

**Company number: 3111576**  
**Registered Charity number: 1050291 (England & Wales)**

**THE BRIDGE TRUST CORPORATION**

**TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2018**

# THE BRIDGE TRUST CORPORATION

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# THE BRIDGE TRUST CORPORATION

## REFERENCE AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 MARCH 2018

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<b>Trustees</b>	Nicolas Heslop (Chairman), Public Affairs Manager David Glynn, Chartered Civil Engineer Gemma Buckland (formerly Levett), Parliamentary Advisor (resigned 27 July 2017) Peter Lowe, Solicitor Bruce Pugsley, Chartered Accountant Erica Ffrench, Solicitor (appointed 29 September 2017)
<b>Company number</b>	3111576
<b>Charity number</b>	1050291(England and Wales)
<b>Registered office</b>	17a Quarry Hill Road Tonbridge Kent TN9 2RN
<b>Company Secretary</b>	John Handley
<b>Chief Executive Officer</b>	John Handley
<b>Independent auditor</b>	Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue, Kings Hill West Malling Tonbridge Kent, ME19 4JQ

# THE BRIDGE TRUST CORPORATION

## CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2018

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I am pleased to report that the financial year ending 31<sup>st</sup> March 2018 saw a more positive financial performance compared to the previous 2 years. This was due to a combination of continued cost reductions, particularly in our retail operations, and some gains in one-off charitable donations. We therefore ended the year with a healthy surplus. However, we acknowledge that there is a point where further, significant cost reductions begin to impact on the quantity and quality of service that we can offer, and we believe that we have now reached the point where any further reductions in expenditure would start to do that. In addition, the large increase we saw in charitable donations came from a legacy and a large grant, which we cannot expect to receive every year. The Board therefore recognise that we will continue to have to work hard to bring us back to a position where we can be confident of longer-term, sustained surpluses and this can only now be achieved through a higher level of sustainable income. Having built up a good level of Reserves, the Trust has now begun working towards increasing its sustainable income and expects to be in this position within the next 2 to 3 years.

We continue to share in the successes our service users have enjoyed in their progress towards and then ultimately achieving independence. The year once again saw an increased level of demand for our service, rising by 15% with 171 homeless people applying for our service, against 150 in the previous year. We continue to see people with higher and more complex needs who therefore need more intensive and longer-term support and together with this and the tightening-up by housing associations on their criteria for accepting tenants, we have seen people stay with the Trust, on average, longer than before. We still only offer 2 years of accommodation based support but we are having to be more flexible if people need to stay with us for longer. This is not yet the norm, but the average length of stay is now up from 14 months to 16 months.

This year saw a lot of investment into our properties, where we began a 2 year programme of replacing all our carpeted floors with durable, wooden laminate. As new flooring has gone down we have been redecorating each bedroom and this will continue until all bedrooms and common areas are complete. Although we met all prevailing health and safety and fire legislation standards we prioritised a review of all our fire safety initiatives, including equipment, training and buildings, taking expert advice where necessary. We decided to invest in some improvements, including replacing the entire fire alarm system at one house with a more modern one and installing more emergency lighting and newer linked smoke alarms. We also plan to replace some older fire doors and door locks and add some more emergency lighting where appropriate.

For the 23 residents we are able to support we continue to meet our ultimate aim of moving people on into independence. 2017/18 saw us give 44 people accommodation with 18 moving on successfully.

A major part of our cost reduction was to close our last remaining retail outlet. This was very sad as we have had a retail presence in Tonbridge and Tunbridge Wells for over 14 years. However, the high street environment has changed dramatically over recent years, with more competition from large charities and "pound shops", clothing banks and more, as well as on-line sales through auction sites and free-goods initiatives. Making a surplus from one or two small shops was impossible and, having a duty not to spend money on enterprises that were no longer likely to give any positive return, they had to close. We have successfully re-assigned the lease on the largest property we had, therefore eliminating all those costs and are seeking to re-assign or sub-let our remaining 2 shops to finally

# **THE BRIDGE TRUST CORPORATION**

## **CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2018**

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eliminate the remaining costs there as well. However, having reduced or eliminated the costs also means that we also will have no further income from any retail operations. We have therefore agreed plans to launch a new enterprise in the coming year, based on the use of empty properties. We will wait to see if our plans come to fruition and report further in the coming years.

