease rentals	**59,186**	15,861

During the year, no trustees received any remuneration (2024 - £NIL).

During the year, no trustees received any benefits in kind (2024 - £NIL).

During the year, two trustees received a reimbursement of expenses totalling £71 (2024 - £126).

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9. Staff costs

Staff costs were as follows:

	2025	2024
	£	£
Wages and salaries	**2,383,014**	2,024,466
Social security costs	**198,020**	181,088
Other pension costs	**129,003**	112,116
Redundancy costs	**11,146**	11,416
	2,721,183	2,329,086

	2025	2024
	No.	No.
Average number of persons employed by the company during the year	**97**	83
Average headcount expressed as a full time equivalent	**84**	71

No employee received remuneration amounting to more than £60,000 in either year.

The total employee benefits of the key management personnel of the charity were £367,375 (2024: £300,346).

There were redundancy payments totalling £11,146 made in the year (2024: £11,416). These were made following a restructure of the core staffing team, ahead of the national insurance increases, together with a cessation of one project. As at the year end, a balance of £7,249 (2024: £Nil) was included in creditors in relation to redundancy payments.

10. Grants

	2025	2024
	£	£
NHS Bradford Districts	**280,775**	452,358
Bradford MDC	**662,615**	673,800
North Yorkshire Council	**26,317**	26,317
City of Doncaster Council	**374,913**	201,898
National Lottery Community Fund	**146,526**	141,662
The Henry Smith Foundation	**63,300**	61,500
Leeds Community Foundation	**18,994**	14,725
	1,573,440	1,572,260

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11. Tangible fixed assets

	Freehold property £	Freehold improvements £	Leasehold improvements £	Fixtures and fittings £	Total £
Cost					
At 1 April 2024	**495,359**	**61,210**	**142,097**	**282,385**	**981,051**
Additions	**-**	**4,849**	**29,809**	**19,745**	**54,403**
Elim re disposals	**-**	**-**	**-**	**(12,913)**	**(12,913)**
At 31 March 2025	**495,359**	**66,059**	**171,906**	**289,217**	**1,022,541**
Depreciation					
At 1 April 2024	**107,494**	**17,536**	**142,097**	**211,028**	**478,155**
Charge for the year	**9,907**	**6,441**	**28,249**	**37,526**	**82,123**
Elim re disposals	**-**	**-**	**-**	**(12,435)**	**(12,435)**
At 31 March 2025	**117,401**	**23,977**	**170,346**	**236,119**	**547,843**
Net book value					
At 31 March 2025	**377,958**	**42,082**	**1,560**	**53,098**	**474,698**
At 31 March 2024	387,865	43,674	-	71,357	502,896

12. Fixed asset investment

The charity holds an investment in M&G Investments

	2025	2024
	£	£
Market valuation at 1 April 2024	**18,143**	18,243
Increase (reduction) in value	**179**	(100)
Market valuation at 31 March 2025	**18,322**	18,143
At cost	**20,000**	20,000

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13. Debtors:

Amounts falling due within one year

	2025	2024
	£	£
Trade debtors	**29,792**	46,953
Other debtors	**5,481**	5,582
Prepayments and accrued income	**27,366**	45,572
	62,639	98,107

Amounts falling due after more than one year

Other debtors	**10,000**	-
	10,000	-
Total	**72,639**	98,107

14. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**36,195**	68,517
Other taxation and security	**47,326**	50,202
Other creditors	**39,093**	19,071
Accruals and deferred income	**118,089**	113,359
	240,703	251,149

Creditors include contributions to pensions transferred and not yet paid over of £31,162 (2024: £18,803).

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14. Creditors: Amounts falling due within one year (continued)

Deferred income

	£
Deferred income as at 31 March 2024	**16,946**
Resources released during the year	**(16,946)**
Resources deferred during the year	**1,990**
Deferred income balances at 31 March 2025	**1,990**

	£
Training contracts	1,990
Deferred income as at 31 March 2025	**1,990**

15. Statement of funds

	Balance at 1 April 2024	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Current year					
General unrestricted funds	**771,786**	**1,872,772**	**(1,788,330)**	**(90,480)**	**765,748**
	771,786	**1,872,772**	**(1,788,330)**	**(90,480)**	**765,748**
Designated funds:					
Premises Development	**20,000**	**-**	**-**	**(20,000)**	**-**
Premises move	**55,000**	**-**	**(66,032)**	**11,032**	**-**
Premises improvement	**5,000**	**-**	**-**	**80,000**	**85,000**
Project 6 salary costs	**-**	**-**	**-**	**30,000**	**30,000**
Evaluation fees	**-**	**-**	**-**	**5,000**	**5,000**
	80,000	**-**	**(66,032)**	**106,032**	**120,000**
Total unrestricted funds	**851,786**	**1,872,772**	**(1,854,362)**	**15,552**	**885,748**

