



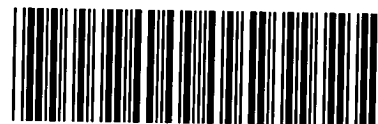
**CHARITY NUMBER: 1131941**

**COMPANY NUMBER: 06949568**

**THE BRIDGE RENEWAL TRUST**

**TRUSTEE'S REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31<sup>st</sup> MARCH 2018**

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**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

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**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**For the year ended 31 March 2018**

**TRUSTEES**

Rachel Hughes	Chair
Yvonne Denny	Vice Chair
Lorne Horsford	Treasurer
Jenny Palmer	
Paul Birtill	
Mike Palmer	
Barbara Blake	
Dan Hawthorn	
Olamide Fagbamila	

**CHIEF EXECUTIVE**

Geoffrey Ocen

**CHARITY NUMBER** 1131941

**DATE OF REGISTRATION** 30 September 2009

**COMPANY NUMBER** 06949568

**DATE OF INCORPORATION** 1 July 2009

**REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS**

C/o Laurels Healthy Living Centre  
256 St Ann's Road  
South Tottenham  
London N15 5AZ

**AUDITORS**

Price Bailey LLP  
7th Floor, Dashwood House,  
69 Old Broad Street,  
London EC2M 1QS

**BANKERS**

Unity Trust Bank  
Nine Brindleyplace  
Birmingham B1 2HB

**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

Barclays Bank PLC  
P. O. Box 299  
Birmingham  
B1 3PF

**EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS**

NatWest Mentor  
The Royal Bank of Scotland plc.  
36 St Andrew Square  
Edinburgh EH2 2YB

**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2018. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**OUR AIMS AND OBJECTIVES**

**Our aims**

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

**Our objectives**

- Objective 1: People are healthier and live independent active and fulfilling lives
- Objective 2: People make healthier life choices
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission's general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

#### **Our Values**

At the heart of what we do is the way that we work with people. Our start point for identifying the priorities for what we should do are underpinned by how we want to work.

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

#### **Our approach**

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects in four specific and two cross cutting programme areas:

#### **Specific**

- Whole health services
- Community empowerment and reablement
- Community facilities
- Community Impact Haringey
- Volunteer centre Haringey
- Haringey Safer Neighbourhood Board

#### **Cross cutting**

- Strategic Partnerships
- Communications and marketing

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

The programme areas are co-designed with service users to complement one another and offer a joined-up approach to working individually and collaboratively with the community and key partners to tackle drivers of health inequalities and building stronger communities in a changing and challenging environment with reducing resources.

#### **ACHIEVEMENTS AND PERFORMANCE**

##### **How our activities deliver public benefit**

In 2017-18, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

- Whole health/Complementary health clinics
- Community empowerment
- Community facilities
- Community Impact Haringey
- Volunteer Centre Haringey
- Safer Neighbourhood Board

##### **Whole Health/Complementary Health Clinic**

We provide access to a range of affordable therapeutic services that complement existing medical and social care services available at the Laurels. During 2017-18, we revised the list of therapies on offer based on the demand and we are pleased to be able to keep prices at an affordable level, ensuring that access to key treatments are within the reach of the majority of local residents. During the year, we provided the following therapies: Acupuncture, Aromatherapy, Basic Foot Care, Podiatry, Deep Tissue Massage, Osteopathy, and Sports Massage. We delivered 1,931 treatments (target 1,500), which is an increase from the 1,567 in 2017-18.

We were able to exceed the target of number of treatments because of the popularity of modern purpose-built therapy rooms and treatment by qualified and therapists. Additionally, clients are charged at the affordable rate of £30 per treatment session lasting approximately 45 minutes. One of the key challenges is to deliver the service viably and sustainably. Because we treated more clients, we also incurred additional costs to maintain equipment and purchase more materials.

In 2018-19, we will build on the achievements made by reviewing prices to ensure long term viability and sustainability, continuing to extend hours for popular therapies and introducing other therapies to meet identified needs.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

**For the year ended 31 March 2018**

### **Community empowerment programmes**

Our community empowerment projects are designed to equip the local community including young people, adults and families with the resources, skills, tools and experiences and enable them to increase control over their lives. By delivering the following practical community empowerment projects, we play our part in reducing health inequalities and building stronger communities – thereby meeting our mission and charitable objects:

#### **Community Champions**

Through our Community Champions programme we continue to develop and support local people to lead health improvements - both in their own lives and in the lives of their families and communities. Our work could not be possible without the valuable help of our community champions and volunteers. Our community champions come from a variety of backgrounds and provide us with much needed support to build stronger and healthier communities.

In the last year, the Trust engaged and worked with 60 volunteers who were involved in various community champions projects and volunteering roles including gardening, catering and customer service, healthy cooking class support, home from hospital service, employability teaching assistant, befriending, whole health support, caretaker assistant, data entry, outreach assistant and reception. It is a challenge to ensure that volunteers can provide support reliably and consistently. We supported our volunteers with relevant induction, training and supervision. We also celebrated their work and achievements in December 2017.

In 2018-19, we will work with all key stakeholders to introduce other support packages including care navigation and social prescribing, particularly for older people

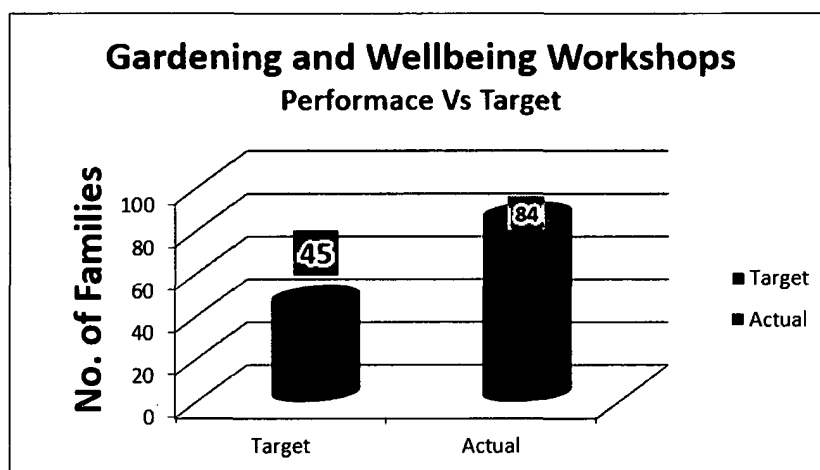
**Annual Volunteer Celebrations:** To thank and appreciate the valuable work the volunteers made during the last year, we celebrated the work of our volunteers on 6 December 2017. More than 35 volunteers with their families attended the event. Chair of the Board of Trustees thanked volunteers, on behalf of Trustees, Management and Staff, for their hard work and invaluable contributions and support for the work of The Bridge Renewal Trust in serving the local community and presented Certificates of Appreciation for each volunteer.