The Board has agreed to temporarily maintain a high level of liquid Reserves as a contingency against this risk of losing our statutory funding in the shape of our County Council support contracts which are due for re-tendering in August 2018. Once the future of our Support funding has been decided, the level of Reserves will be reassessed accordingly.

Although the last year has seen the Trust face a difficult period, the decisive actions taken by the Board and management have shored-up our finances allowing our charitable work to continue unabated and we can face the years to come with more optimism when we expect to see the Trust move forward once again.

Nicolas Heslop  
Chairman

August 2018

# THE BRIDGE TRUST CORPORATION

## TRUSTEES' REPORT

### *FOR THE YEAR ENDED 31 MARCH 2018*

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The trustees (who are also directors of the company for the purposes of the Companies Act) present their report and the audited financial statements of The Bridge Trust Corporation for the year ended 31 March 2018.

The Trustees confirm that the report and financial statements of the charity comply with the current statutory requirements, the requirements of the company's governing document, and 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) (Charities SORP (FRS 102)).

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

The Trust employed 12 staff during the year; 7 full-time and 5 part-time. In addition, at least 10 volunteers assisted in the running of our shop and helping at the Trust's office and at fundraising events.

#### **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 Articles of Association. There are currently 5 trustees, who are responsible for the overall direction and strategic 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 strategic issues affecting the charity
- confirms that they have, in administration of the charity, paid due regard to the public benefit guidance published by the Charity Commission.

# THE BRIDGE TRUST CORPORATION

## TRUSTEES' REPORT

**FOR THE YEAR ENDED 31 MARCH 2018**

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### **Vision, Mission and Strategy**

#### *Our Vision:*

We work to alleviate homelessness by giving people the opportunity to have a home.

#### *Our Mission:*

Founded on Christian principles, we provide single, homeless adults with the best accommodation, support and related services that will empower them to move on into independent living.

#### *Our Strategy:*

The Trust's strategies are approved by the Board of Trustees and are reviewed on a regular basis. The Board have agreed 6 main strategic objectives as follows:

### **Homelessness Support**

Provide homeless people with support initiatives that give them confidence, knowledge, skills and experience to change their lives, facilitating them gaining their own accommodation and sustaining independence.

### **Accommodation**

Offer safe and secure homes as a foundation upon which homeless people can re-build their lives and prepare themselves for independent living

### **Operations**

Have an effective organisational structure, and staff, policies and procedures in place that enable us to fulfil the mission of the Trust.

### **Fundraising, Marketing and Public Relations**

Devote the appropriate level of resources to fundraising activities that will meet our current and anticipated, future income needs.

### **Finance**

Maintain strong financial management, policies and procedures that support the long-term future of the Trust.

### **Governance**

Have a Board which will ensure that the strategic direction of the Trust meets its agreed Vision, Mission and Strategic Aims.

### **Significant Achievements**

The Trust provides public benefit by meeting its core, charitable objective and during the year provided supported accommodation for up to 23 single homeless adults within 5 properties. The Trust continued to work, often with other community-based organisations, to provide the quality of support that single homeless people need to achieve sustained independence.

# THE BRIDGE TRUST CORPORATION

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2018

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We provide an in-house Tenancy Training programme to better prepare people for moving-on and some other agencies have expressed interest in us delivering it for their residents. Our Resource Centre continues to provide a valuable contribution to our residents with access to internet P.C's, with accompanying guidance on CV's, letter-writing and job searches and the opportunity to maintain their social networks.

During the period we accommodated a total of 44 homeless people and saw 18 people move-on into independence.

We continue to implement a quality standard for our accommodation, based on the government's "Decent Homes Standard", which although does not apply directly to supported accommodation like ours, we believe to be best practice against which we can self-assess to ensure the quality of our accommodation.

#### **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, the, West Kent Partnership Housing Sub-Group and the West Kent Private Landlord's Forum. We also hold membership with Homeless Link, National Council for Voluntary Organisations, Regional Action and Involvement South East, Imago, the Sevenoaks Chamber of Commerce and Industry, and regularly attend various business networking groups.

#### **Financial Review**

##### ***Income:***

Total income for the year decreased from £653,892 (which included £194,899 profit from the sale of one of our freehold properties), to £529,974.

