

**Charity Registration No. 1050596**

**Company Registration No. 03114996 (England and Wales)**

**THE BRIDGE (EAST MIDLANDS)**

**ANNUAL REPORT  
AND  
AUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

## THE BRIDGE (EAST MIDLANDS)

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## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT FOR THE YEAR ENDED 31 MARCH 2025

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The Board of Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report together with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, Companies Act 2006, Charities Act 2011 and Accounting and Reporting by Charities: Financial Reporting Standard 102. The Financial Standard applicable to UK and the Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

#### Reference and Administrative information

Charity name:	The Bridge (East Midlands)
Operating name:	The Bridge
Charity registration number:	1050596
Company registration number:	03114996

#### Board of Trustees

Jeanette Webb – Chair  
David Sims - Vice Chair  
Richard White  
Ashiedu Joel – Resigned 20/03/2025  
Bhavnaben Patel – Resigned 25/11/2024  
Gary Beharrell  
Joseph Warwick – Resigned 30/06/2025  
Halinka Hepworth  
Vina Parekh – Appointed 17/04/2025  
Zina Alhilali – Appointed 9/05/2025  
Alison Barlow – Appointed 14/05/2025  
Veena D'Soni – Appointed 01/06/2025

#### Company Secretary

Naishad Chhatralia

#### Senior Staff Members

Naishad Chhatralia – CEO  
Anna Maudsley – Head of Programmes and Services  
Nicola Jones – Finance and Operations Manager

#### Registered Office and Operational Address

John Storer House, Ward's End, Loughborough, Leicestershire, LE11 3HA

#### Statutory Auditor

John F Mould & Co. 19-20 Baxter Gate, Loughborough LE11 1TG

#### Bankers

CAF Bank Limited, Kings Hill, West Malling, Kent, ME19 4TA

## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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#### A Message from the Chair

The funding for charities in an ever-changing world is challenging as we compete for funding with so many others and housing needs escalate exponentially.

The fact that our services are still needed after so many years and indeed more so, is indictment of the lack of funding to ensure that social housing is available for those on low income and to raise people from poverty. Our charity was born from the need to do more for our community to prevent homelessness. It has grown and expanded its services over the years evidencing the continuing need for charities such as ours to support our fellow citizens.

We are pleased to report that the organisation has stabilised considerably since our last report. Our financial management, controls and new systems are working well. We have an excellent team of well experienced and committed staff and managers led by a now well-established CEO.

We are indebted to several organisations who have supported us working in partnership including Charnwood Borough Council, John Storer House, North-West Leicestershire District Council, Hinckley & Rugby, Melton Mowbray and Market Harborough Building Societies and GTS Security Services.

The services we provide have never been more vital as families struggle to manage day to day living, debt, homelessness, and food poverty.

Applying for funding, raising funds and winning grant funding for our work is vital. Several individuals have made significant contributions to support the work that we do in the community. We have been fortunate to have been awarded funding by a number of funders including The National Lottery, Charnwood Borough Council, North West Leicester and Leicestershire District Councils, Masonic Charitable foundation, Ministry of Housing, Communities & Local Government through NWLDC, the Ministry of Justice (NACRO Contract supporting prison and ex-offenders), Henry Smith Foundation, Hinckley & Rugby Building Society, Market Harborough Building Society and Melton Building Society, Dukes Foundation, Swire Charitable Trust, St James Place and Garfield Weston.

Our Management Team and staff continue to work to deliver current services whilst also proactively seeking opportunities that will ensure that we remain strategically relevant to meet the changing needs of our communities and clients.

Growth can only be achieved by hard working and dedicated staff, and I again give them mine and The Board of Trustees heartfelt thanks for all the work that they, the Strategic Management Team and the CEO have done.

My thanks also go to our dedicated and hard-working Trustees who do so much more than just turning up at a bimonthly meeting, they get involved and help to support the organisation in so many ways. Particular thanks go to our Vice Chair David Sims who steadfastly has supported me in the Chair role. This year has felt particularly good as the organisation has stabilised in terms of financial management and the excellent team we now have in place delivering services.

Unfortunately, we have lost some of our very dedicated and hard-working Trustees! My special thanks go to Ashiedu Joel who has been a particular stalwart on the committee and Bhavnaben Patel who supported our fund-raising team raising our profile and generating much needed funds.

