

**Charity number: 1050291**  
**Registered number: 3111576**

**THE BRIDGE TRUST CORPORATION**

**ANNUAL REPORT AND FINANCIAL  
STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2011**

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**

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**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2011**

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<b>Patrons</b>	The Rt. Rev. James Langstaff, Bishop of Rochester Mrs Susan Aldred The Rt. Rev. Dr. Brian Castle, Bishop of Tonbridge The Rt. Rev. John Hine, Auxiliary Bishop of Southwark Tim Haynes, Headmaster, Tonbridge School
<b>Council of Management</b>	Bob Wykes (Chairman), Chartered Engineer David Glynn, Chartered Civil Engineer Nicolas Heslop, Public Affairs Manager John Hopkinson, Events and Conference Organiser (resigned 13 October 2010) Bruce Pugsley, Chartered Accountant Jon Weller, Business Manager
<b>Company registered number</b>	3111576
<b>Charity registered number</b>	1050291
<b>Registered office</b>	17a Quarry Hill Road Tonbridge Kent TN9 2RN
<b>General manager and Company secretary</b>	John Handley
<b>Address</b>	17a Quarry Hill Road Tonbridge Kent TN9 2RN
<b>Auditors</b>	Creaseys LLP Chartered Accountants Statutory Auditors 12 Lonsdale Gardens Tonbridge Wells Kent TN1 1PA
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue, Kings Hill West Malling Tonbridge Kent, ME19 4JQ
<b>Solicitors</b>	Warners 180 High Street Tonbridge TN9 1DB

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**  
**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2011**

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The central activity of the Bridge Trust has always been to provide accommodation and accompanying support for homeless people in our region. In the previous 18 months the Trust concentrated much of its efforts in securing finance and then completing substantial improvements to our accommodation which resulted in being able to offer better quality places to live. In this last year we have complemented these material improvements with some substantial advances in our Support work which, with the help of some successful partnership working has seen an increased quality of what we can offer our residents. For a second year running we had our Supporting People B grade confirmed and we have stated our ambition to build on these achievements to secure an A grade status within the next 18 months.

Strengthening our accommodation and support will continue to form the core to our strategy in the foreseeable future. Supporting this strategy is a rolling 3-year Business Plan that highlights specific objectives set within the context of the operational and economic environment in which we work – an environment that has become more challenging over this past year. Each year the Board reviews the challenges and opportunities the Trust expects to face and supports the General Managers work in achieving those objectives needed to maintain our strategic direction. It is perhaps a good indication of both the amount of work planned, and completed within the year to see that there were 62 separate objectives, with 48 completed and 5 others started and due to be completed after the year end. The remainder were either longer-term objectives that are carried forward in the revised 3- year plan or deemed no longer realistic in our ever changing environment.

As we expected, most income streams decreased over the course of the year, most noticeably with our general donations dropping by around 30% on the previous year, but a strong performance from shop and warehouse sales allowed overall income to slightly exceed that of last year. The previous year's investment in our accommodation allowed us to greatly reduce our maintenance expenditure this year, and the position was also helped by managing our available accommodation to reduce voids and working with our residents to better manage their finances which allowed us to write-back £12,800 which represents a large proportion of our bad debt provision. In particular the improvements to our shops and the extension of the furniture warehouse have reversed a down-turn in retail income, producing a healthy surplus for these operations. However, when we took over the extended areas of the warehouse the rental cost was very low due to its general dilapidated state, particularly the roof. Therefore, although the Trust ended the year showing a net surplus, as much as £25,000 may have to be spent on these repairs in the coming year, for which we have created a designated reserve.

I would like to formally pay tribute to our Vice Chairman who retired this year, John Hopkinson. On behalf of the Board I would like to thank him for the commitment and wisdom he has brought to the Trust over many years. Nicolas Heslop took over as the Trust's Vice Chairman and we continue in our aim to have a total of 7 Board members serving the Trust.