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Restricted funds:	Balance at 1 April 2024	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Current year					
Grants					
Recovery Services					
ARC (Recovery and Relapse Prevention (Sheffield City Council)	**27,227**	**44,170**	**(71,397)**	**-**	**-**
Sober Social (Doncaster City Council)	**-**	**335,811**	**(319,500)**	**(10,400)**	**5,911**
Skills House - BMDC	**-**	**32,374**	**(32,374)**	**-**	**-**
Enhanced Recovery Support (CJS)	**52,681**	**-**	**(52,681)**	**-**	**-**
Craven DC	**-**	**26,317**	**(26,317)**	**-**	**-**
Henry Smith (Donation and Legacies)	**20,500**	**63,300**	**(63,300)**	**-**	**20,500**
National Lottery (Donations and Legacies)	**6,000**	**146,526**	**(152,526)**	**-**	**-**
Better Together	**-**	**14,987**	**(9,835)**	**(5,152)**	**-**
Support Services					
Winter Pressures Fund	**12,341**	**29,775**	**(42,116)**	**-**	**-**
AWC Community Health	**10,509**	**18,994**	**(29,503)**	**-**	**-**
Hospital Mentoring	**42,487**	**132,636**	**(175,123)**	**-**	**-**
Stronger Links	**10,159**	**29,181**	**(33,086)**	**-**	**6,253**
Non-recurring grants (support)	**9,167**	**569**	**(9,095)**	**-**	**641**

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15. Statement of funds (continued)

Restricted funds (continued):	Restated balance at 1 April 2024	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Current year					
Grants					
Harm Reduction					
KPS (Pathways)	-	**89,000**	**(89,000)**	-	-
Complex Alcohol Project	-	**162,000**	**(162,000)**	-	-
Safer Spaces	-	**8,304**	**(8,304)**	-	-
Jack's snacks	**2,940**	**597**	**(3,537)**	-	-
Partnerships					
Resilience support (WACA)	-	**37,918**	**(37,918)**	-	-
MAST Bradford & Keighley hospitals	**27,200**	**630,241**	**(657,441)**	-	-
HIU Hospital Project	-	**80,657**	**(80,657)**	-	-
Mental Health Connect partnership	-	**29,643**	**(29,643)**	-	-
Core Services					
Premises capital	**68,809**	-	**(4,307)**	-	**64,502**
Total restricted funds	**290,020**	**1,913,000**	**(2,089,660)**	**(15,552)**	**97,808**
Total funds	**1,141,806**	**3,785,772**	**(3,944,022)**	-	**983,556**

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Prior year:	Restated balance at 1 April 2023	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General unrestricted funds	**596,515**	**1,497,735**	**(1,327,626)**	**5,162**	**771,776**
	596,515	**1,497,735**	**(1,327,626)**	**5,162**	**771,776**
Designated funds:					
Premises Development	**75,000**	**-**	**-**	**(55,000)**	**20,000**
Premises move	**-**	**-**	**-**	**55,000**	**55,000**
Premises improvement	**-**	**-**	**-**	**5,000**	**5,000**
	75,000	**-**	**-**	**5,000**	**80,000**
Total unrestricted funds	**671,515**	**1,497,735**	**(1,327,626)**	**10,162**	**851,786**
Grants					
Recovery Services					
ARC (National Lottery Community Fund)	**27,227**	**44,170**	**(71,397)**	**-**	**-**
ARC (Recovery and Relapse Prevention (Sheffield City Council)	**27,227**	**44,170**	**(71,397)**	**-**	**-**
Sober Social (Doncaster City Council)	**-**	**335,811**	**(319,500)**	**(10,400)**	**5,911**
Skills House - BMDC	**-**	**32,374**	**(32,374)**	**-**	**-**
Enhanced Recovery Support (CJS)	**52,681**	**-**	**(52,681)**	**-**	**-**
Craven DC	**-**	**26,317**	**(26,317)**	**-**	**-**
Henry Smith (Donation and Legacies)	**20,500**	**63,300**	**(63,300)**	**-**	**20,500**
National Lottery (Donations and Legacies)	**6,000**	**146,526**	**(152,526)**	**-**	**-**