Organisation like ours, cannot achieve what we do without the help and support of our volunteers and the partner organisations, BNI Tigers, members of the business community, schools, Loughborough University including the Students Union and the public for their generous donations so lastly, I would like to thank them all for their help and continued support.

**Jay Webb, Chair of the Board of Trustees**





## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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#### Structure, Governance and Management

##### *Governing document*

The organisation is a charitable company limited by guarantee. The company was established under a Memorandum of Association, which sets out the objects and powers of the company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

##### *Recruitment and appointment of Trustees*

The Directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. The charity may, by ordinary resolution, appoint a person who is willing to act to be a Trustee. No person other than a Trustee retiring may be appointed a Trustee at any general meeting unless:

- he or she is recommended for re-election by the Trustees; or
- not less than fourteen nor more than thirty-five clear days before the date of the meeting, the charity is given a notice that:
  - (a) is signed by a member entitled to vote at the meeting.
  - (b) states the member's intention to propose the appointment of a person as a Trustee.
  - (c) contains the details that, if the person were to be appointed, the charity would have to file at Companies House; and
  - (d) is signed by the person who is to be proposed to show his or her willingness to be appointed.

All members who are entitled to receive notice of a general meeting must be given not less than seven nor more than twenty-eight clear days' notice of any resolution to be put to the meeting to appoint a Trustee other than a Trustee who is to retire by rotation.

- (a) the Trustees may appoint a person who is willing to act to be a Trustee.
- (b) a Trustee appointed by a resolution of the other Trustees must retire at the next annual general meeting and must not be taken into account in determining the Trustees who are to retire by rotation.
- (c) the Trustees may co-opt any individual who has appropriate specialist skills to support them in fulfilling the objectives of the charity.

The appointment of a Trustee, whether by the charity in general meeting or by the other Trustees, must not cause the number of Trustees to exceed any number fixed as the maximum number of Trustees.

The organisation recognises that recruitment of new Trustees by way of personal recommendation is flawed. When looking to recruit new Trustees, the organisation advertises externally and invites expressions of interest from individuals. Information packs are then dispatched to individuals along with an application form. Individuals who return a completed application are invited to an interview with the Chief Officer and an existing Trustee (usually the Chair). The organisation is keen to recruit individuals with specific areas of interest or expertise.

##### **Trustee Induction and Training**

The organisation provides all new Trustees with an information pack containing details of the rights and responsibilities of Charity Trustees – this includes information published by the Charity Commission. All new Trustees are invited to attend an induction evening facilitated by an experienced Trustee. Training is ongoing and based around Trustee Meetings with an emphasis on using the individual expertise of Trustees in specific areas of work.

##### **Risk Management**

The Trustees conduct their own review of the risks to which the charity is exposed and establish systems to mitigate those risks. These systems are periodically reviewed to ensure they still meet the needs of the charity both now and for the future. The organisation has developed a robust Risk Register which is reviewed by the Board of Trustees bi-annually.

## **THE BRIDGE (EAST MIDLANDS)**

### **REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025**

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#### **Organisational Structure**

The charity provides a number of services, early intervention and homelessness prevention services, including a Triage Service, Specialist Housing Advice and Tenancy Relations Service, Housing Related Support Services, the talk2sort Mediation Service, a Single Access Point for 16- & 17-year-olds, a Rough Sleeper Outreach and Supported Lettings Programme and Homeless Offenders accommodation advice service.

The charity has a central office providing Customer Services including Welfare Provision (Food and Fuel assistance) and financial and administrative support for the overall operation of the charity. The Trustees are responsible for developing overall policy, aided by the Chief Officer.

Volunteers are welcomed in all our work and are given training and support to enable them to work alongside our paid staff.

#### **Objectives and Activities**

The objectives, for which the charity was established, as defined by the Memorandum of Association on 29<sup>th</sup> February 2012 and amended on 23<sup>rd</sup> May 2018 are to promote charitable purposes only; more specifically for the relief and rehabilitation of homeless persons in need in the East Midlands and in particular by the provision of accommodation and associated facilities calculated to alleviate their need, to promote any other charitable purpose for the benefit of homeless persons and those at risk of homelessness in the East Midlands.

#### **Public Benefit**

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities. Public Benefit is demonstrated more specifically in the following Performance and Achievements sections which highlight specific client work from each of the services within the organisation.



## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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#### Service Aims and Outcomes

##### Young People's Services (Single Access Point (SAP), and talk<sup>2</sup>sort)

###### Aims (SAP):

- To prevent homelessness and reduce the use of B&B accommodation for 16/17-year-olds.
- To improve young people's life chances.
- To enable family members to plan future accommodation options and avert crises which often result in youth homelessness.
- To increase the young person and family members understanding of the reality of their personal and housing situation(s).

###### Aims (talk<sup>2</sup>sort):

- To prevent homelessness.
- To undertake one to one mediation sessions and facilitate meetings between young people and families where appropriate.
- To provide an opportunity for families to improve relationships, to build agreements and plan for the future.
- To raise awareness of mediation services, other local support services and homelessness issues in general.

##### Housing Support Services (Getting Help In Neighbourhoods & North West Leicestershire)

###### Aims (GHIN):

- Intended to improve mental health and wellbeing to people aged 19+ experiencing homelessness and/or living in poverty with a disadvantage.
- Delivered through 1:1 support and drop-in services.
- To prevent homelessness and promote independent living.

###### Performance:

- 139 clients supported in this period.
- 100% reported their emotional/ mental health had improved.
- 96% reported improved economic circumstances.

##### Street Homelessness and Offenders Services (Dynamic Framework and Rough Sleeper Initiative)

###### Aims (Dynamic Framework):

- To provide specialist housing advice to those who are homeless and have an offending history.
- To provide intensive support to those who are homeless to help them access accommodation.
- To support those who are homeless to address any barriers to accessing accommodation.

###### Performance:

- 1048 referrals to the service.
- 845 (81%) clients received assessment and advice within 10 days of receipt of referral
- 990 total clients provided with assessments and guidance over the year.

###### Aims (Rough Sleeper Initiative):

- To support those who are homeless with no accommodation options available to them outside of the pathway, into suitable accommodation.
- To provide outreach support to those who are rough sleeping.
- To support those who are homeless to address any barriers to accessing accommodation.
- To provide support to those who access accommodation to promote positive tenancy management.

## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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#### Performance:

- 1259 referrals received in the period.
- 321 separate individuals verified as rough sleeping
- 106 successfully assisted into accommodation
- 33% homelessness relieved.

#### **Housing Advice, Tenancy Relations Services**

##### Aims:

- To provide a free, independent and holistic Housing Advice service to all residents in the Borough of Charnwood and across the county
- To provide an emergency advice and assistance service to those in housing crisis.
- To prevent homelessness through partnership working and tenancy relations work with both private and social landlord.
- To provide a free, independent telephone advice service.

##### Performance:

- 929 referrals during the period.
- 71% improved housing conditions.
- 100% increased knowledge of their housing options.
- 100% emotional/mental health improved.

#### **Triage**

##### Aims:

- To provide a drop-in/telephone service to those who are homeless or at risk of homelessness.
- To provide an effective and efficient housing triage service to ensure people have access to the right service for their needs.
- To deliver a welfare service, providing food parcels, fuel vouchers, starter packs and access to the telephone and/or computer.
- To support the organisation's services in an administrative capacity.

##### Performance:

- 3092 referrals received within the period.
- 611 applications made to the household Support Fund.
- 100% stated their financial circumstances had improved.
- 406 households supported with food parcels and fuel vouchers worth £11,482.05.



## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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#### Organisational Achievements

Our Vision is... "Resilient, compassionate communities where individuals thrive in safe and secure homes".

The Bridge (East Midlands) has a 4-year organisational strategy (2024-2028). This strategy serves as the framework for all that we achieve. During the 2024 - 2025 financial year, the Senior Management Team at the Bridge has reviewed our strategy to ensure that as an organisation we remain relevant, agile and responsive to current issues, such as the impact of the pandemic and the rising cost of living.

The strategy aligns with The Bridge (East Midlands) vision, mission and core values and is focused upon the future sustainability of services that provide advice and support for preventing and overcoming homelessness, as well as securing and maintaining tenancies, promoting personal wellbeing and providing a number of projects specifically for young people.