The principal sources of income are:

##### *Supported Accommodation (arising from Licence and Support charges):*

Decreased from £254,667 in 2017 to £252,820

##### *Donations and Grants:*

Increased from £146,637 in 2017 to £260,477, (including a legacy donation of £101,270)

##### *Retail Outlets:*

Decreased from £56,045 in 2017 to £12,274

##### ***Expenditure:***

The Trust reduced its expenditure this year from £553,588 in 2017 to £422,955, mainly due to reductions in our retail activities.



# THE BRIDGE TRUST CORPORATION

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2018

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The principal areas of expenditure are:

*Charitable Activities (arising from providing accommodation and support services):*

Increased from £328,991 in 2017 to £329,806.

*Raising Funds (grants and donations):*

Decreased from £31,914 in 2017 to £31,613

*Charity retail operations:*

Decreased from £192,683 in 2017 to £60,730

#### **Retail Operations**

During the year we have completed the closure of our retail operations by closing our one remaining shop. This has reduced our retail deficit to around £2,500 per month, which we are seeking to reduce further with reassignment and/or sub-letting the leases.

#### **Fundraising, PR and Marketing**

The Trust employs one full-time member of staff and together with one other member of the operational team and the Chief Executive, work to raise charitable funds for the our work. The Chief Executive takes the lead in all Fundraising, Marketing and PR activities.

#### **Reserves**

The Trust's total reserves at the end of the year were £604,238 of which £938 were restricted funds and £313,819 held as fixed assets.

The reserves are established over time through an accumulation of net incoming resources from the charity's activities. They are available to fund revenue or capital expenditure and are also a contingency against anticipated future funding shortfalls.

The Trust, having acknowledged the risk of losing its statutory funding via Kent County Council's Support contracts, had over the past years accumulated liquid reserves to mitigate against this eventuality. During the past 2 years these had been utilised to allow us to support our retail operations but, following the sale of one of our freehold properties in 2016 and a £101,000 legacy donation in 2017/18, our liquid reserves rose to £290,419 at the year end, this representing just over 8 months average operating costs, against the policy of having between 3 and 6 months average operating costs. The Board agreed to maintain this level until the future of our support contracts is known.

# THE BRIDGE TRUST CORPORATION

## TRUSTEES' REPORT

**FOR THE YEAR ENDED 31 MARCH 2018**

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### Plans for the Future

Our plans for the future are set out in our rolling three-year Business Plans, which are reviewed annually by the staff, our service users and the Board. We now publish our Business Plans on our website. Our plans acknowledge the continued pressure we will have on our funding, our determination to provide excellent accommodation and support to our residents and the continued impact of welfare reforms upon our current and future clients.

We have continued our work to gain further external accreditation of the efficiency and effectiveness of our organisation via the Charities Evaluation Service's "PQASSO" programme and are also working towards the Kent Healthy Business Award, both of which we intend to apply for accreditation in the coming year.

### Trustees' responsibilities

The Trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS 102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# **THE BRIDGE TRUST CORPORATION**

## **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2018**

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### **Statement of disclosure to auditors**

So far as the Trustees are aware, there is no relevant audit information which has not been disclosed to the charity's auditors. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any matters which would be relevant for audit purposes, and to ensure that such information has been communicated to the charity's auditors.

This report has been prepared in accordance with the provisions applicable to small companies subject to the small companies' regime in Part 15 of the Companies Act 2006.

Approved by the board of Trustees on 17 August 2018 and signed on its behalf by:

**Nicolas Heslop**  
**Chairman**

# THE BRIDGE TRUST CORPORATION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION *FOR THE YEAR ENDED 31 MARCH 2018*

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### **Opinion**

We have audited the financial statements of The Bridge Trust Corporation (the 'charitable company') for the year ended 31 March 2018 which comprise the statement of financial activities, balance sheet and 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 31 March 2018 and of its incoming resources and application of resources 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## THE BRIDGE TRUST CORPORATION

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION *FOR THE YEAR ENDED 31 MARCH 2018*

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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, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustee 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.