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Prior year (continued):	Restated balance at 1 April 2023	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Support Services					
Older Person Alcohol Worker	-	**10,000**	**(10,000)**		-
Winter Pressures Fund	-	**117,958**	**(105,617)**		**12,341**
Wharfe Valley Pathways	-	**41,700**	**(41,700)**		-
AWC Community Health	**14,725**	**14,725**	**(18,941)**		**10,509**
Modality (Pathways Worker)	-	**24,076**	**(24,076)**		-
Hospital Mentoring	-	**168,750**	**(126,263)**		**42,487**
Stronger Links	-	**14,590**	**(4,431)**		**10,159**
Non recurring grants (support))	**6,667**	**15,007**	**(12,507)**		**9,167**
Harm Reduction					
KPS (Pathways)	-	**89,000**	**(89,000)**	-	-
Complex Alcohol Project	**932**	**162,000**	**(162,932)**	-	-
Safer Spaces	**4,000**	**8,000**	**(12,000)**	-	-
Jack's snacks	**3,140**	**329**	**(529)**	-	**2,940**
Partnerships					
Resilience support (WACA)	-	**35,000**	**(35,000)**	-	-
MAST Bradford & Keighley hospitals	**32,027**	**638,189**	**(643,016)**	-	**27,200**
Sheffield Pathways	-	**27,903**	**(27,903)**	-	-
HIU Hospital Project	**45,936**	**82,727**	**(128,663)**	-	-
Mental Health Connect partnership	-	**26,991**	**(26,991)**	-	-

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Prior year (continued):	Restated balance at 1 April 2023	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Core Services					
Premises capital	**55,093**	**-**	**(4,307)**	**18,023**	**68,809**
Capital refurbishment	**28,185**	**-**	**-**	**(28,185)**	**-**
Total restricted funds	**360,205**	**2,086,843**	**(2,146,866)**	**(10,162)**	**290,020**
Total funds	**1,031,720**	**3,584,578**	**(3,474,492)**	**-**	**1,141,806**

Purpose of restricted funds

Recovery services

The ARC is a recovery and relapse prevention initiative for people from Sheffield who are finishing alcohol and substance use treatment interventions. It is funded by the Sheffield City Council.

Sober Social is an initiative to support people in Doncaster who are in recovery from drug and alcohol use. It provides a safe place for interventions, including therapeutic and wellbeing groups sessions, skills and qualification development and access to education, training and employment. It includes the LERO programme (Lived Experience and Recovery Organisation) which is primarily made-up people with lived experience who influence service delivery and focus through real experiences and reduce stigma by representing and advocation for the recovery community. It is funded by Doncaster City Council.

Skills House is a service providing support to Keighley residents, in accessing ETE provision and in offering support around skills development following COVID related unemployment. This is funded by Bradford Metropolitan District Council.

Craven Drug and Alcohol Recovery (North Yorkshire Council) is an initiative aimed at people in Skipton. It offers support to people with drug and alcohol issues who have experienced homelessness and who are accommodated within the Rough Sleepers Pathway, provided by Horton Housing. It offers recovery activities, events, access to treatment and community services that encourage recovery, wellbeing and a sense of purpose.

Recovery Pathways is a National Lottery Community funded initiative, working with people across Sheffield, Keighley and Doncaster, in their recovery from drug and alcohol use, so that they achieve long term sustainable life changes which increase their resilience, wellbeing and support networks. Interventions include peer-designed social action projects, community volunteering projects and support from trained Recovery Coaches. The initiative also allows Project 6 to build strong connections with statutory and voluntary organisations, ultimately

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

providing better opportunities for the people who use our services. Recovery Pathways is also partly funded by The Henry Smith Charity.

Better Together is an annual initiative funded by Doncaster City Council and is an expansion of the LERO programme, within Sober Social the initiative. The grant was used to purchase additional equipment and resources.

Support services

Winter Pressures (the Wellbeing Network), funded by the VCS Alliance, is a partnership programme which provides community support for people experiencing difficulties with substances, domestic abuse, mental and physical health.