As we all know, changes in government policy and the ensuing austerity measures are resulting in difficult times for us all. The Trust has already lost some of its statutory income with the removal of our supported move-on contract and although we were told to expect a small increase in the rates for our other contracts this has not now transpired, with a freeze on payment rates instead resulting in a cut in real terms. In addition these contracts have been cut from two years to one year, leaving us with more uncertainty for the immediate future. Changes are also being made to welfare benefits with the introduction of the Universal Credit and many other initiatives which are threatening to increase poverty and homelessness and put more demand on our services. As always the Bridge Trust is prepared to face these challenges head-on and we will continue our focus on providing quality accommodation and support to homeless people in our region.

Bob Wykes  
Chairman

# **THE BRIDGE TRUST CORPORATION**

## **(A company limited by guarantee)**

### **COUNCIL OF MANAGEMENT'S REPORT FOR THE YEAR ENDED 31 MARCH 2011**

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The members of the Council of Management (who are also the directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of The Bridge Trust Corporation (the charity) for the year ended 31 March 2011. The Council of Management confirm that the Annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005.

#### **Reference and Administrative Details**

The Trust employs 14 staff; 8 full-time and 6 part-time. In addition, at least 15 volunteers assist in the running of the shops and warehouse and helping at the Trust's office.

#### **Structure, Governance and Management**

The Bridge Trust Corporation is a charitable company limited by guarantee and was established in October 1995. It is governed by up to 20, but not less than 4 Trustees in accordance with the memorandum and articles of association. There are currently 5 Trustees on the Council of Management. The Trustees are responsible for the overall direction and management of the organisation.

They are elected at the Annual General Meeting (AGM) and can hold office until the second AGM following their appointment when they are eligible for reappointment. Trustees are recruited to ensure the charity has access to a comprehensive range of skills and on the basis of the specific needs of the Bridge Trust.

The Trustee Board:

- elects to hold an Annual General Meeting, inviting all its Members, supporters, stakeholders and any interested members of the public.
- meets a minimum of 4 times a year where decisions are made relating to issues affecting the charity. Training needs of the Trustee Board are assessed and met as necessary on an ongoing basis. The Trustee Board delegates responsibility for the day-to-day operation of the charity to the General Manager.
- confirms that they have, in administration of the charity, paid due regard to the public benefit guidance published by the Charity Commission.

#### **Risk Management**

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed and systems have been established to manage those risks. The Trustees have approved, implemented and regularly review a formal risk management plan, which is operated by staff on a day-to-day basis. Senior staff and Trustees work together to revise the risk management plan annually, identifying emerging risks, prioritising them in terms of potential impact and likelihood of occurrence. The risk management plan covers financial, operational, systems and other risks.

#### **Objectives and Activities**

*Our vision:*

Relief of poverty and relief of persons in conditions of need, hardship or distress by reason of their social or economic circumstances

*Our mission:*

To intervene, guided by a Christian ethos, in the cycle of homelessness, unemployment, benefit dependency and exclusion that blights many people's lives, and support them into self reliance, via employment, allowing them to be independent for the rest of their lives.

# THE BRIDGE TRUST CORPORATION (A company limited by guarantee)

## COUNCIL OF MANAGEMENT'S REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2011

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### *Our work:*

We work to alleviate, and ultimately end, homelessness.

### *Strategy:*

The Trust's activities are based on its Business Plans which are approved by the Board of Trustees, and are reviewed on a regular basis, but at least annually.

### **Significant Achievements**

#### ***Supported Accommodation:***

The Trust continues to provide public benefit by meeting its core objective of providing accommodation for up to 22 single homeless adults within 5 properties. The Trust implemented an Empowerment Programme which, working with other community-based organisations increased the quality of support we are able to provide our residents. We also implemented a Street Outreach service which reaches out to rough sleepers and sofa surfers, providing practical help such as access to a shower and washing machine as well as allowing us to engage with and give other help as appropriate. During the period we accommodated a total of 39 homeless people, and saw 15 people move-on with planned outcomes.

#### ***Advice Service and Resource Centre:***

As part of our Support Services, we continue to give a sign-posting advice service to people who are either homeless or are in threat of becoming homeless. Our Resource Centre continues to provide a valuable contribution to our residents with access to internet P.C's, assessments of literacy and numeracy and guidance on CV's, letter-writing and job searches.