# THE BRIDGE TRUST CORPORATION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION *FOR THE YEAR ENDED 31 MARCH 2018*

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### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 8, 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: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and, the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Samantha Wells BA FCA CTA (Senior Statutory Auditor)  
for and on behalf of Lindeyer Francis Ferguson Limited**

17 August 2018

Chartered Accountants  
Statutory Auditor

North House  
198 High Street  
Tonbridge  
Kent  
TN9 1BE

# THE BRIDGE TRUST CORPORATION

## STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account) FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
<b>Income from:</b>					
Donations and legacies	2	31,965	228,512	260,477	146,637
Charitable activities:					
Supported accomodation	3	-	252,820	252,820	254,667
Other trading activities:					
Retail outlets	5	-	12,274	12,274	56,045
Investment income		-	4,403	4,403	1,644
Other income	6	-	-	-	194,899
<b>Total income</b>		<b>31,965</b>	<b>498,009</b>	<b>529,974</b>	<b>653,892</b>
<b>Expenditure on:</b>					
Raising funds	7	-	93,149	93,149	224,597
Charitable activities	8	31,627	298,179	329,806	328,991
<b>Total expenditure</b>		<b>31,627</b>	<b>391,328</b>	<b>422,955</b>	<b>553,588</b>
Net (losses) / gains on investments		-	( 5,729)	( 5,729)	2,415
<b>Net income and net movement in funds</b>	<b>11</b>	<b>338</b>	<b>100,952</b>	<b>101,290</b>	<b>102,719</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		600	502,348	502,948	400,229
Total funds carried forward	<b>16</b>	<b>938</b>	<b>603,300</b>	<b>604,238</b>	<b>502,948</b>

All income and expenditure derive from continuing activities.

# THE BRIDGE TRUST CORPORATION

## BALANCE SHEET AS AT 31 MARCH 2018

	Notes	£	2018 £	£	2017 £
<b>Fixed assets</b>					
Tangible assets	12		177,180		178,327
Investments	13		136,639		62,025
			<u>313,819</u>		<u>240,352</u>
<b>Current assets</b>					
Debtors	14	89,076		35,746	
Cash at bank and in hand		222,163		247,931	
		<u>311,239</u>		<u>283,677</u>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	15	( 20,820)		( 21,081)	
<b>Net current assets</b>			290,419		262,596
<b>Total net assets</b>			<u><b>604,238</b></u>		<u><b>502,948</b></u>
<b>The funds of the charity</b>					
Restricted funds			938		600
Unrestricted funds			603,300		502,348
<b>Total funds</b>	16		<u><b>604,238</b></u>		<u><b>502,948</b></u>

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006.

Approved by the Trustees on 17 August 2018 and signed on its behalf by:

Nicolas Heslop  
Trustee

Company registration number: 03111576



# THE BRIDGE TRUST CORPORATION

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2018

		2018 £	2017 £
	<b>Notes</b>		
<b>Cash flows from operating activities:</b>			
Net cash provided by/(used in) operating activities	<b>A</b>	50,172	( 73,969)
<b>Cash flows from investing activities:</b>			
Investment income received		4,403	1,644
Proceeds on disposal of tangible assets		-	224,218
Purchase of investments		( 80,343)	( 39,600)
Net cash (used in)/provided by investing activities		( 75,940)	186,262
Change in cash and cash equivalents for the year		( 25,768)	112,293
Cash and cash equivalents at the beginning of the year		247,931	135,638
<b>Cash and cash equivalents at the end of the year</b>		<b>222,163</b>	<b>247,931</b>
<b>A Reconciliation of net income to net cash flow from operating activities</b>			
Net income/(expenditure) for the year <i>As per statement of financial activities</i>		101,290	102,719
<b>Adjustments for:</b>			
Depreciation charges		1,147	2,575
Loss on disposal of assets		-	4,409
Losses / (gains) on investments		5,729	( 2,415)
Profit on disposal of assets		-	( 194,899)
Investment income		( 4,403)	( 1,644)
(Increase)/decrease in debtors		( 53,330)	11,535
(Decrease)/increase in creditors		( 261)	3,752
<b>Net cash provided by/(used in) operating activities</b>		<b>50,172</b>	<b>( 73,969)</b>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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### 1 Accounting policies

#### 1.1 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 Republic of Ireland (FRS 102)" (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Bridge Trust Corporation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

There are no material uncertainties about the charity's ability to continue, and so the going concern basis of accounting has been adopted. The financial statements are presented in Pounds Sterling, and are rounded to the nearest pound.

#### 1.2 Company status

The Bridge Trust Corporation is a charitable company limited by guarantee incorporated in England and Wales. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 17a, Quarry Hill Road, Tonbridge, Kent, TN9 2RN.

#### 1.3 Income

Income from donations, grants and legacies is recognised when the charity is entitled to the funds, the receipt is probable and the amount can be measured reliably. For donations, this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions which must be met before the charity is entitled to the funds. For legacies this is usually when notification of the legacy has been received.

