

BRIDGE TRUST



PROVIDING A BRIDGE FROM HOMELESSNESS

Annual Report 2018-2019

Self-Actualisation Needs

Desire to become the most that one can be

Esteem Needs

Respect, self-esteem, status, recognition, strength, freedom

Love & Belonging Needs

Friendship, intimacy, family, series of connections

Safety Needs

Personal security, employment, resources, health, property

Physiological Needs

Air, water, food, shelter, sleep, clothing, reproduction

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Message from our Chairman

The Bridge Trust began the year knowing that we could be facing the threat of a changing funding environment, as our contract to provide our Support service which was commissioned directly from Kent County Council, would be subject to change. In the summer KCC announced its new strategy and in October appointed one organisation to take over the responsibility for providing all, non-statutory homelessness services in west Kent. That one provider in turn started to look at how they wanted to provide those services which may or may not include them sub-contracting to The Bridge Trust. We therefore ended the year without a firm contract but with the promise of a further 6 months “transitional funding”, at a lower rate than we received from KCC. We now wait whilst the new organisation decides upon its new model of service provision and whether they wish us to be part of that. We will not know until possibly late autumn or winter 2019 whether we will gain a sub-contract and if we do, what form that may take and how much income that might provide. Depending on the outcome, the Trust will be ready to re-shape its service model accordingly.

The main impact of these uncertainties was that the Board approved plans to gradually downsize our service provision as an opportunity arose to do so, until we know whether we will gain any funding to provide our homelessness support

services, although plans are in progress to react quickly to increase that provision if there is a positive outcome.

The Board do recognise that whatever the new service and funding model may be, it is likely that less money will be available for our homeless services and we therefore continue to look at creative initiatives to reduce our cost base so that we are prepared as best we can be for the future. We are prepared to use some of the charity's reserves which we have accumulated for this type of eventuality, to help us over any temporary transition period whilst we establish a new operational and/or service model.

Despite the uncertainties described above, we continue to provide a valued and successful service to local homeless people. For the 5th consecutive year we have seen an increased level of demand for our service, with 188 applicants for our accommodation and support. This would have been even higher had we not been forced to close our waiting list for the last 2 months of the year due to our accommodation being full. Many applicants presented with high and complex needs, but despite this our team rose to the challenge and our success rate has remained high and our average length of stay has reduced from between 14 and 16 months to between 12 and 14 months. Move-on options continue to be challenging, with tighter financial criteria for accessing social housing and the relatively high rent levels in the private sector continuing to be a barrier for the majority of our clients. However, we supported 43 residents in the year and of the 21 who left us 17 (81%) did so successfully.



I am pleased to report that the financial performance of the Trust produced another surplus, further adding to our reserves. This was due to a combination of high occupancy in our accommodation which attracts rental and service charge income, continued success in encouraging donations and grants, and cost

reductions in our retail operations and staff numbers.

Although we face the uncertainty over our support contracts, we are confident that the actions already taken and those planned for the future will enable the Trust to continue to provide a much needed service to those in our community who are in such need.

Nicolas Heslop

What we do

The Bridge Trust provides life-changing services to homeless people in our community; helping them turn their lives around so they can move out of homelessness and into independent living. Many people come to us for help when they are at one of the lowest points of their life. By giving them the basics such as a place to live, to sleep safely, get food, benefits and then perhaps work, we start to help them re-build their confidence and wellbeing to a place where they are motivated to move their lives on.



We support single homeless adults, who fall outside of the statutory definition of being in “priority need” and therefore outside of the local authorities’ duty to house them. We work primarily, although not exclusively with people who have a connection to Kent, and particularly our local area of west Kent. We support people of all genders who have support needs, from 18 years old upwards and we give our support with professionalism, compassion, respect and understanding.

We believe in the basic human right for everyone to be given the opportunity to have a safe and secure home of their own. Our work therefore is to provide the essential services that someone may need as they journey over that bridge from homelessness to independence; helping, advising and assisting in any way we can. Each person we help is different and we tailor our support according to each individual’s needs.

Supported Accommodation



The Bridge Trust has 5 properties providing shared accommodation for up to 23 people at one time. These are normal, residential properties in residential neighbourhoods as we believe that this approach is key to our success in helping homeless people reintegrate into the everyday life in their local and wider community. Each resident has their own secure bedroom with

their own fridge and many also have washing facilities. All other facilities of the house are shared with their house-mates.