At The Bridge (East Midlands), we are proud of the difference we make, with 94% of respondents who have accessed support from The Bridge stating that their emotional and mental health has improved. 94% of people also stated that they felt more independent after the support they received and 100% said that they are more able to make their own choices and to solve their own problems. Overall, 100% of people who responded to the exit survey fed back that they were happy with the service they had received.

We have a skilled and committed team who are dedicated to shaping and providing a number of vital services that are responsive to the needs of the local community. The local community have supported service provision by fundraising and campaigning throughout the year. During challenging times, we have also looked towards innovative income generation solutions and long-term business/corporate partnerships for the benefit of the community. Working in partnership with key agencies within our locality is another key component to providing the best services that we can, and we have continued to develop existing partnerships and to initiate new ones. We adopt a strengths-based approach and have continued to develop targeted solutions for continual improvement.

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| • Homelessness Prevented 85%          | • Accessed Employment 25%             |
| • Improved Housing 79.9%              | • Accessed Training/Education 80%     |
| • Improved Finances 100%              | • Improved Independence 88%           |
| • Improved Mental Health 87%          | • Reduced Substance Misuse 8%         |
| • Improved Physical health 87%        | • Reduced Crime/ASB 75%               |
| • Feeling Less Isolated 91%           | • Improved confidence/Self-Esteem 85% |
| • Improved Relationships 84%          | • Improved Communication Skills 81%   |
| • Involved in the Wider Community 90% | • More Able to Make Own Choices 97%   |

#### Plans for Future Periods

The Bridge's vision of "resilient, compassionate communities, where individuals thrive in safe and secure homes" has provided the foundations for the development of the charity's Four-Year Strategy for the period 2024-2025. The strategic objectives outlined within the strategy support and guide the organisation with its direction. In January 2024, the Strategic Management Team reviewed the Strategic Objectives, and they are now as follows:

#### Strategic Objectives

Prevent homelessness where possible.

- Provide advice, support, mediation and signposting to those at risk throughout Leicester, Leicestershire & Rutland.
- Work with the justice system to support those leaving prison.
- Provide continued long-term support to prevent future homelessness.
- Work with local authorities and partner agencies for the benefit of reducing homelessness.
- Increase awareness throughout the county of the current homelessness situation showcasing awareness and causes of homelessness.
- Create and promote public awareness of the support available.
- Campaign and advocate for homelessness throughout Leicester, Leicestershire and Rutland..

## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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Provide support to those who have become homeless.

- a. Provide a welcoming, kind, and supportive approach.
- b. Listen to those who have become homeless, support them by signposting to relevant health and mental health care offers, support them to get into temporary accommodation.
- c. Work with partner agencies to provide emergency accommodation.
- d. Care for and invest in staff to provide a high-quality supportive service.

Ensure the future stability and sustainability of the charity.

- a. Build a robust business plan focused around the strategy.
- b. Work with and build good relationships with local authorities, trusts and funding agencies for grants, contracts and improved communications.
- c. Increase awareness and engagement within the local community of the work we do.
- d. Build relationships with corporate organisations local businesses and Professional individuals to increase resources.
- e. Strengthen our recruitment, development and retention program.
- f. Develop a volunteers recruitment strategy to build a volunteer team.
- g. Reviewing our technology to make best use of new developments.
- h. Develop plans to purchase/lease premises and offer our own accommodation solution.
- i. Create a strategy to look at new avenues of income generation.

Develop, support, and invest in our staff and volunteers.

- a. Value and recognise the dedication of our staff and volunteers.
- b. Provide good communication and engagement with the team.
- c. Provide a comprehensive training program to ensure the skills set within the organisation are enhanced.
- d. Invest in care and protection for those who work with us.
- e. Aspire to attain relevant agreed quality standards.
- f. Have a flexible, well-trained and compassionate workforce.

#### Financial Review

The results for the year showed an 11% increase on last year in total incoming resources. Total resources expended in the year showed an increase of 10% on last year, resulting in a net surplus for the year of £19,934 (2024 – surplus of £6,794).

#### Investment Policy

Under the Memorandum and Articles of Association, the charity has the power to make any investment which the Trustees see fit.

#### Reserves Policy

The charity has set itself a policy of maintaining unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately six months expenditure. This policy is designed to provide the charity with sufficient funds to sustain its operations in the event of any changes to its funding streams and is aligned to Charity Commission recommended good practice. The target level of free reserves based on current activities is approximately £542,489. As at 31 March 2025 the actual level of free reserves, excluding restricted funds, was £211,945. The charity continues to work on adding to these reserves and continues to keep the policy under review.