#### ***Membership of Statutory Bodies and Community Groups***

The Bridge Trust seeks to be an active member of the West Kent community, lobbying and raising awareness of homelessness issues where appropriate. In particular we are active members of the Tonbridge & Malling Local Strategic Partnership, the Tonbridge Forum, vice chair of the West Kent Homelessness Strategy Group, West Kent Partnership Housing Sub-Group, KCC Supporting People Providers Forum, West Kent Private Landlord's Forum, Tunbridge Wells Churches Social Responsibility (homelessness) Group and the West Kent Rough Sleeper Headcount Working Group. We also hold membership with Homeless Link, National Council for Voluntary Organisations, Regional Action and Involvement South East, Voluntary Action Within Kent, Kent CAN, the Association of Charity Retailers and the Furniture Re-Use Network.

### **Financial Review**

#### ***Income***

The Statement of Financial Activities for the year shows a small decrease in the net incoming resources available for charitable application; £346,965 (2010: £359,549). The principal sources of this income are:

- Licence and Support charges arising from the provision of supported accommodation. £225,005 (2010: £225,798)
- Grants from Charitable Trusts, Foundations, and Local Authorities. £27,625 (2010: £34,073)
- Donations and gifts of £61,261 (2010: £93,247)

Our 3 retail outlets produced a net surplus of £33,015 (2010: £1,220).

#### ***Expenditure***

As forecast in last year's report, there was an overall decrease in expenditure to £470,322 (2010: £508,479), helping to achieve a surplus in total funds of £23,314. This was due largely to the previous year's high level of Maintenance costs of £87,057, allowing a much lower expenditure for this year of £31,550.

#### ***Fundraising, P.R and Marketing***

The Trust has no fundraising, P.R or Marketing staff. The General Manager performs these roles in addition to his responsibilities for overseeing the management of the Trust, as delegated to him by the Board.

# **THE BRIDGE TRUST CORPORATION**

## **(A company limited by guarantee)**

### **COUNCIL OF MANAGEMENT'S REPORT (continued)** **FOR THE YEAR ENDED 31 MARCH 2011**

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#### ***Retail Operations***

The Trust operates 3 charity shops and a used furniture warehouse. Two shops and the warehouse have paid managers and one shop employs volunteers only. The warehouse also employs a van driver and a part-time warehouse assistant. All other staff are volunteers. The retail managers report directly to the General Manager, and are operated as part of the charity and not as a separate trading company. However, separate aims and objectives are detailed in a separate Retail Business Plan which is agreed annually by the Board.

#### ***Reserves***

The reserves are available to fund revenue or capital expenditure, and are established over time through accumulation of net incoming resources from the charity's activities. Having transferred £82,000 from restricted to unrestricted funds this year, we have decided to increase the Contingency Fund from £120,000 to £150,000 and to establish a General Property Repairs Fund.

#### ***Plans for the future***

Our plans for the future are set out in the Business Plans, which are reviewed annually by the Board. The main objective for the coming year will be to consolidate our core service of providing supported accommodation, and we plan to continue to increase the quality and quantity of support that we can offer our residents.

#### **Statement of Council of Management' responsibilities**

The Council of Management (who are also directors of The Bridge Trust Corporation for the purposes of company law) are responsible for preparing the Council of Management's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Council of Management to prepare financial statements for each financial year which 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 Council of Management are required to:

- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Council of Management 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.

#### **Provision of information to auditors**

Each of the persons who are members of the Council of Management at the time when this Council of Management's report is approved has confirmed that:

- so far as that Council member is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Council member has taken all the steps that ought to have been taken as a Council member in order to be aware of any information needed by the charity's auditors in connection with preparing their report and to establish that the charity's auditors are aware of that information.

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**

**COUNCIL OF MANAGEMENT'S REPORT (continued)**  
***FOR THE YEAR ENDED 31 MARCH 2011***

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**Auditors**

A resolution for the re-appointment of Creaseys LLP as auditors will be put to the Annual General Meeting.

In preparing this report, the Council of Management have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Council of Management on 18 August 2011 and signed on their behalf, by:

**Nicolas Heslop**

**Council Member**

# **THE BRIDGE TRUST CORPORATION**

## **(A company limited by guarantee)**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION**

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We have audited the financial statements of The Bridge Trust Corporation for the year ended 31 March 2011 set out on pages 9 to 21. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charity'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 charity's members those matters we are required to state to them in an Auditors' 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 charity and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

#### **Respective responsibilities of Council of Management and auditors**

As explained more fully in the Statement of Council of Management's responsibilities, the Council of Management (who are also the directors of the charity 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Council of Management; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Council of Management's report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2011 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 applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Council of Management's report for the financial year for which the financial statements are prepared is consistent with the financial statements.