Each resident has their own Supported Housing Officer (SHO) who helps them work through whatever issues may have contributed to them becoming homeless and anything that may be a barrier to them gaining independence. These can be emotional, financial, substance dependencies, health, training, employment, general life skills, or more usually a mix of several of these.

A Support Plan is agreed with them, setting shorter-term goals which are tracked together to reach longer-term aspirations. This is revisited and reviewed regularly, with progress discussed, actions agreed and plans made for the next steps in their journey. The SHOs can also facilitate access to outside support agencies and community organisations such as careers advisors and coaches, mental health professionals, debt advisors and so forth. We empower residents to enable them to fulfil their potential and re-establish direction in their lives.

Although residents can be with us for up to 2 years, the average stay in one of our houses is around 14 months so in any one year we typically support between 30 and 45 people. When a resident is ready to live independently we help them find their new accommodation and can continue to support them once they have moved-on, through our Supported Move-on scheme.



Supported Move-on (Re-settlement)

"My dream is to have my own house, in my own name, with my own door key!!"



We don't only support residents when they are living with us, but we also provide further support when they move-on from us into their own accommodation. We can give continuity of support through what can be a difficult time for someone – sometimes

living on their own for the first time. We can provide a move-on pack of essential provisions and equipment, along with some furniture provided through grant funding.

This support gives people the best possible chance to make that transition to the next stage of their lives and gives them confidence as they adjust to a new set of challenges.

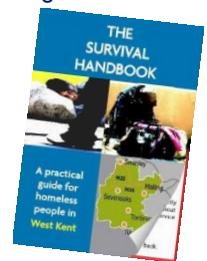
Advice

In recent years, statutory funding to give advice to single, homeless people has been directed to other organisations and in addition the Homelessness Reduction Act, implemented in April 2018 gives further duties on local authorities to give advice and guidance to non-statutory homeless people. However, if anyone comes to us for advice we don't turn them away and this can often lead to an application into our own accommodation. If we are unable to help people ourselves we always try to connect them to other agencies we work with.

Homelessness Prevention

Homeless mediation can work for any relationships where conflict threatens living arrangements; particularly effective in situations involving younger people. When there is family conflict that leads to homelessness, the ideal solution is often (with some exceptions) for the person to return to their family home. We offer the opportunity for any parties in conflict, whether young or old to sit down in neutral territory to listen, talk and communicate. This is often all it takes to reach a workable understanding.

In 2010 we published the first edition of our Survival Handbook for street homeless people, which gives details of all the organisations in west Kent that offer not only advice, but practical help such as showers and food, as well as where they can apply for accommodation. The 4th edition of our Handbook was published in 2017, funded by Kent County Council and is still in much demand.



Funding our work



Our work can only take place within the context of the financial resources we have available and a proportion of the funds we need is derived from our charitable activity – the accommodation and accompanying support we provide.

Since 2003 Kent County Council has part-funded our work via support contracts, although the value of these has reduced in real terms for each of the past 7 years. After April 2019 KCC will no longer offer these contracts and we will therefore need to seek alternative providers who we can contract with. As this provides around $\frac{1}{4}$ of the income we need to run our charitable service, it will be a critical time for the Trust. We will continue to raise as much money by other means such as accommodation charges, fundraising, grants and charitable donations.

Outcomes

Quantitative Outcomes

Applicants	17/18	18/19
No. of homeless people coming to us for help and advice	118	110
No. of people who applied for accommodation with us	150	188
No. suitable for accommodation	32	54
No. accepted into our accommodation	23	29
Residents		
No. of people in our accommodation throughout the year	34	43
% Residents finding voluntary work	12%	21%
% Residents finding employment	62%	65%
% Residents in education or training	9%	67%
No. of residents who moved-on from us	15	21
No. supported through our Supported Move-on scheme	14	17
Total No. of homeless people helped	215	218

Quality Outcomes

The headline statistics above give an indication of the outcomes that have been achieved for the people we have helped over the past 2 years. From those, the *“Number accepted into our accommodation”* shows how many previously homeless people we gave a home to. The *“Number of residents who moved on from us”* shows those who we have moved on into secured, independent accommodation – the ultimate goal.

However, between someone moving in with us and then moving on from us, lies a significant amount of work and achievements for both the Trust and the homeless people we work with. The following pages show some of our “qualitative outcomes” which we have achieved with our residents. Often referred to as “soft” outcomes, these give a glimpse of the significant achievements which underpin those headline statistics – the work that takes place with a client on their journey through our service and then on into independence.