AWC Community Health is a project, funded by the Leeds Community Foundation, for the provision of a South Asian Community Worker. The project works to build relationships within the South Asian community to remove barriers for those accessing support for alcohol and other drugs.

Hospital Mentoring, is a project funded by Sheffield City Council, providing a discharge/peer mentoring service for over 50s who have been admitted to hospital with alcohol use related problems. It is aimed at preventing relapse and readmittance into hospital.

Stronger Links is an initiative funded by Doncaster Council. It is a partnership of local charities of Doncaster, with Project 6 providing one to one and group-based sessions for people affected by alcohol use.

Harm Reduction

Keighley Pathways Service (KPS) is an initiative providing crisis support for individuals across Airedale, through working with multiple partners from the local VCS.

The Complex Alcohol Project is an initiative funded by West Yorkshire ICS, supporting people attending Airedale NHSFT and /or living street-based lives with chronic alcohol dependency and pregnant women who are using alcohol/other drugs.

Safer Spaces is an initiative which provides crisis café drop-in style support for those experiencing emotional distress. This is located in Keighley at Central Hall. This is funded by Missing Peace.

Jack's Snacks is a fundraising initiative started by the family of a previous member of staff to support food provision in the Needle Exchange.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Partnerships

Resilience Support (WACA) is an initiative to work in partnerships with GP practices to deliver support on an enhanced brief intervention basis to young people.

Multi Agency Support Team (MAST) Bradford & Keighley Hospitals is funded by W Yorks and Harrogate ICS, to set up and deliver a multi support team of workers focusing on supporting older people, people with alcohol and/or mental health issues who are accessing hospital services during winter.

HIU Hospital Project receives funding from The VCS Alliance. This project supports people in the Bradford district who frequently attend hospital emergency departments, to reduce the burden on emergency services.

The Mental Health Transformation is a partnership project funded by Keighley Healthy Living carried out within Airedale and Wharfedale. It includes delivering individual and group sessions for individuals living with serious mental illness and substance use.

Core Services

Premises Capital. This relates to two legals charges held by the donors, on 11/13 Temple Street and 15 - 19 Temple Street. The fund is expended by depreciation on the premises. The requirements of the charges stipulate that if the premises are sold or no longer used for charitable purposes, the market value of the premises, in the proportion of the original cost that was given by the donor, is repayable to the donor.

Designated funds

Funds were designated last year for the move out of Abbeydale Road to Cumberland Street, for Sheffield based activities. The move took place on 28th June. Costs incurred included dilapidation costs: the early surrender of lease costs: removal costs: and all legal fees.

In addition, funds were allocated last year for leasehold property improvement works at Doncaster. These were essential works required, following a Fire Risk Assessment. All the works have successfully taken place.

This year, funds have been designated for improvements at a number of properties. £60k for improvements at Portland House in Sheffield: £15k for improvement works at Devonshire Street in Keighley: and £10k towards the legal fees in respect of a lift, which will hopefully be installed at Cumberland Street.

The property improvement works at Portland House were completed in May, with staff, volunteers and people who the service, being delighted with the changes.

A focus group will be formed in respect of the improvements proposed for Devonshire Street and a grant application is currently underway in respect of the lift, for Cumberland Street. This is being led by MAC Construction Consultants.

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

15. Statement of funds (continued)

Additional funds have been designated to meet the increase salary costs because of the increase in employers' national insurance and the 2% salary increase awarded to all staff, effective from 1st April 2025. Unfortunately, not all of the grants awarded included the increases and so additional reserves have been allocated to meet this shortfall.

Finally, Recovery Pathways funded by the National Lottery and The Henry Smith Charity, is due to come to an end in March 2025. Funds have been designated to commission an evaluation of this project.

Transfers

Capital expenditure incurred during the year funded by restricted projects is now included in unrestricted Fixed Assets.