**Grow it and Cook it project:** The three-year project, funded by City Bridge Trust, was successfully completed on 31 March 2018. All the required outcomes and milestones were delivered. The project made a significance difference to families, children and young people who participated in three main activities namely gardening, cooking and health & wellbeing sessions. It also helped them to develop much needed essential practical skills and improved their confidence and self-esteem as well as their health. During the three years of the project, a total of 84 families (target: 45) received 20 family friendly gardening and wellbeing sessions (Chart 1 below) and 95 children and young people (target: 60) received 20 friendly hands-on practical cooking sessions (Chart 2 below).

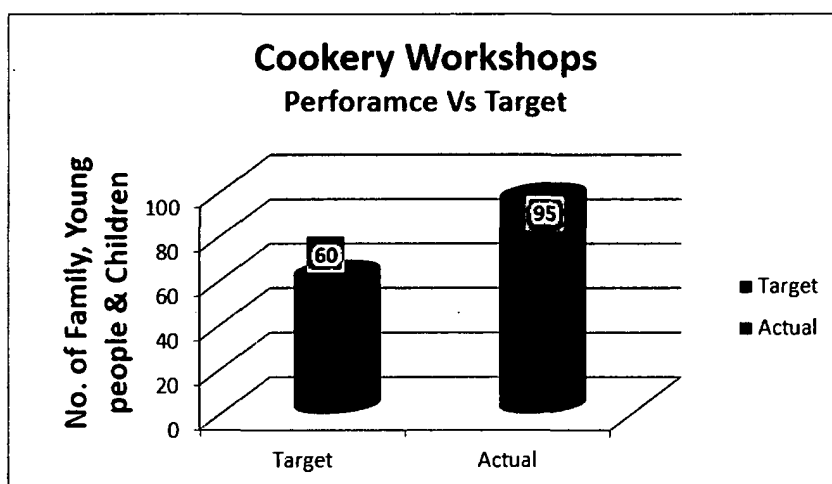


**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

**Chart 1**



**Chart 2**



# THE BRIDGE RENEWAL TRUST

## TRUSTEES' ANNUAL REPORT

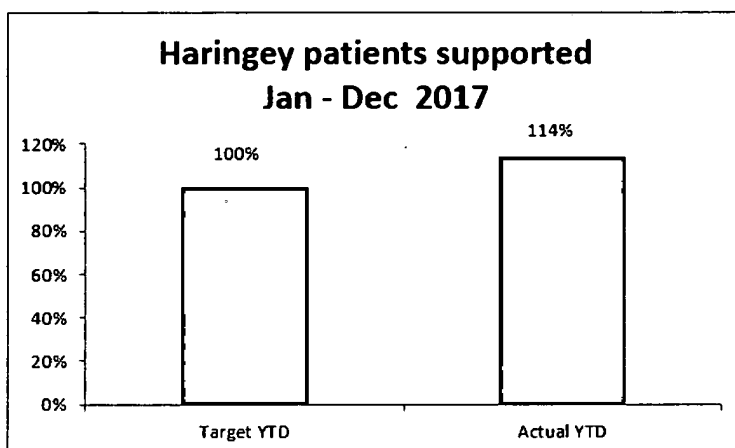
For the year ended 31 March 2018

**Home from Hospital Service:** The project, funded by Haringey Council and Haringey Clinical Commissioning Group, continued to provide much needed practical and emotional support to patients aged over 18 years old to return home safely from hospital on discharge.

In 2017-18, we supported 549 Haringey patients aged over 18 years old (Target: 500) to return home safely from hospital and helped to settle at home and in the community. We met or exceeded all our annual targets.

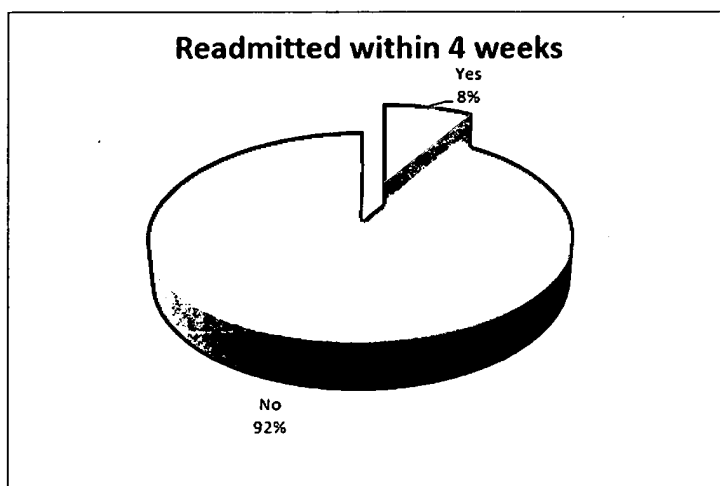
The following charts (**Charts 3 – 5 below**) show the breakdown of the Haringey patients who benefitted from the service during 2017-18.

**Chart 3**



The hospital readmission rate breakdown showed that 8% of patients were readmitted within 28 days of discharge period which within our target of 10% readmission rate.

**Chart 4**



# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

The main reasons for re-admissions within 4 weeks include:

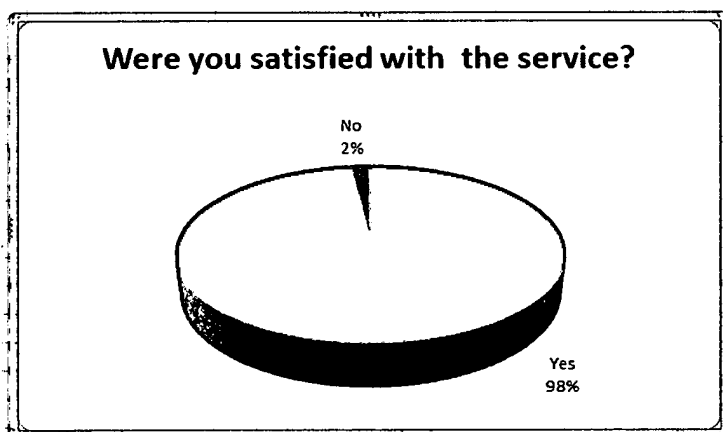
- Fall (5)
- Other long-term health conditions (31)
- Other (4)

We continued to carry out patients' satisfaction survey after providing our service. 98% patients provided a positive feedback and stated that they were satisfied with our service (target 90%).

The service was a success mainly due to the passion and professionalism of the members of staff and volunteers.

In 2018-19, we want to sustain the good reputation of the service and further reduce hospital readmission to less than 5-7%.

**Chart 5**



**Health@theHut Project:** We started delivering a new three-year project, funded by the Big Lottery Fund, on 1 March 2018. We have recruited two part time Project Coordinators (job share: one full time equivalent). The project aims to improve the health and wellbeing of local people by improving their diets, becoming more physically active, increasing their social networks and learning how to manage their own health. We will support young people to make healthy changes to their lifestyles, parents to pass on healthy eating habits to their children and older people will improve their fitness and confidence to continue living independently. We aim to achieve the following project outcomes:

- Young people will improve their physical and mental health and be more informed about how to sustain healthy lifestyles
- Older people will feel physically healthier, better able to manage long term health conditions and increase their social networks
- Parents and children will have healthier diets, spend more time taking part in activities together and feel less socially isolated

## **THE BRIDGE RENEWAL TRUST**

### **TRUSTEES' ANNUAL REPORT**

#### **For the year ended 31 March 2018**

- Local residents will have improved confidence and leadership skills and be more connected with different community groups

We have started carrying out intensive marketing, outreach activities to promote the project to recruit the participants.