Welfare Benefit Support



Although not ultimately wanting our residents to become benefit dependent, by supporting residents to claim the benefits they are legally entitled to, we seek to relieve them of some of the stress poverty can bring.

Received support to obtain correct benefits	15
Received correct benefits	15
	100%

Debt Support



Many of our residents come to us with debts often as a result of poor budgeting skills, impulsive purchasing habits and a weak understanding of e.g. loan interest rates. As a consequence, they often feel that their lives are out of their control. We support clients in developing better budgeting skills and support our residents to work with partner agencies who can negotiate with creditors.

Received support to reduce debt	11
Debt reduced at time of leaving	6
	55%

Choice, Control and Involvement



A key part of most residents' journey is to gain enough confidence to make choices about and take control of their own lives again, or sometimes for the first time.

Received support in developing confidence and ability to have greater choice and/or control and/or involvement	18
Had more choice and/or control and/or involvement during residence	17
	94%

Employment Support



Benefit dependency clearly has a negative impact on the quality of residents' lives and we aim to minimise that dependency. Part of this aim to help residents become independent is to encourage them to obtain and sustain paid work. To that end we help them develop skills such as CV writing, interview techniques, even sourcing suitable clothes for interviews and equipment for employment, and providing short term grants for travel to work.

Received support to obtain paid work	10
Participated in paid work during period of residence	7
	70%

Substance Misuse



Substance misuse can impact heavily on an individual, their friends and family and the community around them. We aim to minimise this impact by supporting residents to access appropriate external agencies and working with those agencies.

Received support to better manage substance misuse issues	13
Managing substance misuse issues better during residence	9
	69%

Criminal Activity



Notwithstanding the negative effect on the community of criminal behaviour there is also the negative effect on the individual concerned to be considered. We support residents in breaking the cycle of repeat offending so that they may lead more productive and fulfilled lives.

Received support to comply with statutory orders and related processes in relation to offending behaviours	5
Compliant with statutory orders and related processes at time of leaving	5
	100%

Summary

The above figures show that The Bridge Trust has a positive impact on the quality of its residents' lives throughout their journey with us. Although the degree to which we are able to have a positive impact varies with certain issues (such as substance misuse for example) you can clearly see that our residents' lives are improved by our support.

They are:

- subject to less financial stress from low incomes and/or debt
- more likely to be in employment providing them with more money, meaningful activity and the associated enhancements to feelings of self-worth
- more likely to be in a situation where they can gain useful skills through education, training or volunteering
- better able to make social contacts through work, training etc. as well as by participating in activities with others
- more likely to be able to break the chain of offending behaviour to the advantage of themselves and the community
- able to access emotional support from friends and family
- less likely to suffer the negative impacts of physical or mental health issues or of substance misuse
- less likely to harm themselves or others or be subject to harm from others
- more likely to be an active participant in shaping their lives and the community around them.

Major Achievements

As with any business – charity or otherwise, not everything we want or plan to do is always possible, but amongst the inevitable struggles and setbacks it is often a useful reminder to look at some of the major projects and programmes we have implemented and what we have achieved over the past year.

Accommodation

- Increased the quality of our accommodation with our continued programme of internal redecorations, with redecorated bedrooms and common areas and replacement wooden flooring
- Replaced the fire alarm in one of our houses and up-dated the emergency lighting where required
- Updated one property with wireless smoke detectors

Support

- Moved 17 people on from homelessness into independent accommodation
- Conducted 57 Tenancy Training Workshops for 37 residents
- Continued to provide staff training on Support related issues including Reflective Practice, Mental Capacity Act, Deprivation of Liberties, Safeguarding, GDPR and Health & Safety

Finance and Administration

- Reduced the Trust's operating costs by over £41,000 from the previous year by closing our last non profit-making retail outlet and re-modelling some staff responsibilities to reduce head-count
- Increased our Reserves to around 9 months of operating costs in Reserves

Fundraising

- Ran another successful Quiz Night, this time at Poulton Wood Golf Centre, participated in the Tonbridge and Tunbridge Wells half marathons, the London 10K, the Tonbridge Carnival and participated in our 5th successive Dragonboat event, raising our profile and much needed funds
- Attended 36 business networking events and was guest speaker at 5 of them

Retail Outlets

- Closed our final retail outlet in Tunbridge Wells thereby reducing their on-going monthly running costs by 40%

Trustees Report

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 2019. This trustees report is also the directors' report and so is also prepared in accordance with section 415 of the Companies Act 2006.