# **THE BRIDGE TRUST CORPORATION**

## **(A company limited by guarantee)**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION**

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Council of Management were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Council of Management's report.

Roger Ward FCA (Senior statutory auditor)

for and on behalf of

#### **Creaseys LLP**

Chartered Accountants  
Statutory Auditors

12 Lonsdale Gardens  
Tunbridge Wells  
Kent  
TN1 1PA  
23 August 2011

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
*(incorporating income and expenditure account)*  
**FOR THE YEAR ENDED 31 MARCH 2011**

	Note	Restricted funds 2011 £	Unrestricted funds 2011 £	Total funds 2011 £	Total funds 2010 £
<b>Incoming resources</b>					
Incoming resources from generated funds:					
Voluntary income - donations and gifts		495	60,766	61,261	93,247
Activities for generating funds:					
Events income		-	1,107	1,107	6,853
Charity shop and warehouse sales	2	-	177,116	177,116	128,570
Investment income		-	1,522	1,522	1,237
Incoming resources from charitable activities:					
Licence charges		-	106,268	106,268	92,270
Support charges		-	118,737	118,737	133,528
Grants	3	14,000	13,625	27,625	34,073
<b>Total incoming resources</b>		<b>14,495</b>	<b>479,141</b>	<b>493,636</b>	<b>489,778</b>
<b>Less:</b>					
Costs of generating voluntary income:					
Fundraising costs		-	2,570	2,570	2,879
Charity shop and warehouse expenditure	2	-	144,101	144,101	127,350
		-	146,671	146,671	130,229
<b>Net incoming resources available for charitable application</b>		<b>14,495</b>	<b>332,470</b>	<b>346,965</b>	<b>359,549</b>
<b>Other resources expended</b>					
Charitable activities	4	15,035	303,475	318,510	373,059
Governance costs	8	-	5,141	5,141	5,191
<b>Total charitable expenditure</b>		<b>15,035</b>	<b>308,616</b>	<b>323,651</b>	<b>378,250</b>
<b>Total resources expended</b>		<b>15,035</b>	<b>455,287</b>	<b>470,322</b>	<b>508,479</b>
<b>Net income / (Expenditure) before transfers, carried forward</b>		<b>(540)</b>	<b>23,854</b>	<b>23,314</b>	<b>(18,701)</b>

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (continued)**  
*(incorporating income and expenditure account)*  
**FOR THE YEAR ENDED 31 MARCH 2011**

	Note	Restricted funds 2011 £	Unrestricted funds 2011 £	Total funds 2011 £	Total funds 2010 £
<b>Net income / (Expenditure) before transfers, brought forward</b>	9	(540)	23,854	23,314	(18,701)
Transfers between Funds	15	(82,257)	82,257	-	-
<b>Net movement in funds for the year</b>		(82,797)	106,111	23,314	(18,701)
Total funds at 1 April 2010		82,797	291,220	374,017	392,718
<b>Total funds at 31 March 2011</b>	15	-	397,331	397,331	374,017

The notes on pages 12 to 21 form part of these financial statements.

# THE BRIDGE TRUST CORPORATION

(A company limited by guarantee)

REGISTERED NUMBER: 3111576

## BALANCE SHEET

AS AT 31 MARCH 2011

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	Note	£	2011 £	£	2010 £
<b>Fixed assets</b>					
Tangible assets	11		217,415		225,859
<b>Current assets</b>					
Debtors	12	18,636		27,125	
Cash at bank and in hand		207,629		174,933	
		<u>226,265</u>		<u>202,058</u>	
<b>Creditors:</b> amounts falling due within one year	13	(28,155)		(29,641)	
<b>Net current assets</b>			198,110		172,417
<b>Total assets less current liabilities</b>			<u>415,525</u>		<u>398,276</u>
<b>Creditors:</b> amounts falling due after more than one year	14		(18,194)		(24,259)
<b>Net assets</b>			<u>397,331</u>		<u>374,017</u>
<b>Charity Funds</b>					
Restricted funds	15		-		82,797
Unrestricted funds	15		397,331		291,220
			<u>397,331</u>		<u>374,017</u>

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

The financial statements were approved by the Council of Management on 18 August 2011 and signed on their behalf, by:

**Nicolas Heslop**

**Council Member**

The notes on pages 12 to 21 form part of these financial statements.