As part of the project we will be carrying out building works at the Bridge Community Hut comprising of three key internal building refurbishments to have larger kitchen, install new disabled toilet area and fit a disabled vertical platform lift, and erect a fire exit stair at the back of the Hut building.

**Befriending Service:** The project, funded by private donation to 31 March 2018, continue to successfully deliver quality and effective befriending services for older people. Our dedicated and committed Befrienders supported older people by visiting and supporting them in their own homes by providing much needed companionship and emotional support. We intensified our fund-raising activities to secure funding for the continuation of the project beyond April 2018.

**Saturday Café @the Hut:** The Trust continue to deliver the Saturday Café @the Hut every Saturday at the Bridge Community Hut. The café provided much needed support for the local community to interact and connect with each other and enjoy freshly affordable hot meal. The café run by volunteers' who tirelessly prepare fresh, healthy delicious products from scratch and serve the community. Many of the ingredients grown from the micro allotments within the grounds of the Hut are cooked and served in a friendly atmosphere. Because of intensive marketing and promotion, the number of customers continue to increase every week. In 2018-19, the service will be suspended to allow for the refurbishment of the ground floor including the community kitchen. During this period, we aim to deliver some of the activities at the nearby Chestnuts Community Centre.

### **Community facilities**

The Bridge manages a portfolio of community facilities that provides a unique opportunity to reach over a thousand members of the community from diverse backgrounds every week. We manage the following facilities leased from Haringey Council - Laurels Healthy Living Centre, Chestnuts Community Centre and Bridge Community Hut. The main objectives of the community facilities are to provide space to:

- Provide mix of activities that are open and accessible to everyone, stimulate community involvement and support action and activities that benefit the whole community.
- Bring local people together, be responsive to local needs and increase empowerment and engagement.
- Deliver health and wellbeing services that complement the medical services and fill gaps in the landscape of available community space such as community kitchen gardens.

## **THE BRIDGE RENEWAL TRUST**

### **TRUSTEES' ANNUAL REPORT**

**For the year ended 31 March 2018**

- Provide flexible and affordable serviced office space for voluntary and community groups including incubation space for start-ups.
- Strengthen local grassroots partnerships and provide space to test out new business ideas including community enterprises such as volunteer-led training cafes and other wellbeing activities.
- Deliver social impact and outcomes to achieve a positive and lasting change in the community.

**Chestnuts Community Centre:** The Community Centre, leased from Haringey Council, is a two storey multi-purpose community building located within the grounds of Chestnuts Park on St Ann's Road. Its facilities include large and small halls, studio/gym, multi-purpose rooms, offices and kitchen for hire. The Centre is home to several community organisations delivering a range of services to Haringey residents. Key achievements in 2017-18 included:

- Widening the diversity of activities available to the public, ensuring that there is a rich mix of office hire, activity space and private function hire.
- We have secured major new arts projects; including the Haringey Music Service Vox Choir for primary and secondary school children in the borough, plus the well-established Tottenham Community Choir.
- There has been a marked increase in the use of the Centre for sector wide meetings with voluntary and community groups. In addition, we have strengthened our relationship with organisations such as Whittington Health and the Barnet, Enfield & Haringey Mental Health Trust.
- During 2017-18, with Big Potential grant funding from Social Investment Business, we embarked on more in-depth planning and modelling, exploring how we can make the Centre more financially viable and at the same time ensure that the Centre remains a valuable resource to the community. This has included looking at ways to maximise income, making our assets more sustainable and controlling our expenditure.

A key aim in 2018-19 is to further improve its marketing and secure grant funding to develop the Chestnuts Community Centre into a modern and viable facility.

**The Bridge Ground Floor Therapy Suite at the Laurels:** This consists of a reception, pharmacy prescriptions collection point, tea point and two modern therapy/consulting rooms used as complementary therapy clinics. The clinics are also available for private hire and are suitable for one-to-one therapies or counselling sessions. During 2017-18, we continued to work with local pharmacy prescription services to provide a much-needed resource within the Laurels Healthy Living Centre for local residents.

**Laurels First Floor Therapy Suite:** This comprises a group room with tea point and a large multi-purpose consultation/therapy room. We extended our agreement with Haringey Clinical Commissioning Group and Haringey Citizens Advice Bureau for a further 12 months, ensuring that the very popular, twice weekly, welfare advisory services continue to be provided from the Laurels. We also secured arrangements for advisory services for Latin American women, provided through

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

the Latin American Women's Rights Service. Counselling services, life coaching sessions and A-level tuition were also delivered using our space at the Laurels.

**The Bridge Community Hut:** We manage the Community Hut, leased from Haringey Council. It is a two-storey centre set in its own grounds with well-equipped community kitchen, two large rooms used as communal eating space and group activity space, Wi-Fi and an office. From March 2018, a major refurbishment work started at the Hut, with capital grant funding from The Big Lottery, to improve access and provide a flexible and welcoming space. It will offer perfect facilities for a wide range of activities from group garden, cook and eat and peer support groups through to Pilates, Yoga and martial arts. There is outside space with community garden, micro allotments, wildlife area with seating, eating area and space to relax. The Hut is available for our use as well as for hire.

A key priority in 2018-19 is to ensure the refurbished facilities are well used and there are improved participations by residents with multiple deprivations on the Tiverton estate.

#### **Community Impact Haringey**

The Bridge Renewal Trust in partnership with The Moracle Foundation was awarded a contract to be Haringey Council's Strategic Partner for the Voluntary and Community Sector (VCS) starting from February 2016 for a period of up to 4 years. As Haringey Council's official 'Strategic Partner', we work alongside the Council to ensure the local voluntary sector is stronger, able to attract more external funding and best placed to support communities and meet the needs of all residents. Key activities include: fundraising and bidding support, volunteer brokerage, training and events and weekly bulletin. Achievements include

- Mapped over 1,000 Haringey voluntary and community groups; online VCS service directory now a central part of the Haringey service 'Digital Offer'
- Fundraised over £2m for 88 voluntary and community groups (target £2m per year)
- Supported 72 groups to work collaboratively (target 50)
- Supported and facilitated 16 community engagement events (target 5)
- Service user satisfaction and annual survey – 98% (target 90%)
- Set and facilitated voluntary and community sector engagement forums including quarterly voluntary sector forum, children and young people thematic forum, and health and wellbeing thematic.
- Successfully delivered the second Haringey Community Expo event in November 2017 to celebrate and showcase the achievements of the sector in Haringey.
- Haringey Giving initiative further developed including business and stakeholder engagement; funding secured.