## THE BRIDGE (EAST MIDLANDS)

### REPORT OF THE BOARD OF TRUSTEES INCLUDING THE DIRECTORS REPORT (CONT.) FOR THE YEAR ENDED 31 MARCH 2025

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The Trustees (who are also Directors of The Bridge (East Midlands) for the purposes of company law) are responsible for preparing the Report of the Board of Trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. 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.
- make judgments and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statement on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Board of Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Trustees who served during the year and up to the date of this report are set out on page 2.

In accordance with company law, the company's Directors certify that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all the steps that ought to have been taken in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Signed on behalf of the Trustees:

Jay Webb  
Chair



10<sup>th</sup> September 2025



## THE BRIDGE (EAST MIDLANDS)

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE BRIDGE (EAST MIDLANDS)

#### Opinion

We have audited the financial statements of The Bridge (East Midlands) (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including 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 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### 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 contained within the Annual Report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

## THE BRIDGE (EAST MIDLANDS)

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE BRIDGE (EAST MIDLANDS) (CONTINUED)

#### 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 Report of the Trustees, which includes the Directors Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees, which includes the Directors Report, has been prepared in accordance with applicable legal requirements.

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

In the light of 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 Report of the Trustees.

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 and proper 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 exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

#### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant which were directly relevant to specific assertions in the financial statements were Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland, the Companies Act 2006 and the Charities Act 2011.



## THE BRIDGE (EAST MIDLANDS)

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE BRIDGE (EAST MIDLANDS) (CONTINUED)

- We enquired of management, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud and reviewed the control environment in place to enable management to prevent or detect fraud. We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur;
- We evaluated the assumptions and judgements used by management within significant accounting estimates and assessing if these indicate evidence of management bias; Our testing included review of journal entries on a sample basis
- We tested significant transactions, in particular the evaluation of the business rationale for any which appear unusual or outside the charitable company's normal course of business;
- We reviewed the financial statements and tested the disclosures against supporting documentation;

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

#### 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 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Meirion Thomas (Senior Statutory Auditor)  
John F Mould & Co.  
Chartered Accountants and Registered Auditors  
19 & 20 Baxter Gate  
Loughborough  
Leics. LE11 1TG

10<sup>th</sup> September 2025



# THE BRIDGE (EAST MIDLANDS)

## STATEMENT OF FINANCIAL ACTIVITIES (SoFA) (INCLUDING INCOME AND EXPENDITURE ACCOUNT) YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 £	Unrestricted Funds £	Restricted Funds £	2024 £
<b>Income from:</b>							
Donations - personal and corporate		64,994	-	64,994	69,609	-	69,609
Investments – interest receivable		8,173	-	8,173	7,023	-	7,023
Charitable activities							
Government and other grants and funding	9.	483,729	550,081	1,033,810	427,628	490,429	918,057
<b>Total Income</b>		<b>556,896</b>	<b>550,081</b>	<b>1,106,977</b>	<b>504,260</b>	<b>490,429</b>	<b>994,689</b>
<b>Expenditure on:</b>							
Costs of generating funds		62,212	-	62,212	99,932	-	99,932
Charitable activities		499,367	525,464	1,024,831	381,087	506,876	887,963
<b>Total expenditure</b>	3.	<b>561,579</b>	<b>525,464</b>	<b>1,087,043</b>	<b>481,019</b>	<b>506,876</b>	<b>987,895</b>
<b>Net income/(expenditure) before transfers</b>		<b>(4,683)</b>	<b>24,617</b>	<b>19,934</b>	<b>23,241</b>	<b>(16,447)</b>	<b>6,794</b>
<b>Transfer between funds</b>	9.	<b>474</b>	<b>(474)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net income/(expenditure) for the year and net movement in funds		(4,209)	24,143	19,934	23,241	(16,447)	6,794
<b>Reconciliation of funds</b>							
Fund balances at 1 April 2024		216,154	945	217,099	192,913	17,392	210,305
<b>Fund balances at 31 March 2025</b>		<b>211,945</b>	<b>25,088</b>	<b>237,033</b>	<b>216,154</b>	<b>945</b>	<b>217,099</b>

