

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

THE BRIDGE TRUST CORPORATION

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 MARCH 2020**

THE BRIDGE TRUST CORPORATION

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THE BRIDGE TRUST CORPORATION

REFERENCE AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 MARCH 2020

Trustees	Nicolas Heslop (Chairman), Public Affairs Manager Bruce Pugsley (Treasurer), Chartered Accountant David Glynn, Chartered Civil Engineer Peter Lowe, Solicitor (resigned 31 December 2019) Erica Ffrench, Solicitor Helen Von Trotsenburg Gemma Buckland (appointed 23 January 2020)
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 for Tonbridge & Malling Mrs Sue Aldred
Company number	3111576
Charity number	1050291(England and Wales)
Registered office	17a Quarry Hill Road Tonbridge Kent TN9 2RN
Company Secretary	John Handley
Chief Executive Officer	John Handley
Independent auditor	Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
Bankers	CAF Bank 25 Kings Hill Avenue, Kings Hill West Malling Tonbridge Kent, ME19 4JQ

THE BRIDGE TRUST CORPORATION

CHAIRMAN'S REPORT

FOR THE YEAR ENDED 31 MARCH 2020

Our year to 31st March 2020 was once again dominated by uncertainties and changes to our largest funding source, being our support contract.

We previously reported that this funding, received via a contract from Kent County Council, transferred to another agency, Look Ahead Care and Support in April 2019. We were told that they would work with us to sub-contract parts of the service in September, but they subsequently decided to provide the adult homelessness service themselves, albeit for only high needs homeless people and for reduced numbers. They therefore reduced the "transition funding" they were providing to us by over 50% and informed us that this would cease completely in March 2020, leaving us with no funding to provide any support services at all.

As the unreliability of this funding stream was becoming apparent to us, we took decisions to re-shape the income model to enable us to continue our services without relying on this income. This reshaped income model has already involved a significant reduction in our costs, and we will continue to drive down costs through greater investment in IT hardware and systems, which will allow more home working and overall efficiency. We have had to develop home working due to the coronavirus pandemic and we will build on that experience. Additionally, the reshaped income model no longer contains any plans to return to the retail sector which cost us dearly in the recent past. Lower costs will enable us to depend more on the income we derive from our homes without falling into deficit, and of course we will continue to seek donations from those who generously support our cause for the homeless. This strategy has left the Trust financially secure and we can view the future with greater optimism than the loss of the funding would otherwise have suggested.

The result of the actions we have taken leaves the Trust with lower income overall, but with the accompanying lower costs we are able to maintain our services in their previous form.

A major boost to our plans came in the form of a grant from another local charity, High Hilden Limited, who sold their care home and distributed some of the proceeds to local charities, including the Bridge Trust who received a grant of £700,000 to buy a new house in Tonbridge for our homelessness supported accommodation. This gave us the opportunity to close two of our leasehold flats in Tunbridge Wells and replace their capacity with a property of our own. Our houses also provide us with income from the rents, usually paid through the housing benefit system, so the new house increases our housing income stream as well as providing housing for 5 people.

The Board is very grateful to our staff for the quality of support given to our clients maintained throughout this turbulent period and although there is a temporary reduction in our capacity whilst we get our new house open, we will soon be up to full capacity again, supporting 22 people.

The end of this financial year saw the start of the coronavirus pandemic and the associated "lockdown". As our accommodation was already full, this did not leave us with any empty rooms, and although staff were only supporting our residents largely over the phone, our service continued successfully. The main impact from the crisis was the delay in refurbishing our new house which we now expect to be open by July 2020.

THE BRIDGE TRUST CORPORATION

CHAIRMAN'S REPORT FOR THE YEAR ENDED 31 MARCH 2020

Whilst we were managing the financial challenges of losing our statutory funding to Look Ahead, they paid us transitional funding for the residents we were already supporting before they were awarded their contract, to give them the time to get their own operations up and running. By receiving this funding, we were obliged to use their new homelessness referral system, which provided us with far less referrals than we have had in previous years.

Therefore, although we had seen referral numbers increase year on year for the past 5 years, this year we saw a drop from 188 in 2018/19 to just 47, although some of this was due to us having to temporarily downsize our accommodation as mentioned above.