#### **Volunteer Centre Haringey**

As part of its accreditation with the National Council for Voluntary Organisations, Volunteer Centre Haringey delivers five key functions in the borough:

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

- **Strategic Development of Volunteering:** Through the activity of the Volunteer Centre and its engagement with local networks and decision makers there is a positive environment in which volunteering is flourishing
- **Good Practice Development:** Through the activity of the Volunteer Centre, organisations from all sectors (involving or providing volunteers) improve or attain positive consistency in their volunteering programmes
- **Developing Volunteering Opportunities:** The Volunteer Centre's development activity increases and improves the quantity, quality and diversity of volunteering locally
- **Voice of Volunteering:** Through the Volunteer Centre's activities there is an increased awareness of the issues impacting on volunteering
- **Brokerage:** Through the Volunteer Centre's activities, the public and all sectors are better informed about and have access to an effective and efficient brokerage service. Matching both individuals and groups interested in volunteering with appropriate opportunities in the local community. Volunteer Centres hold information on a comprehensive range of opportunities and offer potential volunteers support and advice matching their motivation to volunteer with appropriate volunteering opportunities.

Over the past 12 months, the Centre has processed 1,040 volunteering applications. The average number of live opportunities at any one time in the borough is c.200, populated on behalf of our 202-member organisations. Additionally, we have provided 72 instances of good practice in volunteer management support, covering recruitment, management and retention of volunteers.

At the start of 2018, we formed a Volunteer Centre Advisory Group made up of 12 Haringey organisations who are active users of our services. The Group meets every 10 weeks and is providing us with useful insights and suggestions into how we may develop our 'offer' to Volunteer Involving Organisations.

We have delivered three Volunteering Fairs, and they continue to draw an average of 38 local charities and community groups and around 100 local people interested in volunteering. These events also provide valuable networking opportunities for Volunteer Involving Organisations and complement our Volunteering Forums; these are designed to support Volunteer Managers to network, learn and share good practice.

### **Safer Neighbourhood Board**

Safer Neighbourhood Boards (SNBs) are in place in every London Borough, bringing police and communities together to decide local policing and crime priorities, solve problems collaboratively and make sure that the public are involved in a wide range of other community safety decisions. The SNB in Haringey is chaired by the Headmaster of Gladesmore Secondary School.

In 2017-18, we helped the Mayor's Office for Policing and Crime (MOPAC) to identify and support local organisations to deliver work that will: clearly evidence a reduction, prevention and/or community engagement to make Haringey a safer place and reduce crime. We also worked with Haringey Council to develop greater awareness and understanding of youth safety issues. In 2018-

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

19, we plan to build on this work to develop a knife crime action plan and support community grassroots groups to access funding to provide prevention and early help projects to reduce knife crime.

#### **Partnerships and Friends of the Bridge**

We value partnership working. Key partners during the year included: London Borough of Haringey, Haringey Clinical Commissioning Group (CCG), Barnet, Enfield and Haringey Mental Health NHS Trust, GPs at the Laurels, Whittington Health, Haringey GP Federation, Homes for Haringey, Public Voice/Healthwatch Haringey, Youth Group (St Ann's Church), Toddler Group (St Ann's Church), Latin

American Women's Right Service (LAWRS), All Cures PLC, Citizen Advice Haringey, St Mungo's, Pyramid Health And Social Care Association (PHASCA), Siman Best Tutors, Embrace UK, Mind in Haringey, Markfield Project, Renaisi, One You, Local Resident Associations and Local Primary Schools.

The Bridge also continued to support New Deal for Communities legacy groups – such as Triangle Children's Centre Management Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

#### **FINANCE REVIEW**

**Principal Funding Sources:** The main income sources for the Bridge included a) earned income from rent - rental core income from the Laurels Healthy Living Centre (£285,000), other Laurels rental income (£31,690), Chestnuts rental income (£107,736) and Community Hut rental income (£15,283); b) earned income from sales - Whole Health Services (£63,729); c) service contracts from commissioners - Barnet, Enfield and Haringey Mental Health NHS Trust (£25,000), Haringey CCG (£22,000) and Haringey Council (£360,967; and d) grants from charitable funders – City Bridge Trust (£47,025) The Social Investment Business Limited (£29,523) and THE BIG LOTTERY FUND (£10,250). We have a clear plan to secure a mix of different types of income to reduce financial risk and ensure that our development direction is not disproportionately skewed by one sector.

**Investment Policy:** Trustees have agreed an investment policy with the following main objectives:

- To produce the best financial return within an acceptable level of risk.
- To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the Charity.
- To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.

The Finance and Investment Committee, chaired by the Treasurer, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the Charity. In September 2014, Trustees agreed an investment of £50,000 of the Bridge Renewal Trust deposit funds into an Investment Funds. The value of the fund stood at £58,140 as at 31 March 2018. Due to the wider economic situation, anticipated growth rates have been depressed and the value of the investment has increased very little.



# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

**Reserves policy and going concern:** The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency repairs and other emergency expenditures.

This year, the charity's reserves have increased from £308,649 in 2016-17 to £333,907 in 2017-18 (an increase of £25,258 the details of which are given in note 15 of the accounts).

Decisions on expenditure of reserve funds are based on ensuring that:

- We aim to retain a level of reserves that equate to a target of six months' operating costs. This is to ensure the organisation operates best practice as an employer, has flexibility against the need for unforeseen expense.
- Expenditure will be to invest in social business, which meets the Bridge Renewal Trust's charitable objects, rather than used to grant fund or resource unsustainable operations.

#### **Risk Management**

A risk management strategy is in place comprising:

- Annual review of the principal risks faced by the charity and subsidiary company.
- Establishments and implementation of policies, systems and procedures to mitigate identified risks.

Trustees have identified key risks and threats to the charity which include the need to diversify income sources so as to avoid overdependence on a few main sources of income. This is being managed by the implementation of the five-year Business Plan for 2016-21, fundraising plan and annual budgeting process in order to ensure grow earned income, service contracts and grant funding. The viability of the Chestnuts Community Centre which currently operates at deficit has also been identified a risk area. This is being mitigated by maximising income and controlling costs associated with premises and staff costs.

Other key risks include successful delivery of large contracts and associated reputational risks in case of failure. However, the Trust has been running the several large contracts for several years and we have service/project delivery action plans in place to ensure they are delivered in compliance with agreed outcomes and budget and quality. A qualified accountant continues to serve as the Finance and Monitoring Manager to improve internal controls and provide higher level finance management skills. Regular staff training will ensure compliance with statutory and best practices in the relevant service delivery.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

#### **PLANS FOR THE FUTURE**

Between 2009 and 2015, we implemented our first five-year Business Plan and have established ourselves as an important contributor to the health and wellbeing of the local community. In March 2016, Trustees agreed our second five-year Business Plan that outlines how we will deal with radically changing times in terms of the needs of local residents and what commissioners and funders will support. The plan focuses on the projects and services we aim to deliver, how income will be secured, and how we need to be organised in order to deliver excellent, responsive services and projects that have a real impact on the health and wellbeing of local people.