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 5 full-time and 5 part-time staff during the year. Part-way through this year, our fundraiser changed their previously full-time role to a part-time one as our social media officer. Fundraising is now undertaken by the CEO. In addition, at least 5 volunteers assisted in 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 6 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:

- holds an Annual General Meeting to which all its Members are invited
- 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.

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.

Significant Achievements

The Trust provides public benefit by meeting its core, charitable objective and during the year provided supported accommodation for up to 43 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.

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 43 homeless people and saw 17 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 us, we believe it to be best practice against which we can self-assess to ensure the quality of our accommodation. Two of our properties fell under new regulations for defining Houses of Multiple Occupation and we therefore obtained the relevant licences accordingly. All our properties now also meet these HMO standards.

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 and regularly attend various business networking groups.

Financial Review

Income:

Our total income for the year decreased from £529,974 to £427,917.

The principal sources of income were:
Supported Accommodation (arising from Licence and Support charges):

Increased from £252,820 in 2018 to £263,234.

Donations and Grants:

Decreased from £260,477 (including a legacy donation of £101,270) in 2018 to £156,629.

Retail Outlets:

Decreased from £12,274 in 2018 to £nil, as they are now all closed.

Expenditure:

The Trust reduced its expenditure this year from £422,955 in 2018 to £381,601, mainly due to the closure of our one remaining retail outlet and replacing one full-time staff role with a part-time one.

The principal areas of expenditure were:

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

Decreased slightly, from £329,806 in 2018 to £327,192.

Raising Funds (grants and donations):
Decreased from £31,613 in 2018 to £17,378.

Charity retail operations:
Decreased from £60,730 in 2018 to £36,507.

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 or sub-letting the leases.

Fundraising, PR and Marketing

The Trust employed one full-time fundraiser and together with one other member of the operational team and the Chief Executive, worked to raise charitable funds. During the year the fundraiser's role changed to a part-time social media officer and the Chief Executive took back the lead for all Fundraising, Marketing and PR activities.

Reserves

The Trust's total reserves at the end of the year were £650,301; £278,610 held as liquid reserves (net current assets), and £362,618 held as fixed assets. Although none of these reserves are restricted £396,033 is shown under

Designated Reserves to recognise the need to set aside sufficient reserves to ensure continuity of our accommodation-based services.

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 unrestricted reserves to mitigate against this eventuality. Some of these will continue to be used to support the shortfall from our remaining retail units until the lease expires or can be reassigned. The current level of liquid reserves represents approximately 9 months average operating costs, against the policy of having between 3 and 6 months average operating costs.

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.

In anticipation of changes to our funding as above, we have decided not to renew the leases on 2 of our properties, which in turn means supporting less homeless people. However, we hold onto the aim of replacing these properties within the future.

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.

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.

Auditors

A resolution for the appointment of auditors will be put to the Annual General Meeting.

Approved by the board of Trustees on 29th August 2019 and signed on its behalf by
Nicolas Heslop, Chairman

Summarised Financial Statements

Summary Statement of Financial Activities for the Year Ended 31 March 2019

	Restricted Funds 2019	Unrestricted Funds 2019	Total 2019	Total 2018
Income from:				
Donations and legacies	29,603	127,026	156,629	260,477
Charitable Activities:				
Supported Accommodation	-	263,234	263,234	252,820
Other trading activities:				
Retail Outlets	-	-	-	12,274
Investment income	-	8,054	8,054	4,403
Total income	29,603	398,314	427,917	529,974
Expenditure on:				
Raising funds	-	54,409	54,409	93,149
Charitable Activities	30,541	296,651	327,192	329,806
Total expenditure	30,541	351,060	381,601	422,955
Net losses on investments	-	(253)	(253)	(5,729)
Net income and net movement in funds	(938)	47,001	46,063	101,290
Reconciliation of funds:				
Total funds bought forward	938	603,300	604,238	502,948
Total funds carried forward	-	650,301	650,301	604,238

Summarised Balance Sheet as at 31 March 2019

	2019	2018
Fixed assets		
Tangible assets	176,033	177,180
Investments	<u>186,585</u>	<u>136,639</u>
	362,618	313,819
Current assets		
Debtors	30,069	89,076
Cash at bank and in hand	<u>278,610</u>	<u>222,163</u>
	308,679	311,239
Liabilities		
Creditors: amounts falling due within one year	<u>(20,996)</u>	<u>(20,820)</u>
Net current assets	287,683	290,419
Total net assets	650,301	604,238
The funds of the charity		
Restricted funds	-	938
Unrestricted funds	650,301	603,300
Total Funds	650,301	604,238