Income from charitable activities is recognised to the extent that the charity has provided the contracted services. Licence charges (from residents) are recognised as receivable, and support charges (from local councils) are recognised in the period the support services are provided on an accruals basis. Income received in advance of the provision of services is deferred on a time basis until such time as the services have been performed.

Income from retail operations includes income received from the sale of donated goods to the public. Income is recognised when the economic benefit can be measured reliably which is considered to be when the goods are sold. Investment income is recognised when receivable.

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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### 1 Accounting policies (continued)

#### 1.4 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:

Expenditure on raising funds includes 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 includes expenditure associated with the provision of accommodation for single homeless people, and the provision of advice and support.

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

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.

#### 1.5 Tangible fixed assets and depreciation

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 realisable value, over their expected useful lives, as follows:

Freehold property	1% on cost
Improvements to premises	10% on cost
Fixtures, fittings & equipment	20% on cost and 33.3% on cost

#### 1.6 Fixed asset investments

Investments are recognised initially at cost, and then subsequently at their fair value at the balance sheet date, using the quoted market price. Changes in fair value are included in the Statement of Financial activities under net gains/(losses) on investments.

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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### 1 Accounting policies (continued)

#### 1.7 Financial Instruments

The charity only has financial instruments which are classified as basic financial instruments. Short-term debtors and creditors are measured at the settlement value. Any losses from impairment are recognised in the Statement of Financial activities.

#### 1.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the 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 specific purposes as laid down by the donor. Expenditure which meets the criteria is allocated to the fund.

#### 1.9 Operating leases

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

#### 1.10 Taxation

The charity is exempt from Corporation Tax on its income to the extent that it is applied for charitable activities.

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 2 Income from donations and legacies

	2018	2017
	£	£
Donations	91,732	105,696
Grants	47,165	31,000
Donated income from events	14,310	9,941
Legacies	107,270	-
	<u>260,477</u>	<u>146,637</u>

In the prior period, restricted income from grants amounted to £27,600.

Analysis of grants receivable:

	<i>Restricted</i>	<i>Unrestricted</i>	<i>Total</i>	<i>Total</i>
	<i>2018</i>	<i>2018</i>	<i>2018</i>	<i>2017</i>
	£	£	£	£
Albert Hunt Trust	-	-	-	3,000
Bluebird Care	-	500	500	-
Cole Charitable Trust	-	-	-	600
Gallagher Group	-	1,000	1,000	-
Garfield Weston Foundation	-	10,000	10,000	-
KCC	615	-	615	-
Kent Community Foundation	3,500	-	3,500	-
Mrs and Mrs Smith & Mount Trust	2,500	-	2,500	-
Kippington PCC	-	400	400	400
Lloyds Bank Foundation	25,000	-	25,000	25,000
Whitehead Monckton Charitable Foundation	-	-	-	2,000
The Woodroffe Benton Foundation	-	750	750	-
Sir Thomas Smythe's Charity	-	1,000	1,000	-
St Mary's Speldhurst	-	550	550	-
The Paragon Trust	-	1,000	1,000	-
Tonbridge Lions	350	-	350	-
	<u>31,965</u>	<u>15,200</u>	<u>47,165</u>	<u>31,000</u>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 3 Income from charitable activities

	2018	2017
	£	£
Licence charges	130,378	132,225
Support charges	122,442	122,442
	<u>252,820</u>	<u>254,667</u>

### 4 Government grants

The Bridge Trust has a support contract with Kent County Council. Income from support charges is shown in Note 3.