However, the quality of our service was maintained throughout the year with 84% occupancy and with 13 people moving on successfully from the trust to independence, with an 81% success rate which was exactly the same as the previous year.

We are confident that the actions already taken and those planned for the future will enable the Trust to continue to provide our much-needed service to those in our community who are in such need.

Nicolas Heslop, Chairman

THE BRIDGE TRUST CORPORATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

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 2020. 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 2019) (Charities SORP (FRS 102)).

Reference and Administrative Details

The Trust employed 4 full-time and 4 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 and our Receptionist left. 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.

THE BRIDGE TRUST CORPORATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

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 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.

THE BRIDGE TRUST CORPORATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

During the period we accommodated a total of 32 homeless people and saw 13 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 obtained the relevant licences accordingly. All our properties now also meet these HMO standards.

At the end of the year we adapted some of our policies and procedures to cope with the coronavirus crisis, which meant that support for our residents was successfully provided remotely.

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 increased from £427,917 to £1,065,052.

The principal sources of income were:

Supported Accommodation (arising from Licence and Support charges):

Decreased from £263,234 to £202,098.

Donations, Grants and Legacies:

Increased from £156,629 to £853,605. This was mainly due to a single grant of £700,000 to purchase and re-furbish a new property for our supported accommodation.

Expenditure:

The Trust reduced its expenditure this year from £381,601 to £343,105, mainly due to the loss of two staff members and leases being surrendered on retail outlets.

The principal areas of expenditure were:

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

Decreased from £327,192 to £282,044.

Raising Funds (grants and donations):

Decreased, from £17,378 to £5,427. This was due to not having any fundraising staff.

THE BRIDGE TRUST CORPORATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

Charity retail operations:

Increased from £36,507 to £53,952. This was due to payments of backdated business rates and legal fees to surrender property leases.

Retail Operations

During the year we completed the planned closure of our retail operations by releasing ourselves of leasehold commitments on both of our remaining retail properties.

Fundraising, PR and Marketing

The Trust employed one part-time Social Media Officer during the year. The Chief Executive has the responsibility for any Fundraising, Marketing and PR activities.

Reserves

The Trust's total reserves at the end of the year were £1,339,582, of which £159,325 were Restricted to specific use, £846,013 were held for Designated purposes to ensure continuity of our accommodation-based services and the remainder of £334,244 were available for Unrestricted use. The total reserves of £1,339,582 contained liquid reserves (net current assets) of £460,529 and £879,053 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 unrestricted reserves to mitigate against this eventuality. The current level of liquid reserves represents approximately 10.5 months average operating costs, compared to 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.

During the first half of 2020/21 we will be opening a new 5 bedroom house in Tonbridge for our supported accommodation. Also, as the lease on our head office expires in April 2022, we will be working towards obtaining a smaller, and therefore less expensive office, with more home-working taking place.

In addition, we will be embarking on a major upgrade of our IT infrastructure to strengthen resilience, add more contingency services and more easily enable off-site working.

THE BRIDGE TRUST CORPORATION

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

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.

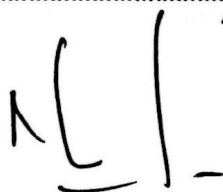
Statement of disclosure to auditors

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.

Approved by the board of Trustees on 7th July 2020 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 2020*

Opinion

We have audited the financial statements of The Bridge Trust Corporation (the 'charitable company') for the year ended 31 March 2020 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 2020 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 2020*

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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

THE BRIDGE TRUST CORPORATION

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRIDGE TRUST CORPORATION *FOR THE YEAR ENDED 31 MARCH 2020*

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.

Lindeyer Francis Ferguson Ltd

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

29 July 2020

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 2020

		<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>	<i>Total funds 2019 £</i>
	Notes				
Income from:					
Donations and legacies	2	728,685	124,920	853,605	156,629
Charitable activities:					
Supported accommodation	3	-	202,098	202,098	263,234
Investment income		-	9,349	9,349	8,054
Total income		728,685	336,367	1,065,052	427,917
Expenditure on:					
Raising funds	5	-	61,061	61,061	54,409
Charitable activities	6	28,118	253,926	282,044	327,192
Total expenditure		28,118	314,987	343,105	381,601
Net losses on investments	11	-	(32,666)	(32,666)	(253)
Transfers between funds	14	(541,242)	541,242	-	-
Net income and net movement in funds	9	159,325	529,956	689,281	46,063
Reconciliation of funds:					
Total funds brought forward		-	650,301	650,301	604,238
Total funds carried forward	14	159,325	1,180,257	1,339,582	650,301

All income and expenditure derive from continuing activities.