Our operations in 2017-18 have been generally successful. However, there is ongoing need to increase our reserves and deliver more services for people of all ages facing isolation and health inequalities. In 2018-19, we will focus on efficient and effective delivery of the following services:

- Whole health including healthy living pharmacy following our recent application to NHS England
- Community empowerment to expand volunteer-led services to support the recovery older people and re-build their confidence so that they can remain in their own home or return home safely after hospital discharge. New services will include care navigation and social prescribing
- Community facilities – we will prioritise the viability and sustainability of the Chestnuts Community Centre which has been subsidised from our central funds
- Community Impact Haringey – ensuring we can provide further support covering partnership development and bid writing support to small grassroots community groups who have reported limited resources
- Volunteer Centre Haringey – to support develop of borough-wide volunteering plan which started in 2017-18 and empower local Volunteer Involving Organisations (VIOs) to become self-sufficient
- Haringey Safer Neighbourhood Board – to spearhead the development of a knife crime action plan following our Youth Safety Summit held in March 2018 and secure additional investment to support prevention and early help projects.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing Document**

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

##### **Directors and Trustees**

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

##### **Appointment of Trustees**

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

Positions for new Trustees on the 9 member Board are identified following annual skills audits and filled through open recruitment process involving advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

##### **Trustee induction and training**

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision making process by the Board. New Trustees also get to meet other Trustees and key employees. There are also peer support from fellow Trustees and opportunities to attend external training.

##### **Organisation**

The Board of Trustees meets quarterly and the Finance and Investment Sub-Committee meets twice a year. The Chief Executive is appointed by the Trustees to serve as the Secretary and to manage the day to day activities of the Charity.

##### **Related party and co-operation with other organisations**

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or a senior manager of the charity must be disclosed to the full Board of Trustees. In 2017-18, no such related party transactions were reported.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

**For the year ended 31 March 2018**

### **The Trading Company – Bridge Renewal Services Ltd**

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living Pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2017-18 the company did not trade following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2018-19 alongside the proposed development of a Healthy Living Pharmacy at the Laurels.

### **Staffing**

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of the Community Services & Facilities Manager, Services and Business Development Manager, Finance and Monitoring Manager, Volunteer Centre Haringey Manager and Community Empowerment Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2017-18, the workforce was comprised of over 30 employed and self-employed staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, payroll and IT.

### **Pay policy for senior staff**

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. Remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Where recruitment has proven difficult, a market addition can be paid with the pay maximum comparable to the highest benchmarked salary in a comparable role.

### **Volunteers**

In 2017-18, we supported 60 volunteers in various volunteering roles including gardening, catering and customer service, healthy cooking class support, home from hospital service, employability teaching assistant, befriending, whole health support, caretaker assistant, data entry, outreach assistant and reception. This ensured that volunteers gained knowledge, skills and experience in their areas of interest – for some this led to gainful employment, improved confidence and/or wellbeing.

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

**For the year ended 31 March 2018**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts 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 and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

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.

### **Statement as to disclosure to our auditors**

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**THE BRIDGE RENEWAL TRUST**  
**TRUSTEES' ANNUAL REPORT**  
**For the year ended 31 March 2018**

**AUDITORS**

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

**Small Companies Exemption**

This report has been prepared taking advantage of the small companies Exemption of section 415A of the Companies Act 2006.

**APPROVAL**

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:



**Rachel Hughes (Chair)**

Date: 30th October 2018

# **THE BRIDGE RENEWAL TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **For the year ended 31 March 2018**

Independent Auditor's Report to the Members of The Bridge Renewal Trust Limited

#### **Opinion**

We have audited the financial statements of The Bridge Renewal Trust Limited (the 'charitable company') for the year ended [date] which comprise the statement of financial activities (incorporating income and expenditure account), the balance sheet, a statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2018, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report and accounts, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of our 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.

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

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.



Helena Wilkinson (Senior Statutory Auditor)

for and on behalf of  
**Price Bailey LLP**

Chartered Accountants  
Statutory Auditors  
Dashwood House  
69 Old Broad Street  
London  
EC2M 1QS

Date:

30 October 2018



**The Bridge Renewal Trust**

**Statement of Financial Activities**

**Incorporating the Income and Expenditure Account**

**for year ended 31 March 2018**

		2018 Restricted Fund £	2018 Unrestricted Fund £	2018 Total Funds £	2017 Restricted Fund £	2017 Unrestricted Fund £	2017 Total Funds £
	Note						
<b>Income and Endowments from:</b>							
Donations and legacies	2	-	285,000	285,000	-	285,000	285,000
<i>Income from charitable activities:</i>							
Promote and protect physical and mental health	3	120,023	657,561	777,584	80,885	621,201	702,086
Income from Investment		-	1,302	1,302	-	1,338	1,338
Other income		-	2,056	2,056	-	2,208	2,208
<b>Total income</b>		<b>120,023</b>	<b>945,919</b>	<b>1,065,942</b>	<b>80,885</b>	<b>909,747</b>	<b>990,632</b>
<b>Expenditure on:</b>							
Cost of raising funds		-	22,681	22,681	-	-	-
Promote and protect the and physical and mental health		120,569	946,811	1,067,380	79,089	845,953	925,042
<b>Total expenditure</b>	4	<b>120,569</b>	<b>969,492</b>	<b>1,090,061</b>	<b>79,089</b>	<b>845,953</b>	<b>925,042</b>
<b>NET INCOME / (EXPENDITURE)</b>							
before gains/(losses) on investments		(546)	(23,573)	(24,119)	1,796	63,794	65,590
Net gains / ( losses) on investments	11	-	(740)	(740)	-	1,931	1,931
<b>NET MOVEMENT IN FUNDS</b>		<b>(546)</b>	<b>(24,313)</b>	<b>(24,859)</b>	<b>1,796</b>	<b>65,725</b>	<b>67,521</b>
Balance at 1 April 2017		10,546	298,103	308,649	8,750	232,378	241,128
<b>Funds carried forward 31st March 2018</b>	<b>18,19</b>	<b>10,000</b>	<b>273,790</b>	<b>283,790</b>	<b>10,546</b>	<b>298,103</b>	<b>308,649</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.  
The notes on pages 26 to 36 form an integral part of these financial statements.