### 5 Income from retail outlets

	2018	2017
	£	£
Charity shop and warehouse sales	<u>12,274</u>	<u>56,045</u>

### 6 Other income

	2018	2017
	£	£
Profit on disposal of freehold property	<u>-</u>	<u>194,899</u>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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7 Expenditure on raising funds	2018	2017
	£	£
Charity shop and warehouse expenditure:		
Rent and rates	32,128	64,606
Wages and salaries	9,128	69,773
National insurance	213	4,377
Pension costs	226	-
Volunteer expenses	271	3,014
Maintenance costs	2,137	3,523
Premises costs	6,090	12,758
Office costs	143	901
Other costs	389	2,152
Travel and motor expenses	20	3,665
Legal and professional	294	2,603
Bank charges	316	1,015
Depreciation	-	1,397
Loss on disposal of fixed assets	-	4,409
	<hr/>	<hr/>
	51,355	174,193
Allocation of support costs (note 9)	9,375	18,490
	<hr/>	<hr/>
	60,730	192,683
	<hr/>	<hr/>
Expenditure on raising donations and grants:		
Wages and salaries	25,885	25,649
National insurance	1,957	1,970
Other costs	3,771	4,295
	<hr/>	<hr/>
	31,613	31,914
	<hr/>	<hr/>
Investment management fees	806	-
	<hr/>	<hr/>
Total expenditure on raising funds	93,149	224,597
	<hr/> <hr/>	<hr/> <hr/>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 8 Expenditure on charitable activities

	2018	2017
	£	£
Rent and rates	38,578	40,381
Wages and salaries	120,341	124,404
National insurance	9,612	10,015
Pension costs	1,492	-
Maintenance costs	22,563	23,095
Premises costs	19,681	15,982
Office costs	2,081	2,792
Other costs	4,383	4,227
Travel and motor expenses	2,127	2,280
Provision for bad debts	-	7,570
Depreciation	1,147	1,178
	<u>222,005</u>	<u>231,924</u>
Allocation of support costs (note 9)	107,801	97,067
	<u><u>329,806</u></u>	<u><u>328,991</u></u>

Expenditure on charitable activities in the comparative period included restricted expenditure of £31,125.



# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 9 Support costs

	2018	2017
	£	£
Rent and rates	7,511	7,829
Wages and salaries	73,772	72,667
National insurance	4,099	4,115
Volunteer expenses	66	17
Maintenance costs	6,926	5,594
Premises costs	6,149	6,140
Office costs	9,714	7,660
Other costs	2,545	1,484
Travel and motor expenses	645	1,038
Legal and professional	788	4,098
Bank charges	131	565
Governance costs:		
Auditors' remuneration	2,775	2,500
Auditors' remuneration - non-audit	2,055	1,850
	<u>117,176</u>	<u>115,557</u>
Allocated as follows:		
Charity shop and warehouse expenditure	9,375	18,490
Expenditure on charitable activities	107,801	97,067
	<u>117,176</u>	<u>115,557</u>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 10 Staff costs, Trustee remuneration and expenses

	2018	2017
	£	£
Wages and salaries	229,127	292,493
National insurance	15,880	20,477
Pension costs	1,718	-
	<u>246,725</u>	<u>312,970</u>

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

	2018	2017
	No.	No.
Charitable activities - support services	6	5
Raising funds - retail	3	5
Management and administration	3	4
	<u>12</u>	<u>14</u>

No employee received remuneration amounting to more than £60,000 in the year (2017: none).

During the year, no trustee received any remuneration nor any reimbursement of expenses. (2017: £Nil).

### 11 Net income

	2018	2017
	£	£
This is stated after charging/(crediting):		
Depreciation	1,147	2,575
Profit on disposal of freehold property	-	( 194,899)
Loss on disposal of fixed assets	-	4,409
Operating lease payments	65,717	96,504
Auditors' remuneration - for audit services	2,775	2,550
Auditors' remuneration - for non-audit services	2,055	1,800
	<u>71,694</u>	<u>93,939</u>

**THE BRIDGE TRUST CORPORATION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**12 Tangible fixed assets**

	<i>Freehold property</i>	<i>Property improve- ments £</i>	<i>Fixtures, fittings &amp; equipment £</i>	<i>Total £</i>
<b>Cost</b>				
At 1 April 2017	191,208	27,798	36,380	255,386
Disposals	-	( 2,902)	( 707)	( 3,609)
At 31 March 2018	<u>191,208</u>	<u>24,896</u>	<u>35,673</u>	<u>251,777</u>
<b>Depreciation</b>				
At 1 April 2017	21,111	19,568	36,380	77,059
Charge for the year	1,147	-	-	1,147
Eliminated on disposal	-	( 2,902)	( 707)	( 3,609)
At 31 March 2018	<u>22,258</u>	<u>16,666</u>	<u>35,673</u>	<u>74,597</u>
<b>Net book value</b>				
At 31 March 2018	<u><u>168,950</u></u>	<u><u>8,230</u></u>	<u><u>-</u></u>	<u><u>177,180</u></u>
At 31 March 2017	<u><u>170,097</u></u>	<u><u>8,230</u></u>	<u><u>-</u></u>	<u><u>178,327</u></u>