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005, applicable accounting standards and the Companies Act 2006.

**1.2 Company status**

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**1.3 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Council of Management in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds represent amounts set aside by the charity as a base reserve to cover the charity against risk and for planned expenditure on major works.

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the fund, together with a fair allocation of management and administrative costs.

**1.4 Incoming resources**

Donations received are included in the statement of financial activities on receipt. Licence charges are included as receivable.

Grants are included in the statement of financial activities when the charity is entitled to receipt. Grants with conditions as to the time period in which the expenditure of resources can take place are treated as deferred income to the extent that the period falls outside the current accounting period.

Support Charges represents income received under the Supporting People regime and is treated on an accruals basis.

Interest receivable is accounted for on an accruals basis.

# THE BRIDGE TRUST CORPORATION

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2011

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#### 1. Accounting policies (continued)

##### 1.5 Resources expended

As The Bridge Trust's activities are classified as exempt or non-business activities for the purposes of value added tax, The Bridge Trust is unable to reclaim the value added tax which it suffers on its purchases. Expenditure in these financial statements is therefore shown inclusive of value added tax.

*Costs of generating funds* are those costs connected with specific projects undertaken to induce others to make voluntary contributions, and those incurred in trading activities that raise funds.

*Charitable activities* include expenditure associated with the provision of accommodation for single homeless people, and the provision of advice and support.

*Governance costs* include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

*Support costs* include expenditure not directly relating to a particular activity. Staff costs are allocated to activities on the basis of staff time spent on those activities. Other overheads are allocated to activities based on actual usage or staff numbers.

##### 1.6 Tangible fixed assets and depreciation

Fixed assets purchased by the company are stated at cost and fixed assets donated are stated at their estimated market value on acquisition.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	1% on cost
Improvements to premises	-	10% on cost
Motor vehicles	-	25% on cost
Furniture and equipment	-	20% on cost
Computer equipment	-	33.3% on cost

##### 1.7 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**2. Charity shops and warehouse**

	<b>Total funds 2011 £</b>	<b>Total funds 2010 £</b>
<b>Income</b>		
Charity shop and warehouse sales	170,714	127,276
Recycling income	6,402	1,294
	<u>177,116</u>	<u>128,570</u>
<b>Expenditure</b>		
Rent and rates	35,316	28,961
Maintenance costs	6,404	2,172
Other premises costs	9,397	7,373
Other costs	1,633	1,764
Travel and motor expenses	5,637	5,424
Photocopying and printing	7	8
Volunteer expenses	2,329	2,364
Staff training	595	454
Wages and salaries	58,545	58,180
National insurance	4,518	3,667
Depreciation of tangible fixed assets	2,061	575
Support costs (Note 7)	17,659	16,408
	<u>144,101</u>	<u>127,350</u>
Net income from charity shops and warehouse	<u>33,015</u>	<u>1,220</u>

**3. Grants**

	<b>Restricted Funds £</b>	<b>Unrestricted Funds £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
Local authority income grants:				
Tonbridge and Malling Borough Council	-	-	-	9,260
Tunbridge Wells Borough Council	-	4,250	4,250	5,000
Kent County Council	-	575	575	500
Bernard Sunley Foundation	-	-	-	2,000
Crash	-	-	-	7,500
Cole Charitable Trust	-	-	-	500
Colyer-Fergusson Charitable Trust	10,000	-	10,000	-
Garfield Weston Foundation	1,000	-	1,000	5,000
Help the Homeless	-	-	-	4,313
Lloyds TSB Foundations	-	8,800	8,800	-
Raymond & Blanche Lawson	1,000	-	1,000	-
The Albert Hunt trust	2,000	-	2,000	-
	<u>14,000</u>	<u>13,625</u>	<u>27,625</u>	<u>34,073</u>