THE BRIDGE TRUST CORPORATION

BALANCE SHEET

AS AT 31 MARCH 2020

	Notes	£	2020 £	£	2019 £
Fixed assets					
Tangible assets	10		626,013		176,033
Investments	11		253,040		186,585
			<u>879,053</u>		<u>362,618</u>
Current assets					
Debtors	12	26,120		30,069	
Cash at bank and in hand		459,516		278,610	
		<u>485,636</u>		<u>308,679</u>	
Liabilities					
Creditors: amounts falling due within one year	13	(25,107)		(20,996)	
Net current assets			460,529		287,683
Total net assets			<u>1,339,582</u>		<u>650,301</u>
The funds of the charity					
Restricted funds			159,325		-
Unrestricted funds			1,180,257		650,301
Total funds	14		<u>1,339,582</u>		<u>650,301</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 7th July 2020 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 2020

		2020 £	2019 £
	Notes		
Cash flows from operating activities:			
Net cash provided by operating activities	A	723,420	98,592
Cash flows from investing activities:			
Investment income received		9,349	8,054
Purchase of tangible assets		(452,742)	-
Purchase of investments		(99,121)	(50,199)
Net cash used in investing activities		(542,514)	(42,145)
Change in cash and cash equivalents for the year		180,906	56,447
Cash and cash equivalents at the beginning of the year		278,610	222,163
Cash and cash equivalents at the end of the year and change in net funds		459,516	278,610
A Reconciliation of net income to net cash flow from operating activities			
Net income for the year		689,281	46,063
<i>As per statement of financial activities</i>			
Adjustments for:			
Depreciation charges		2,762	1,147
Losses on investments		32,666	253
Investment income		(9,349)	(8,054)
Decrease in debtors		3,949	59,007
Increase in creditors		4,111	176
Net cash provided by operating activities		723,420	98,592

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

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 January 2019) - (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). The financial statements are presented in Pounds Sterling, and are rounded to the nearest pound.

As the end of the financial year approached, the Covid-19 crisis began. The Trust no longer runs any retail outlets which would have lost income through their forced closure. We therefore did not experience any losses related to this aspect of many charities' operations. In addition, when the crisis hit the Trust's accommodation was full and remained that way throughout the crisis, therefore not impacting any housing revenue received through rents and service charges. With grants, donations and legacy income remaining in place the Trust was not adversely affected financially by the crisis. There are therefore no material uncertainties about the charity's ability to continue, and so the going concern basis of accounting has been adopted.

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.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies (continued)

1.3 Income (continued)

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.

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

Assets not yet brought into use are not depreciated.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies (continued)

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.

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 2020

2 Income from donations and legacies

	2020 £	2019 £
Donations	100,484	106,072
Grants	749,185	33,203
Donated income from events	3,836	16,577
Legacies	100	777
	<u>853,605</u>	<u>156,629</u>

In the prior period, restricted income from grants amounted to £29,603.

Analysis of grants receivable:

	<i>Restricted</i> 2020 £	<i>Unrestricted</i> 2020 £	<i>Total</i> 2020 £	<i>Total</i> 2019 £
Barclay Gracechurch OLGBP	-	17,500	17,500	-
Fine and Country Foundation	2,495	-	2,495	583
Kent Community Foundation	700,000	-	700,000	-
Kippington PCC	-	-	-	500
Lloyds Bank Foundation	25,000	-	25,000	25,000
Persimmon Community Champions	-	-	-	1,000
SMB Charitable Trust	-	3,000	3,000	2,500
St Mary's Speldhurst	-	-	-	600
Tonbridge School Christmas Dinner	200	-	200	-
Tonbridge Round Tables	990	-	990	-
Tonbridge Lions	-	-	-	350
Other	-	-	-	2,670
	<u>728,685</u>	<u>20,500</u>	<u>749,185</u>	<u>33,203</u>

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

3 Income from charitable activities

	2020 £	2019 £
Licence charges	127,827	140,792
Support charges	74,271	122,442
	<u>202,098</u>	<u>263,234</u>

4 Government grants

The Bridge Trust had a support contract with Kent County Council until 31 March 2019, no income is included in the current year.