Summary of funds – current year	**Balance at 1 April 2024**	**Incoming Resources**	**Expenditure**	**Transfers**	**Balance at 31 March 2025**
	£	**£**	**£**	**£**	**£**
General funds	**771,786**	**1,872,772**	**(1,788,330)**	**(90,480)**	**765,748**
Designated funds	**80,000**	**-**	**(66,032)**	**106,032**	**120,000**
Restricted funds	**290,020**	**1,913,000**	**(2,089,660)**	**(15,552)**	**97,808**
At 31 March 2025	**1,141,806**	**3,785,772**	**(3,944,022)**	**-**	**983,556**

Summary of funds – prior year	Restated balance at 1 April 2023	Incoming Resources	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General funds	596,515	1,497,735	(1,327,626)	5,162	771,786
Designated funds	75,000	-	-	5,000	80,000
Restricted funds	360,205	2,086,843	(2,146,866)	(10,162)	290,020
At 31 March 2024	1,031,720	3,584,578	(3,474,492)	-	1,141,806

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

16. Analysis of net assets between funds

Current year	**Unrestricted funds 2025**	**Restricted funds 2025**	**Total funds 2025**
	£	**£**	**£**
Tangible fixed assets	**428,518**	**64,502**	**493,020**
Current assets	**574,916**	**156,323**	**731,239**
Creditors due within one year	**(117,687)**	**(123,017)**	**(240,703)**
	885,748	**97,808**	**983,556**

Prior year	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
	£	£	£
Tangible fixed assets	452,230	68,809	521,039
Current assets	545,519	326,397	871,916
Creditors due within one year	(145,963)	(105,186)	(251,149)
	851,786	290,020	1,141,806

17. Reconciliation of net expenditure in funds to net cash flow from operating activities

	2025	2024
	£	£
Net (Expenditure) / Income for the year (as per Statement of Financial Activities)	**(158,250)**	110,086
Adjustment for:		
Depreciation charges	**82,123**	53,113
(Profit) / loss on disposal / sale of assets	**(979)**	822
Impairment of Fixed Assets	**-**	54,325
Interest from investments	**(1,026)**	(905)
(Gain) / Loss on investment	**(179)**	100
Decrease in debtors	**25,468**	298,139
(Decrease) / increase in creditors	**(10,446)**	35,259
Net cash (used) / provided by operating activities	**(63,289)**	550,939

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

18. Analysis of cash and cash equivalents

	2025	2024
	£	£
Cash at bank and in hand	**658,600**	773,809
Total	**658,600**	773,809

19. Analysis of changes in net debt

	At 1 April 2024	**Cash Flows**	**At 31 March 2025**
	£	**£**	**£**
Cash at bank and in hand	**773,809**	**(115,209)**	**658,600**
	773,809	**(115,209)**	**658,600**

20. Operating lease commitments

At 31 March 2025 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

	2025	2024
	£	£
Within 1 year	**63,986**	67,694
Between 1 and 5 years	**83,430**	97,292
Total	**147,416**	164,986

Document ID: f37abdd0dae96dd439a4126ea296c0e5d093db408db163b9e85d9ce2f8aab583

21. Related party transactions

During the year £110,432 (2024: £206,881) was received from Bradford VCS Alliance, an organisation of which Vicki Beere and Pam Essler, a trustee of the charity, are directors, in relation to funding for both the Winter Pressures Funds and the MAST Bradford projects. At the year end, £6,913 (£nil, 2024) was owed by Bradford VCS Alliance to the charity.

Pam Essler is also a director and chair of Keighley Health Living. During the year, payments amounting to £3,750 (2024, £26,875) were received. All (2024: £16,875) of this relates to invoices from Keighley Health Living to fund salaries of Pathways workers on the Keighley Pathways project. The remaining payments totalling £nil (2024: £10,000) related to system connectivity in relation to the Wellbeing Network/Winter Pressures Fund. At the year end, £nil (2024: £nil) was owed by Keighley Healthy Living.

During the year, the charity also received £29,643 (2024: £26,991) from Keighley Health Living in respect of a funded partnership project carried out within Airedale and Wharfedale. This involves delivering group sessions for individuals living with serious mental illnesses and substance use.

During the year, the charity also received £550 (2024: £nil) from Keighley Health Living in respect of de-escalation training.

Umar Iqbal a trustee of the charity, became a fixed share partner at Modality Partnership. The charity received £nil (2024, £24,076) from AWC Modality Partnership during the year. At the year end, £nil (2024: £nil) was owed by AWC Modality Partnership.

Pam Essler is also a director of Community Action Bradford and District. The charity paid £nil (2024: £740) during the year to the organisation in relation to room hire. At the year end, £nil (2024: £nil) was owed to Community Action Bradford and District).

Scott Carrick, a member of the Senior Leadership Team, is a director of C13 Solutions Ltd. During the year the charity paid £nil (2024: £435) for services. At the year end £nil (2024:£nil) was owed to C13 Solutions Ltd.

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