**The Bridge Renewal Trust (limited by guarantee) Number: 06949568**

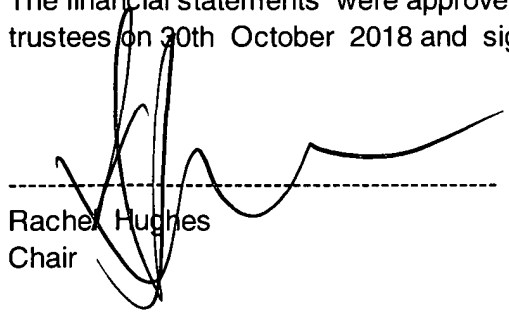
**Balance sheet**

**as at 31 March 2018**

			<b>2018</b>	<b>2017</b>
<b>Fixed assets:</b>	<b>Note</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	<b>10</b>		<b>58,187</b>	<b>76,403</b>
Investments	<b>11</b>		<b>58,140</b>	<b>57,696</b>
			<b><u>116,327</u></b>	<b><u>134,099</u></b>
<b>Current assets</b>				
Debtors	<b>13</b>	<b>123,962</b>		<b>141,074</b>
Cash at bank and in hand		<b>212,374</b>		<b>102,158</b>
		<b><u>336,336</u></b>		<b><u>243,232</u></b>
<b>Creditors</b>				
Amounts falling due within one year	<b>14</b>	<b>(168,873)</b>		<b>(68,682)</b>
<b>NET CURRENT ASSETS</b>			<b><u>167,463</u></b>	<b><u>174,550</u></b>
<b>TOTAL NET ASSETS</b>			<b><u>283,790</u></b>	<b><u>308,649</u></b>
<b>FUNDS:</b>				
<b>Restricted</b>	<b>15,16</b>		<b>10,000</b>	<b>10,546</b>
<b>Unrestricted</b>			<b>273,790</b>	<b>298,103</b>
<b>TOTAL FUNDS</b>	<b>17,18</b>		<b><u>283,790</u></b>	<b><u>308,649</u></b>

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 30th October 2018 and signed on their behalf by:


  
 Rachel Hughes
   
 Chair

# Bridge Renewal Trust

## Statement of Cash Flows

year ended 31 March 2018

	Note	2018 Total Funds £	2017 Total Funds £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	111,277	42,611
<b>Net Cash provided by (used in) operating activities</b>		<b>111,277</b>	<b>42,611</b>
<b>Cash flows from investing activities:</b>			
Purchase of investments		(1,184)	(1,121)
Net additions to investments		-	-
Investment income		1,302	1,338
Purchase of tangible fixed assets		(1,179)	-
<b>Net cash provided by (used in) investing activities</b>		<b>(1,061)</b>	<b>217</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>110,216</b>	<b>42,828</b>
Cash and cash equivalents at the beginning of the reporting period	2	102,158	59,330
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>2</b>	<b>212,374</b>	<b>102,158</b>
<b>1 RECONCILIATION OF NET MOVEMENT FUNDS TO NETCASH FLOW FROM OPERATING ACTIVITIES</b>		<b>2018 Total Funds £</b>	<b>2017 Total Funds £</b>
Net income from operating activities (as per the statement of financial activities)		(24,859)	67,521
<b>Adjustments for:</b>			
Add back: investment losses/deduct investment gain		740	(1,931)
Deduct: Investment income shown in investing actic		(1,302)	(1,338)
Depreciation charges		19,395	20,613
<b>(Increase) / Decrease in debtors</b>		<b>17,112</b>	<b>(75,585)</b>
<b>Increase / (Decrease) in creditors</b>		<b>100,191</b>	<b>33,331</b>
<b>Net cash provided by (used in) operating activities</b>		<b>111,277</b>	<b>42,611</b>

## 2 ANALYSIS OF CASH AND CASH EQUIVALENTS

	2018 £	2017 £
Cash at bank and in hand	212,374	102,158
Notice deposits	-	-
Overdraft facilities	-	-
	<b>212,374</b>	<b>102,158</b>

**The Bridge Renewal Trust**  
**Notes to the Financial Statements**  
**year ended 31 March 2018**

**1. Accounting policies**

The charity is a company limited by guarantee and has no share capital.  
Each member is liable to contribute a sum no exceeding £1 in the event of the charity being wound up

The company is incorporated in England and Wales with registered office at 256 St Ann's Road, London N15 5AZ

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

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1st January 2015 - Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102), the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the Historic cost convention.

The financial statements comply with the requirements of FRS102

The Bridge Renewal Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**b) Preparation of accounts on a going concern basis**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**c) Income**

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

Income from Whole Health services is accounted for as received either in cash and card payments.

Income from government and other grants, whether 'capital' or 'revenue' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grant have been met, it is probable the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of service is deferred until the criteria for income recognition are met.

**The Bridge Renewal Trust**  
**Notes to the Financial Statements**  
**year ended 31 March 2018**  
**Accounting policies (continued)**

**d) Critical accounting judgements and estimates**

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and reported assets, liabilities, income and expenditure and disclosures made in the financial statements. 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.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) of a legacy to the charity 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 when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity 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.

**e) Donated services and facilities**

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

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

**f) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**g) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

**Notes to the Financial Statements**  
**year ended 31 March 2018**  
**Accounting policies (continued)**

**h) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.

Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**i) Allocation of support costs**

Support costs are costs of those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance which support the charity's activities. These costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activity are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated is set out in note 4.

**j) Operating leases**

The charity classifies the lease of printing (photocopiers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straightline basis over the term of the lease.

**k) Tangible fixed assets**

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straightline
Computer equipment	25% straightline
Improvement to building	On the remaining leasehold duration

**The Bridge Renewal Trust**  
**Notes to the Financial Statements**  
**year ended 31 March 2018**  
**Accounting policies (continued)**

**l) Investments**

Investments are held at market value as at the Balance Sheet date.

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited.

**m) Debtors**

Trade and other debtors are recognised at the settlement amount due.  
Prepayments are valued at the actual amount prepaid.

**n) 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 the acquisition or opening the deposit or similar account.

**o) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

**p) Financial instruments**

The charity only has financial assets and 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.

**q) Pensions**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

**The Bridge Renewal Trust**  
**year ended 31 March 2018**  
**Notes to the financial statements (continued)**

	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total</b>			
	<b>£</b>	<b>£</b>	<b>2018</b>	<i>Total</i>	<i>Total</i>	<i>Total</i>
			<b>£</b>	<i>2017</i>		<i>2017</i>
				<b>£</b>		<b>£</b>
<b>2 DONATIONS AND LEGACIES</b>						
London Borough of Haringey	-	<u>285,000</u>	<u>285,000</u>			<u>285,000</u>
<b>3 INCOME FROM CHARITABLE ACTIVITIES</b>			<b>Total</b>			<b>Total</b>
	<b>Restricted</b>	<b>Unrestricted</b>	<b>2018</b>	<i>Restricted</i>	<i>Unrestricted</i>	<i>2017</i>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Community Hut	-	7,940	7,940		12,431	12,431
Whole Health Therapies	-	63,729	63,729		49,791	49,791
Community Champions:		-	-			-
City Bridge Trust - Volunteer centre	22,625	-	22,625	12,500		12,500
City Bridge Trust - Hut Grow and Cook		24,400	24,400		24,000	24,000
Mayor's Office for Policing and Crime	29,850	-	29,850	18,700		18,700
LB Haringey-Safer Neighbourhood Board	-	17,000	17,000		3,825	3,825
LB Haringey-Home From Hospital Services	-	142,500	142,500		150,000	150,000
LB Haringey-Community Impact Haringey		150,000	150,000	19,950	150,000	169,950
LB Haringey - Volunteer Centre Haringey		9,800	9,800			
Volunteer Centre Haringey Earned Income		4,000	4,000			
LB Haringey- Mapping Tottenham		4,167	4,167			
LB Haringey - Property Licensing Consultation		3,500	3,500			
Haringey NHS CCG		22,000	22,000			
The QBE Foundation	10,000	-	10,000			
Groundwork UK	1,000	-	1,000			
THE BIG LOTTERY FUND	10,250	-	10,250			
Donation - Befriending Service	16,775	-	16,775			
FEDERATED4HEALTH-Care Navigation		3,376	3,376			
Social Investment Business - Big Potential	29,523	-	29,523	29,735		29,735
Bridge To Work - LB Haringey	-	30,000	30,000		24,716	24,716
DWP		25,194	25,194		23,806	23,806
Renaissi Limited		11,356	11,356			-
Community Hub	-	4,158	4,158		5,000	5,000
Bridge Therapy Suite	-	12,532	12,532		31,125	31,125
Bridge Therapy Suite- Ground Floor	-	3,500	3,500			-
St Ann's Hospital Community Engagement	-	25,000	25,000		25,000	25,000
Chestnuts Community Centre	-	93,409	93,409		121,507	121,507
<b>Total</b>	<b>120,023</b>	<b>657,561</b>	<b>777,584</b>	<b>80,885</b>	<b>621,201</b>	<b>702,086</b>