5 Expenditure on raising funds

	2020 £	2019 £
Charity shop and warehouse expenditure:		
Rent and rates	39,751	30,164
Maintenance costs	3,000	787
Premises costs	245	1,752
Legal and professional	8,752	1,511
	<u>51,748</u>	<u>34,214</u>
Allocation of support costs (note 7)	<u>2,204</u>	<u>2,293</u>
	<u>53,952</u>	<u>36,507</u>
Expenditure on raising donations and grants:		
Wages and salaries	4,348	12,711
National insurance	202	837
Other costs	922	3,830
	<u>5,472</u>	<u>17,378</u>
Investment management fees	<u>1,637</u>	<u>524</u>
Total expenditure on raising funds	<u>61,061</u>	<u>54,409</u>

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

6 Expenditure on charitable activities

	2020 £	2019 £
Rent and rates	29,171	39,984
Wages and salaries	100,478	120,657
National insurance	8,028	9,683
Pension costs	779	1,525
Maintenance costs	13,017	15,514
Premises costs	14,110	16,605
Office costs	1,947	2,038
Other costs	4,224	4,448
Travel and motor expenses	1,534	2,006
Provision for bad debts	(2,313)	-
Legal and professional	360	1,250
Depreciation	2,762	1,147
	<hr/>	<hr/>
	174,097	214,857
Allocation of support costs (note 7)	107,947	112,335
	<hr/>	<hr/>
	282,044	327,192
	<hr/>	<hr/>

Expenditure on charitable activities in the comparative period included restricted expenditure of £30,541.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

7 Support costs

	2020 £	2019 £
Rent and rates	7,520	7,593
Wages and salaries	68,791	73,997
National insurance	3,684	4,145
Volunteer expenses	5	10
Maintenance costs	6,446	5,256
Premises costs	6,386	7,091
Office costs	8,719	7,240
Other costs	2,607	3,289
Travel and motor expenses	321	566
Legal and professional	188	192
Bank charges	85	137
Governance costs:		
Auditors' remuneration	3,104	2,938
Auditors' remuneration - non-audit	2,295	2,174
	<u>110,151</u>	<u>114,628</u>
Allocated as follows:		
Charity shop and warehouse expenditure	2,204	2,293
Expenditure on charitable activities	107,947	112,335
	<u>110,151</u>	<u>114,628</u>

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

8 Staff costs, Trustee remuneration and expenses

	2020	2019
	£	£
Wages and salaries	173,617	207,365
National insurance	11,914	14,665
Pension costs	779	1,525
	<u>186,310</u>	<u>223,555</u>

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

	2020	2019
	No.	No.
Charitable activities - support services	5	6
Raising funds	1	1
Management and administration	2	3
	<u>8</u>	<u>10</u>

No employee received remuneration amounting to more than £60,000 in the year (2019: none).

During the year, no trustee received any remuneration nor any reimbursement of expenses. (2019: £Nil).

9 Net income

	2020	2019
	£	£
This is stated after charging:		
Depreciation	2,762	1,147
Operating lease payments	46,723	63,656
Auditors' remuneration - for audit services	3,104	2,938
Auditors' remuneration - for non-audit services	2,295	2,174
	<u>54,884</u>	<u>70,915</u>

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

10 Tangible fixed assets

	<i>Freehold property</i>	<i>Property not yet brought into use</i>	<i>Property improve- ments £</i>	<i>Fixtures, fittings & equipment £</i>	<i>Total £</i>
Cost					
At 1 April 2019	191,208	-	24,896	35,673	251,777
Additions	-	452,742	-	-	452,742
At 31 March 2020	191,208	452,742	24,896	35,673	704,519
Depreciation					
At 1 April 2019	23,405	-	16,666	35,673	75,744
Charge for the year	1,147	-	1,615	-	2,762
At 31 March 2020	24,552	-	18,281	35,673	53,954
Net book value					
At 31 March 2020	166,656	452,742	6,615	-	626,013
At 31 March 2019	167,803	-	8,230	-	176,033

Included in freehold property is the cost of freehold land of £76,483 (2019: £76,483) which is not depreciated.