All income and expenditure derives from continuing activities.  
The notes on pages 17 to 25 form part of the financial statements

# THE BRIDGE (EAST MIDLANDS)

## BALANCE SHEET AS AT 31 MARCH 2025

	notes	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	6.	2,220	1,115
<b>Current assets</b>	7.	78,084	64,093
Debtors			
Cash at bank and in hand		333,173	321,629
<b>Creditors</b>		411,257	385,722
Amounts falling due within one year	8.	(176,444)	(169,738)
<b>Net current assets</b>		234,813	215,984
<b>Net assets</b>		237,033	217,099
<b>Funds</b>		211,945	216,154
Unrestricted funds	9.	25,088	471
Restricted - Income	9.	-	474
Permanent endowment			
<b>Total funds</b>		237,033	217,099

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

Approved by the Board of Trustees on 10<sup>th</sup> September 2025 and signed on its behalf by:

J Webb  
Chair



**THE BRIDGE (EAST MIDLANDS)**

**STATEMENT OF CASHFLOWS  
YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
<b>Cash flow from operating activities</b>		
Net income for the year per SOFA	19,934	6,794
Depreciation of tangible fixed assets	851	5,982
Movements in working capital		
; increase in debtors	(13,991)	(4,745)
; increase/(decrease) in creditors	6,706	(37,708)
Investment income	(8,173)	(7,023)
	<u>5,327</u>	<u>(36,700)</u>
<b>Net cash flow from operating activities</b>		
<b>Cash flow from investing activities</b>		
Purchase of office equipment	(1,956)	(776)
Investment income received	8,173	7,023
	<u>6,217</u>	<u>6,247</u>
<b>Net cash flow from investing activities</b>		
<b>Net increase/(decrease) in cash and cash equivalents</b>	11,544	(30,453)
Cash and cash equivalents at 1 April 2024	<u>321,629</u>	<u>352,082</u>
Cash and cash equivalents at 31 March 2025	<u><u>333,173</u></u>	<u><u>321,629</u></u>
<b>Cash and cash equivalents consists of:</b>		
Cash at bank and in hand	<u>333,173</u>	<u>321,629</u>
<b>Cash and cash equivalents at 31 March 2025</b>	<u><u>333,173</u></u>	<u><u>321,629</u></u>



## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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#### 1. Accounting policies

The principal accounting policies are summarised below.

##### (a) Basis of accounting

The Bridge (East Midlands) is a private company limited by guarantee registered in England and Wales (registration number 03114996) and registered charity regulated by the Charity Commission (registered number 1050596) with a registered address at John Storer House, Ward's End, Loughborough, Leicestershire, LE11 3HA.

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

##### (b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the Board of Trustees for particular purposes.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor.

##### (c) Recognition of income

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations and grants and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant. Legacies are recognised where there is an entitlement, certainty of receipt and the amount can be measured with sufficient reliability.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.
- The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.

## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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#### 1. Accounting policies (continued)

##### (d) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes VAT, which cannot be recovered, and is reported as part of the expenditure to which it relates:

- Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of fundraising purposes.
- Charitable activities expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis to reflect the use of the resource. Costs relating to a particular activity are allocated directly. The resources expended in the operation of the Charity's central services system and central office which cannot be directly allocated are apportioned between the expenditure categories on the basis of the estimated amount of staff time involved in each activity.

##### (e) Tangible fixed assets and depreciation

Depreciation is provided at rates calculated to write off the cost, less the estimated residual value, of each asset over its expected useful life, at varying rates:

	%	
Fixtures and equipment	20.00	Straight line
Computer equipment	33.33	Straight line

All items of equipment that are not consumable in nature are capitalised.  
Donated assets are brought in at their second hand value at the date of receipt.

##### (f) Pensions

The charity participates in a defined contribution pension scheme for the benefit of the employees, the regular costs of which are expended in the Statement of Financial Activities as and when incurred.

##### (g) Leases

All leases are regarded as operating leases and payments made under them are expended in the Statement of Financial Activities over the term of the lease.

##### (h) Employee Benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the discounted amount expected to be paid in exchange for that service.

## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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- (i) **Debtors and creditors receivable/payable within one year**  
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.
- (j) **Cash at bank and in hand**  
Cash at bank and in hand includes cash in hand and cash on deposit.
- (k) **Taxation**  
The Company is a registered charity and thus is exempt from taxation on its income and capital gains.
- (l) **Judgements and key sources of estimation uncertainty**  
The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of the assets and liabilities within the next financial year are addressed below.
  - i) **Deferred and accrued income:**  
Income is deferred or accrued as considered to be appropriate in accordance with the guidance in Charities SORP 2019..
- (m) **Going concern**  
The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

## 2. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.



## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

3. Total resources expended (including VAT)	2025 £	2024 £
Salaries and related costs – see note 4	906,826	780,036
Rent and room hire	20,833	17,792
Telephone and internet	17,311	15,638
Travel and staff expenses	28,565	-
Staff training	7,541	34,256
Recruitment	938	4,950
Insurance	17,356	13,909
Subscriptions	8,213	10,341
Marketing, publicity and fundraising	20,534	15,091
Printing, and stationery	1,827	2,300
Repairs	1,256	2,204
Professional fees and services, including interpreters	16,692	37,575
Business support costs	11,908	1,465
Audit	6,000	14,820
Client welfare	18,976	4,515
Bank charges	183	-
Bad debt recovered	-	(154)
Depreciation	851	5,979
Contra expenditure	1,233	27,178
	<u>1,087,043</u>	<u>987,895</u>

#### Support costs and activities

	Administration and triage £	Advisory and advocacy £	Total 2025 £
Salaries and related costs	178,579	728,247	906,826
Rent and room hire	5,424	15,409	20,833
Telephone and internet	4,872	12,439	17,311
Travel and staff expenses	1,905	26,660	28,565
Staff training	431	7,110	7,541
Recruitment	103	835	938
Insurance	4,851	12,505	17,356
Subscriptions	2,513	5,700	8,213
Marketing, publicity and fundraising	8,597	11,937	20,534
Printing, and stationery	723	1,104	1,827
Repairs	359	897	1,256
Professional fees and services, including interpreters	3,756	12,936	16,692
Business support costs	1,911	9,997	11,908
Audit	1,649	4,351	6,000
Client welfare	13,654	5,322	18,976
Bank charges	44	139	183
Depreciation	851	-	851
Contra expenditure	185	1,048	1,233
	<u>230,407</u>	<u>856,636</u>	<u>1,087,043</u>

# THE BRIDGE (EAST MIDLANDS)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

	Administration and triage	Advisory and advocacy	Total 2024
	£	£	£
<b>Support costs and activities continued</b>			
Salaries	143,168	636,868	780,036
Rent and room hire	4,331	13,461	17,792
Telephone and internet	4,301	11,337	15,638
Staff training	3,139	31,117	34,256
Recruitment	884	4,066	4,950
Insurance	3,947	9,962	13,909
Subscriptions	2,466	7,875	10,341
Marketing, publicity and fundraising	4,380	10,711	15,091
Printing, and stationery	578	1,722	2,300
Repairs	1,832	372	2,204
Professional fees and services, including interpreters	9,135	28,440	37,575
Business support costs	305	1,160	1,465
Audit	4,048	10,772	14,820
Client welfare	533	3,982	4,515
Depreciation	1,697	4,282	5,979
Contra expenditure	27,178		27,178
Bad debt recovered	( 154)		( 154)
	<u>211,768</u>	<u>776,127</u>	<u>987,895</u>

### Support and governance

The charity identifies the indirect costs of the support functions to the Advisory and advocacy activities as shown above. The basis used for allocation of costs is explained in note 1(d).

	2025	2024
	£	£
Within the above, the costs attributable to governance were		
Staff salaries and related costs	18,381	17,500
Audit costs	4,800	10,800
	<u>23,181</u>	<u>28,300</u>

### 4. Staff costs and numbers

Salaries	810,682	684,922
Social security costs - employers NIC	54,897	44,381
Employer pension costs	41,247	34,833
Agency staff costs	-	15,900
	<u>906,826</u>	<u>780,036</u>

The average number of employees during the year was as follows

Fundraising	1	1
Charitable activities	34	31
	<u>35</u>	<u>32</u>

## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

#### 4. Staff costs and numbers continued

The company operates a defined contribution pension scheme for its employees. The scheme and its assets are administered and held by independent managers. The pension charge in the accounts of £41,247 (2024 - £34,833) represents contributions due from the company. Unpaid contributions at the balance sheet date were £4,633 (2024- £4,136).