The Department of Works and Pension funding of £25,194 was specifically on payment by result (PBR) basis helping unemployed Haringey residents to secure employment.



4. Total expenditure

	Cost of raising funds £	Whole health services £	Community empowerment £	Home From Hospital £	Chestnuts centre £	Community Impact Haringey £	Support costs £	Volunteer Centre Haringey £	Governance costs £	2018 £	2017 £
Staff costs - (see note 8)	22,181	11,255	67,584	102,468	93,856	103,656	140,116	-	19,429	560,544	463,246
Other staff costs	-	-	2,579	4,795	918	4,209	1,867	-	-	14,368	44,201
Premises costs	-	29,407	12,743	29,407	-	24,506	29,407	-	-	125,470	67,858
Direct costs	500	62,410	19,499	4,807	82,932	27,841	-	38,859	-	236,848	218,736
Supplies and services	-	2,636	20,563	26,362	21,090	13,181	8,509	5,272	17,853	115,467	100,248
Depreciation	-	-	-	-	-	-	19,395	-	-	19,395	20,613
Grants payable	-	-	17,970	-	-	-	-	-	-	17,970	10,140
	<u>22,681</u>	<u>105,708</u>	<u>140,937</u>	<u>167,840</u>	<u>198,796</u>	<u>173,393</u>	<u>199,294</u>	<u>44,131</u>	<u>37,282</u>	<u>1,090,061</u>	<u>925,042</u>
Allocation of support costs	-	15,401	50,594	45,315	43,991	43,991	(199,294)	-	-	-	-
	<u>22,681</u>	<u>121,111</u>	<u>191,531</u>	<u>213,155</u>	<u>242,787</u>	<u>217,384</u>	<u>-</u>	<u>44,131</u>	<u>37,282</u>	<u>1,090,061</u>	<u>925,042</u>

The charity initially identifies the costs of its support function. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken by the charity in the year. Support costs are allocated based on FTE (Full-time equivalent) of staff numbers for each charitable activity. Refer to the table above for the analysis of support and governance costs. Support costs are central overheads (e.g. corporate/finance, audit, insurance but also some more direct/service costs, volunteering, management stationery, etc.)

5 Total expenditure  
year ended 31 March 2017

	Cost of raising funds £	Whole health services £	Community empowerment £	Home From Hospital £	Chestnuts centre £	Community Impact Haringey £	Support costs £	Volunteer Centre Haringey £	Governance costs £	2017 £	2016 £
Staff costs - (see note 8)	-	8,805	71,691	79,350	94,921	82,160	111,040	-	15,279	463,246	316,040
Other staff costs	-	-	-	-	-	35,585	8,616	-	-	44,201	10,036
Premises costs	-	16,965	-	-	-	-	50,893	-	-	67,858	102,849
Direct costs	-	45,370	21,473	12,847	77,319	51,213	-	10,514	-	218,736	225,873
Supplies and services	-	2,197	7,030	26,367	17,576	13,182	17,576	-	16,320	100,248	41,150
Depreciation	-	9,708	-	-	-	-	10,905	-	-	20,613	30,514
Grants payable	-	-	10,140	-	-	-	-	-	-	10,140	-
	-	<u>83,045</u>	<u>110,334</u>	<u>118,564</u>	<u>189,816</u>	<u>182,140</u>	<u>199,030</u>	<u>10,514</u>	<u>31,599</u>	<u>925,042</u>	<u>726,462</u>
Allocation of support costs	-	12,785	26,849	63,717	57,325	38,355	(199,030)	-	-	-	-
	-	<u>95,830</u>	<u>137,183</u>	<u>182,281</u>	<u>247,141</u>	<u>220,495</u>	<u>-</u>	<u>10,514</u>	<u>31,599</u>	<u>925,042</u>	<u>726,462</u>

6/16 GOVERNANCE COSTS

	2018 £	2017 £
Staff costs	19,429	15,279
Legal	2,950	7,098
Audit	10,293	7,800
Trustees' expenses	3,527	1,396
Other	1,083	26
	<u>37,282</u>	<u>31,599</u>

**The Bridge Renewal Trust**  
**year ended 31 March 2018**  
**Notes to the financial statements (continued)**

<b>7. Net income/expenditure</b>	<b>2018</b>	<b>2017</b>
This is stated after charging:		
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets	<b>19,395</b>	20,613
Auditors' remuneration:		
▪ audit current year	<b>8,073</b>	6,500
▪ underprovision in previous year	<b>2,220</b>	-
▪ other services	<b>210</b>	-
Operating lease rentals: Photocopiers		
▪ Within 1 year - lease	<b>13,027</b>	3,061
▪ Between 2 and 5 years	<b>39,081</b>	-

**8. Staff costs and numbers**  
Staff costs were as follows:

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Salaries and wages	<b>501,430</b>	422,637
Social security costs	<b>36,449</b>	25,046
Pension costs	<b>22,665</b>	15,563
Sub-total	<b>560,544</b>	463,246
Other	<b>14,368</b>	44,201
	<b>574,912</b>	507,447

Employees who received emoluments - between £70,000 and £80,000 **1** **1**

The average weekly number of employees (full-time equivalent) during the year was as follows:

	<b>2018</b>	<b>2017</b>
	<b>No.</b>	<b>No.</b>
Charitable activities	<b>20.5</b>	15.6
Support activities	<b>3.5</b>	2.5
	<b>24.0</b>	18.1

The average monthly headcount of full and part time employees during the year was as follows:

<b>2018</b>	<b>2017</b>
<b>No.</b>	<b>No.</b>
<b>24</b>	24
<b>24</b>	24

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Community and Facilities Manager, the Community Impact Haringey Manager, Community Empowerment Manager and the Finance and Monitoring Manager.

The charity trustees were not paid or received any other benefits from employment with charity in the year (2017:£nil). During the year 4 trustees received £2,274 benefits in kind relating to mobile phones (2017: 4; £1,274).