Income and Expenditure at a Glance

Income			
Donations and Legacies	£156,629		36.6%
Retail Outlets	£0		0%
Supported Accommodation	£263,234		61.5%
Investment Income	<u>£8,054</u>		1.9%
TOTAL	<u>£427,917</u>		
Expenditure			
Raising Funds	£54,409		14.25%
Charitable Activities	<u>£327,192</u>		85.75%
TOTAL	<u>£381,601</u>		

Trustees Statement on the Summarised Financial Statements

The summarised financial statements are an extract from the statutory annual report and financial statements of The Bridge Trust Corporation for the year ended 31 March 2019 and which have been audited by Lindeyer Francis Ferguson Limited. The full annual report and financial statements were approved by the trustees and signed on their behalf on 29th August 2019 and will be submitted to the Charity Commission and Companies House. A copy of the Company's full annual report and financial statements can be obtained, free of charge, from Mr J Handley, 17A Quarry Hill Road, Tonbridge, Kent, TN9 2RN.

The auditor has issued unqualified reports on the full financial statements and on the consistency of the Trustees Report with those financial statements.

Independent Auditor's Statement to the Trustees of The Bridge Trust Corporation

We have examined the summarised financial statements for the year ended 31 March 2019 set out on pages 15 and 16.

Respective responsibilities of the Trustees and auditors

The Trustees have accepted responsibility for preparing the summarised financial statements.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and the Report of the Trustees.

Our report on the company's full financial statements describes the basis of our opinion on those financial statements and on the Report of the Trustees.

Opinion on summarised financial statements

In our opinion the summarised financial statements are consistent with the full annual financial statements and the Report of the Trustees of The Bridge Trust Corporation for the year ended 31 March 2019.

Lindeyer Francis Ferguson Limited
Chartered Accountants
Statutory Auditors

North House
198 High Street
Tonbridge
Kent
TN9 1BE

Date: 29th August 2019

What Next?

In 2017 we took the decision to close one of the houses we use for our supported accommodation in Tonbridge, thereby reducing our capacity from accommodating 27 homeless people to supporting 22. It was a planned objective to do this but the aim was to replace it straight away with another house, better suited to the needs of our residents. However, due to a temporary cash flow problem, the Board decided to wait before buying another property.

During the latter part of the 2018/2019 year, the Trust won a pledge from another charitable organisation, to fund the purchase of a new house, so later in 2019 we expect to finally increase our capacity in Tonbridge back to previous levels. We are in fact hoping to slightly increase our provision by placing the 4 bedroom house we had, with a 5 or 6 bedroom property.

Such a property not only enables us to increase provision for our services but it will also provide additional income through the usual accommodation charges – rent and service charges.

We will keep our supporters up-dated with information as this new project develops.

In October 2018 Kent County Council gave a contract to one organisation to provide all non-statutory adult homelessness services in west Kent. Following their own tender exercise calling for sub-contractors to help them provide these services, that organisation failed to issue any sub-contracts. Whilst they decided what their next moves would be, they agreed to provide a reduced amount of “transition funding” to The Bridge Trust to allow our current residents to continue to receive accommodation and support from us, rather than allow them to be made homeless again.

In the autumn of 2019 we hope that there will be a more permanent solution to providing funding for supported accommodation to adult homeless people in our region – potentially via another sub-contract tender exercise. If the funding is reduced further or ceases to be available, The Trust will need to re-model its services to match the reduced income. This will therefore be a critical time for the Trust and present some enormous challenges for us.

We are consequently approaching a challenging but exciting time in the continuing story of The Bridge Trust as we look to increase our presence in our “spiritual home” of Tonbridge, in the shadow of more uncertainty around our funding.

Patrons

The Rt Rev James Langstaff, Bishop of Rochester
The Rt Rev Simon Burton-Jones, Bishop of Tonbridge
The Rt Rev John Hine, Auxiliary Bishop for Archdiocese of Southwark
James Priory, Headmaster, Tonbridge School
Tom Tugendhat OBE, MP (Tonbridge & Malling)
Mrs Sue Aldred

Directors / Trustees

Nicolas Heslop (Chairman)
David Glynn (Vice Chairman)
Bruce Pugsley FCA
Peter Lowe
Erica Ffrench
Helen Von Trotsenburg

John Handley (Chief Executive and Company Secretary)

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