11 Fixed asset investments

	<i>2020 £</i>	<i>2019 £</i>
Fair value at 1 April 2019	186,585	136,639
Additions at cost	100,000	50,199
Cash movements	(879)	-
Changes in fair value	(32,666)	(253)
Fair value at 31 March 2020	253,040	186,585

Investments comprise cash of £4,140 and quoted UK investments of £248,900.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

12 Debtors

	2020 £	2019 £
Licence charges receivable	10,969	11,728
Other debtors	-	3,375
Gift Aid recoverable	6,633	7,131
Prepayments and accrued income	8,518	7,835
	<u>26,120</u>	<u>30,069</u>

13 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	1,518	1,035
Other taxation and social security	3,597	4,453
Other creditors	399	-
Accruals and deferred income	19,593	15,508
	<u>25,107</u>	<u>20,996</u>

Deferred income included above :

Brought forward	3,485	2,670
Released in year	(3,485)	(2,670)
New deferrals	5,090	3,485
	<u>5,090</u>	<u>3,485</u>

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

14 Statement of movement in funds

<i>Current year</i>	<i>Brought forward</i>	<i>Income</i>	<i>Expenditure and net losses on investments</i>	<i>Transfers</i>	<i>Carried forward</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Unrestricted funds					
General fund	254,268	336,367	(344,891)	88,500	334,244
Designated funds:					
Contingency fund	200,000	-	-	-	200,000
Fixed asset fund	176,033	-	(2,762)	452,742	626,013
Property repair fund	20,000	-	-	-	20,000
	396,033	-	(2,762)	452,742	846,013
	650,301	336,367	(347,653)	541,242	1,180,257
Restricted funds					
Restricted funds	-	728,685	(28,118)	(541,242)	159,325
Total funds	650,301	1,065,052	(375,771)	-	1,339,582

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 include a grant received from Kent Community Foundation (KCF) to purchase a property and refurbish the property for letting. Of the £700,000 received, £452,742 was expended on the purchase and initial refurbishment of the property and is transferred to the fixed asset fund. KCF have confirmed that 75% of the remaining grant (after purchasing and refurbishment is complete) can be transferred to general funds, with the remaining 25% being restricted to specific property contingencies.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

14 Statement of movement in funds (continued)

<i>Prior year</i>	<i>Brought forward</i>	<i>Income</i>	<i>Expenditure and gains</i>	<i>Transfers</i>	<i>Carried forward</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Unrestricted funds					
General fund	206,120	398,314	(350,166)	-	254,268
Designated funds:					
Contingency fund	200,000	-	-	-	200,000
Fixed asset fund	177,180	-	(1,147)	-	176,033
Property repair fund	20,000	-	-	-	20,000
	397,180	-	(1,147)	-	396,033
	603,300	398,314	(351,313)	-	650,301
Restricted funds					
Restricted funds	938	29,603	(30,541)	-	-
Total funds	604,238	427,917	(381,854)	-	650,301

15 Analysis of net assets between funds

	<i>Restricted funds</i>	<i>Unrestricted funds</i>	<i>Total funds</i>	<i>Total funds</i>
	<i>2020</i>	<i>2020</i>	<i>2020</i>	<i>2019</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Tangible fixed assets	-	626,013	626,013	176,033
Investments	-	253,040	253,040	186,585
Current assets	159,325	326,311	485,636	308,679
Creditors: within one year	-	(25,107)	(25,107)	(20,996)
	159,325	1,180,257	1,339,582	650,301

In the prior year current assets included no restricted funds.

THE BRIDGE TRUST CORPORATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

16 Operating lease commitments

At 31 March 2020 the total future minimum lease payments under non-cancellable operating leases were as follows:

	2020 £	2019 £
Payments due:		
not later than one year	18,220	56,524
later than one year and not later than five years	25,099	119,244
later than five years	18,690	29,268
	<u>62,009</u>	<u>205,036</u>

17 Related party transactions

The total remuneration of key management personnel was £85,904 (2019: £85,734). Key management personnel include the trustees, who are not remunerated, the CEO and senior managers.

There are no other related party transactions requiring disclosure.