**THE BRIDGE TRUST CORPORATION**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**4. Analysis of resources expended by activities**

	<b>Direct costs (Note 6) 2011 £</b>	<b>Support costs (Note 7) 2011 £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
Project expenses (Note 5)	193,319	86,087	279,406	345,110
Advice	32,482	6,622	39,104	27,949
<b>Total</b>	<b>225,801</b>	<b>92,709</b>	<b>318,510</b>	<b>373,059</b>

**5. Project expenses**

	<b>Restricted Funds 2011 £</b>	<b>Unrestricted Funds 2011 £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
Housing projects	-	258,336	258,336	330,015
Move on project	-	21,070	21,070	15,095
<b>Total</b>	<b>-</b>	<b>279,406</b>	<b>279,406</b>	<b>345,110</b>

**6. Direct costs**

	<b>Project expenses £</b>	<b>Advice £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
Staff training	2,149	-	2,149	218
Rent and rates	17,030	7,977	25,007	15,494
Maintenance costs	31,514	36	31,550	87,057
Other premises costs	14,592	2,131	16,723	20,080
Photocopying and printing	-	-	-	44
Travel and motor expenses	1,557	147	1,704	1,859
Legal and professional	395	-	395	1,999
Other costs	14,695	721	15,416	12,472
Volunteer expenses	-	-	-	224
Bad debts write-back	(12,827)	-	(12,827)	-
Provision for bad debts	12,032	-	12,032	10,500
Wages and salaries	98,103	19,811	117,914	113,423
National insurance	7,879	1,659	9,538	10,005
Depreciation	6,200	-	6,200	7,472
	<b>193,319</b>	<b>32,482</b>	<b>225,801</b>	<b>280,847</b>

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**7. Support costs**

	<b>Basis of Allocation</b>	<b>Shops and warehouse £</b>	<b>Project expenses £</b>	<b>Advice £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
Staff training	Usage	257	1,253	96	1,606	878
Rent and rates	Usage	1,226	5,978	460	7,664	5,429
Maintenance costs	Usage	435	2,123	163	2,721	7,364
Other premises costs	Usage	1,775	8,651	665	11,091	7,486
Stationary and postage	Usage	538	2,623	202	3,363	4,029
Photocopying and printing	Usage	239	1,163	90	1,492	6,307
Travel and motor expenses	Usage	125	609	47	781	630
Legal and professional	Usage	367	1,788	138	2,293	4,282
Other costs	Usage	2,251	10,974	844	14,069	10,181
Volunteer expenses	Usage	3	16	1	20	219
Wages and salaries	Staff time	9,403	45,837	3,526	58,766	55,515
National insurance	Staff time	1,011	4,929	379	6,319	5,039
Depreciation	Usage	29	143	11	183	1,261
		<u>17,659</u>	<u>86,087</u>	<u>6,622</u>	<u>110,368</u>	<u>108,620</u>

**8. Governance costs**

	<b>Total funds 2011 £</b>	<b>Total funds 2010 £</b>
Auditors' remuneration	2,400	2,350
Auditors' non-audit costs	2,741	2,841
	<u>5,141</u>	<u>5,191</u>

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**9. Net income / (Expenditure)**

This is stated after charging:

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets:		
- owned by the charity	8,444	9,308
Auditors' remuneration	2,400	2,350
Auditors' non audit costs	2,741	2,841
	<u>          </u>	<u>          </u>

During the year, no Council member received any remuneration or reimbursed expenses (2010 - £nil).

**10. Staff costs**

Staff costs were as follows:

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Wages and salaries	235,224	227,117
Social security costs	20,376	18,710
	<u>          </u>	<u>          </u>
	<u>255,600</u>	<u>245,827</u>

The average monthly number of employees during the year was as follows:

	<b>2011</b>	<b>2010</b>
	<b>No.</b>	<b>No.</b>
Support	6	5
Generating Funds - Retail	5	4
Management and Administration	3	3
	<u>          </u>	<u>          </u>
	<u>14</u>	<u>12</u>

8 of 14 staff (2010: 7 of 12) were employed on a part time basis. No employee received remuneration amounting to more than £60,000 in either year.