1 trustee received £40 reimbursement for travel expenses during the year (2017:£75.50)

The total remuneration, benefits and pensions paid to key management personnel in the year was:

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Salaries	<b>211,000</b>	143,750
Benefits	-	-
Pensions	<b>12,660</b>	8,445
Total	<b>223,660</b>	152,195

**The Bridge Renewal Trust**  
**year ended 31 March 2018**  
**Notes to the financial statements (continued)**

**9. Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**10. Tangible fixed assets**

	Computer equipment £	Building improvement £	Total £
<b>Cost</b>			
As at 1 April 2017	<u>49,769</u>	<u>134,354</u>	<u>184,123</u>
Additions	<u>1,179</u>	<u>-</u>	<u>1,179</u>
At the end of the year	<u>50,948</u>	<u>134,354</u>	<u>185,302</u>
<b>Depreciation</b>			
As at 1 April 2018	31,627	76,093	107,720
Charge for year	<u>4,830</u>	<u>14,565</u>	<u>19,395</u>
<b>As at 31 March 2018</b>	<u>36,457</u>	<u>90,658</u>	<u>127,115</u>
<b>Net book value</b>			
<b>As at 31 March 2018</b>	<u>14,491</u>	<u>43,696</u>	<u>58,187</u>
As at 1st April 2017	<u>18,142</u>	<u>58,261</u>	<u>76,403</u>

**11. FIXED ASSET INVESTMENTS**

	2018 £	2017 £
Opening Market Value as at 1st April	57,696	54,644
Additions	1,184	1,121
Unrealised Gain/(Loss)	(740)	1,931
	<hr/>	<hr/>
Market Value as at 31 March 2018	<u>58,140</u>	<u>57,696</u>

**12 INVESTMENT IN SUBSIDIARY**

The Bridge Renewal Services Limited  
Company Number 07061456

The charity owns 100% of the voting equity

Net assets as at the balance sheet date was £2,529

There were no liabilities

Company presently dormant and no trading profits / (losses).

**The Bridge Renewal Trust**  
**year ended 31 March 2018**  
**Notes to the financial statements continued**

<b>DEBTORS:</b>	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Grants and contracts	<b>38,826</b>	<b>31,200</b>
Trade	<b>70,890</b>	<b>105,009</b>
Other debtors and prepayments	<b>14,246</b>	<b>4,865</b>
	<b><u>123,962</u></b>	<b><u>141,074</u></b>

**CREDITORS:**  
**AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Trade	<b>20,745</b>	<b>24,971</b>
Social security and other taxes	<b>11,841</b>	<b>9,911</b>
Pensions	<b>3,020</b>	<b>2,250</b>
Accruals	<b>10,775</b>	<b>8,910</b>
Other creditors	<b>71,250</b>	<b>10,140</b>
Deferred grant - The City Bridge Trust	<b>-</b>	<b>12,500</b>
Deferred grant - THE BIG LOTTERY FUND	<b><u>51,242</u></b>	<b><u>-</u></b>
	<b><u>168,873</u></b>	<b><u>68,682</u></b>

Deferred income comprises grants and other income received for services which have not been delivered as at 31. 03. 2018 or which specifically relate to the next financial year.

**MOVEMENT IN DEFERRED INCOME:**

	<b>£</b>
Balance as at 1 April 2017	<b>12,500</b>
Amount released to income earned from charitable activities	<b>(12,500)</b>
Amount deferred in the year	<b><u>122,492</u></b>
Balance as at 31 March 2018	<b><u>122,492</u></b>

# 15 MOVEMENT IN FUNDS

## RESTRICTED FUNDS

	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
THE QBE Foundation	-	10,000	-	-	10,000
THE BIG LOTTERY FUND	-	10,250	(10,250)	-	-
Befriending Service	-	16,775	(16,775)	-	-
Investment Business - Big Potential	-	29,523	(29,523)	-	-
Groundwork UK	-	1,000	(1,000)	-	-
Volunteer Centre Haringey	1,986	22,625	(24,611)	-	-
Mayor's Office For Policing And Crime	8,560	29,850	(38,410)	-	-
	<u>10,546</u>	<u>120,023</u>	<u>(120,569)</u>	<u>-</u>	<u>10,000</u>

1. The QBE Foundation funding was specifically to contribute towards the Chestnuts Centre Heating System.
2. The BIG LOTTERY FUND grant was towards a new project over three years HEALTH@THEHUT
3. Befriending donation by E Adkin was specifically to start up a befriending service
4. Investment Business funding was specifically to fund a consultancy to study and advice on the viability of the Chestnuts Community Centre
5. Groundwork UK funded the activities of the members of the Chestnuts Connection
6. Volunteer Centre grant was provided by the City Bridge Trust to promote volunteering activities in Haringey
7. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey

# 16 MOVEMENT IN FUNDS as at 31 March 2017

## RESTRICTED FUNDS

	Opening funds	Income	Expenditure	Transfers/g ain	Closing funds
	£	£	£	£	£
Whole Health Foot Care	8,750	-	(8,750)	-	-
Tottenham Active	-	11,000	(11,000)	-	-
Investment Business - Big Potential	-	29,735	(29,735)	-	-
NHS Haringey CCG	-	8,950	(8,950)	-	-
Volunteer Centre Haringey	-	12,500	(10,514)	-	1,986
Mayor's Office For Policing And Crime	-	18,700	(10,140)	-	8,560
	<u>8,750</u>	<u>80,885</u>	<u>(79,089)</u>	<u>-</u>	<u>10,546</u>

**17 SUMMARY OF FUNDS**

	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
Restricted funds	10,546	120,023	(120,569)	-	10,000
Unrestricted funds	298,103	945,919	(969,492)	(740)	273,790
	<u>308,649</u>	<u>1,065,942</u>	<u>(1,090,061)</u>	<u>(740)</u>	<u>283,790</u>

**18. Analysis of net assets between funds as at 31 March 2018**

	Unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	58,187	-	58,187
Investments	58,140	-	58,140
Current assets	326,336	10,000	336,336
Current liabilities	(168,873)	-	(168,873)
	<u>273,790</u>	<u>10,000</u>	<u>283,790</u>

**19. Analysis of net assets between funds as at 31 March 2017**

	Unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	76,404	-	76,404
Investments	57,696	-	57,696
Current assets	201,720	10,546	212,266
Current liabilities	(37,717)	-	(37,717)
	<u>298,103</u>	<u>10,546</u>	<u>308,649</u>

**20 RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year or previous year.

There was no ultimate controlling party.

**21 CONTINGENT LIABILITIES**

The charity had contingent liabilities to Her Majesty's Revenue And Customs (HMRC) in relation to VAT (Value Added Tax) as at 31 March 2018. On the instigation of the Auditors, Price Bailey LLP, a post year end extensive analysis of the income and expenditure was undertaken over a three year period.

The exercise confirmed that the charity was liable to register for VAT from May 2016 with effective registration date of July 2016. The potential liabilities were not provided for in these financial statements.

There were no known contingent liabilities as at 31 March 2017.