**13 Fixed asset investments**

	<i>2018 £</i>	<i>2017 £</i>
Fair value at 1 April 2017	62,025	20,010
Additions at cost	80,343	39,600
Changes in fair value	( 5,729)	2,415
Fair value at 31 March 2018	<u><u>136,639</u></u>	<u><u>62,025</u></u>

Investments comprise cash of £3,890 and quoted UK investments of £132,749

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 14 Debtors

	2018	2017
	£	£
Licence charges receivable	9,725	7,459
Other debtors	3,375	6,325
Gift Aid recoverable	6,282	6,545
Prepayments and accrued income	69,694	15,417
	<u>89,076</u>	<u>35,746</u>

### 15 Creditors: amounts falling due within one year

	2018	2017
	£	£
Trade creditors	1,146	6,857
Other taxation and social security	4,719	5,207
Other creditors	445	180
Accruals and deferred income	14,510	8,837
	<u>20,820</u>	<u>21,081</u>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 16 Statement of movement in funds

<i>Current year</i>	<i>Brought forward</i>	<i>Income</i>	<i>Expenditure and net gains on investments</i>	<i>Transfers</i>	<i>Carried forward</i>
	£	£	£	£	£
<b>Unrestricted funds</b>					
General fund	104,021	498,009	( 395,910)	-	206,120
Designated funds:					
Contingency fund	200,000	-	-	-	200,000
Fixed asset fund	178,327	-	( 1,147)	-	177,180
Property repair fund	20,000	-	-	-	20,000
	398,327	-	( 1,147)	-	397,180
	502,348	498,009	( 397,057)	-	603,300
<b>Restricted funds</b>					
Restricted funds	600	31,965	( 31,627)	-	938
<b>Total funds</b>	<b>502,948</b>	<b>529,974</b>	<b>( 428,684)</b>	<b>-</b>	<b>604,238</b>

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

The Fixed Assets Fund represents the net book value of the freehold property the Trust owns to fulfil its charitable aim of providing accommodation for homeless people.

The restricted funds carried forward relate to a grant received to purchase furniture for those residents moving into independent accommodation.

<i>Prior year</i>	<i>Brought forward</i>	<i>Income</i>	<i>Expenditure and gains</i>	<i>Transfers</i>	<i>Carried forward</i>
	£	£	£	£	£
<b>Unrestricted funds</b>					
General fund	30,087	626,292	( 518,829)	( 33,529)	104,021
Designated funds	366,017	-	( 1,219)	33,529	398,327
	396,104	626,292	( 520,048)	-	502,348
<b>Restricted funds</b>					
Restricted funds	4,125	27,600	( 31,125)	-	600
<b>Total funds</b>	<b>400,229</b>	<b>653,892</b>	<b>( 551,173)</b>	<b>-</b>	<b>502,948</b>

# THE BRIDGE TRUST CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

### 17 Analysis of net assets between funds

	<i>Restricted funds 2018 £</i>	<i>Unrestricted funds 2018 £</i>	<i>Total funds 2018 £</i>	<i>Total funds 2017 £</i>
Tangible fixed assets	-	177,180	177,180	178,327
Investments		136,639	136,639	62,025
Current assets	938	310,301	311,239	283,677
Creditors: within one year	-	( 20,820)	( 20,820)	( 21,081)
	<u>938</u>	<u>603,300</u>	<u>604,238</u>	<u>502,948</u>

In the prior year current assets included restricted funds of £600.

### 18 Operating lease commitments

At 31 March 2018 the total future minimum lease payments under non-cancellable operating leases were as follows:

	<i>2018 £</i>	<i>2017 £</i>
Payments due:		
not later than one year	63,586	63,994
later than one year and not later than five years	159,339	208,797
later than five years	43,142	63,570
	<u>266,067</u>	<u>336,361</u>

The Bridge Trust has re-assigned a lease on its former warehouse which expires in April 2020. Under the terms of the grant of consent by the landlord, in case of any default by the assignee the Bridge Trust is required to indemnify the landlord against all reasonable loss, damage costs and expenses suffered or incurred by the landlord. The annual rental value of the lease payable by the assignee is £25,575 plus VAT.

### 19 Related party transactions

The total remuneration of key management personnel was £84,559 (2017: £97,242). Key management personnel include the trustees, who are not remunerated, the CEO and senior managers.

There are no other related party transactions requiring disclosure.