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**11. Tangible fixed assets**

	Freehold property £	Motor vehicles £	Fixtures & fittings £	Computer equipment £	Improve- ments to premises £	Total £
<b>Cost</b>						
At 1 April 2010	219,878	8,220	27,045	17,855	37,522	310,520
Disposals	-	-	-	(1,418)	-	(1,418)
At 31 March 2011	219,878	8,220	27,045	16,437	37,522	309,102
<b>Depreciation</b>						
At 1 April 2010	14,480	514	25,697	16,255	27,715	84,661
Charge for the year	1,161	2,055	956	1,181	2,908	8,261
On disposals	-	-	-	(1,235)	-	(1,235)
At 31 March 2011	15,641	2,569	26,653	16,201	30,623	91,687
<b>Net book value</b>						
At 31 March 2011	204,237	5,651	392	236	6,899	217,415
At 31 March 2010	205,398	7,706	1,348	1,600	9,807	225,859

**12. Debtors**

	2011 £	2010 £
Licence charges receivable	5,314	6,291
Other debtors	484	288
Prepayments	8,665	14,469
Tax recoverable	4,173	6,077
	18,636	27,125

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**13. Creditors:**  
**Amounts falling due within one year**

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Loan (see Note 14)	6,065	6,065
Social security and other taxes	5,427	4,946
Other creditors	1,631	4,379
Accruals and deferred income	15,032	14,251
	<u>28,155</u>	<u>29,641</u>

Deferred income includes £8,261 in respect of Support charges (2010: £8,907)

**14. Creditors:**  
**Amounts falling due after more than one year**

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Loan	<u>18,194</u>	<u>24,259</u>

The loan is interest free and secured by way of a legal charge over 5 Mersey Road, Tonbridge, Kent. The property's market value is, in the opinion of the trustees, in excess of the value of the loan.

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**15. Statement of funds**

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
<b>Designated funds</b>					
Contingency Fund	120,000	-	-	30,000	150,000
General Property Repairs Fund	-	-	-	25,000	25,000
	<u>120,000</u>	<u>-</u>	<u>-</u>	<u>55,000</u>	<u>175,000</u>
<b>General funds</b>					
General Fund	171,220	479,141	(455,287)	27,257	222,331
Total Unrestricted funds	<u>291,220</u>	<u>479,141</u>	<u>(455,287)</u>	<u>82,257</u>	<u>397,331</u>
<b>Restricted funds</b>					
114 Shipbourne Road	8,570	-	-	(8,570)	-
Mersey House	49,411	-	-	(49,411)	-
Strang House	24,276	-	-	(24,276)	-
Other projects	540	14,495	(15,035)	-	-
	<u>82,797</u>	<u>14,495</u>	<u>(15,035)</u>	<u>(82,257)</u>	<u>-</u>
Total of funds	<u><u>374,017</u></u>	<u><u>493,636</u></u>	<u><u>(470,322)</u></u>	<u><u>-</u></u>	<u><u>397,331</u></u>

The Contingency Fund represents funds required as a cash reserve. The target is to maintain a reserve of 3-6 months' expenditure.

Transfers from restricted funds to unrestricted funds have been made as, in the opinion of the trustees, the restrictions no longer apply. The funds were fully expended on the acquisition and refurbishment of the related properties which will continue to be used to further the objects of the charity.

**16. Analysis of net assets between funds**

	Restricted funds 2011 £	Unrestricted funds 2011 £	Total funds 2011 £	Total funds 2010 £
Tangible fixed assets	-	217,415	217,415	225,859
Current assets	-	226,265	226,265	202,058
Creditors due within one year	-	(28,155)	(28,155)	(29,641)
Creditors due in more than one year	-	(18,194)	(18,194)	(24,259)
	<u>-</u>	<u>397,331</u>	<u>397,331</u>	<u>374,017</u>

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**17. Operating lease commitments**

At 31 March 2011 the charity had annual commitments under non-cancellable operating leases as follows:

	<b>Land and buildings</b>	
	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
<b>Expiry date:</b>		
Within 1 year	-	5,000
Between 2 and 5 years	29,540	24,040
After more than 5 years	21,028	-
	<hr/>	<hr/>

**18. Controlling party**

The charity is controlled equally by the members of the charity. There is no ultimate controlling party.