No trustee received remuneration or was in receipt of reimbursed out of pocket expenses in this year or the preceding year.

No employee received emoluments of more than £60,000.

The Chief Officer was considered to be a key employee along with the Head of Programmes & Services and the Finance Manager. Their remuneration and benefits for the year totalled £142,011 (2024 - £116,578).

	2025	2024
	£	£
<b>5. Auditors remuneration</b>		
Audit	4,800	11,220
Other services	1,200	3,600
	<u>6,000</u>	<u>14,820</u>

#### 6. Tangible fixed assets

	Computer equipment £	Fixtures & equipment £	Total £
<b>Cost</b>			
At 1 April 2024	16,448	53,469	69,917
Additions	1,396	560	1,956
Cost of disposals	(6,188)	(51,517)	(57,705)
<b>At 31 March 2025</b>	<u>11,656</u>	<u>2,512</u>	<u>14,168</u>
<b>Accumulated depreciation</b>			
At 1 April 2024	15,753	53,049	68,802
Charge for year	569	282	851
Relating to disposals	(6,188)	(51,517)	(57,705)
<b>At 31 March 2025</b>	<u>10,134</u>	<u>1,814</u>	<u>11,948</u>
<b>Net book values</b>			
At 31 March 2025	<u>1,522</u>	<u>698</u>	<u>2,220</u>
At 31 March 2024	<u>695</u>	<u>420</u>	<u>1,115</u>



# THE BRIDGE (EAST MIDLANDS)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. Debtors		2025 £	2024 £		
Trade Debtors		25,620	28,313		
Prepayments and other debtors		52,464	35,780		
		<u>78,084</u>	<u>64,093</u>		
8. Creditors (amounts falling due within one year)					
Trade creditors		6,117	8,054		
Other taxes and social security		13,563	14,587		
Accruals and deferred income		152,131	142,961		
Other Creditors – pension contributions		4,633	4,136		
		<u>176,444</u>	<u>169,738</u>		
9. Restricted funds					
31 March 2025	At 01/04/2024 £	Incoming resources £	Resources expended £	Transfers £	At 31/03/2025 £
Leicester Charity Link	278	521	452		347
Buttle Trust	192				192
Loughborough Welfare Trust	1				1
Heinz Anna		419	419		
St Martin in the Field		250	250		
LCC hotel		201	185		16
Henry Smith charity		47,500	47,500		
NWLDC rough sleeper initiative		272,344	272,344		
LCC food and fuel poverty		12,380	12,166		214
Masonic Charitable Foundation		29,292	29,210		82
National Lottery - triage		105,466	104,767		699
Getting help in the Neighbourhoods		25,226	25,226		
NWLDC household support fund		1,500	1,381	119	
Pukka pies		3,000	1,473		1,527
Dukes Foundation		10,000	9,990		10
National Lottery Awards for All		19,982	19,982		
Next plc		12,000			12,000
St James Place		10,000			10,000
	<u>471</u>	<u>550,081</u>	<u>525,345</u>	<u>119</u>	<u>25,088</u>

The main restricted funds are for the following purposes;

Henry Smith Charity – funding for salary for head of programmes and services

NWLDC RSI - funding for 5 outreach and 3 supported lettings workers

# THE BRIDGE (EAST MIDLANDS)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 9. Restricted funds (continued)

The main restricted funds are for the following purposes (continued)

Masonic Charitable Foundation - funding for a mediation worker and other non staffing costs

National Lottery - Triage – funding triage team and setting up hubs

Getting Help in Neighbourhoods – funding to boost help in local communities –

Dukes Foundation – funding for a mediation worker

National Lottery Awards for All – funding for a tenancy relations officer

Next plc – Drop-In community hubs

St James Place – 'talk2sort' mediation services

Restricted fund balances represent cash at bank held within the Charity's cash resources. These balances will be spent during 2025/26.

Restricted funds 31 March 2024	At 01/04/2023 £	Incoming resources £	Resources expended £	Transfers £	At 31/03/2024 £
Children in Need Fund	1,218		1,218		
Vicars Relief Fund	43	500	543		
Glasspool		50	50		
Leicester Charity Link	241	37			278
Buttle Trust	192				192
Henry Smith Charity	380	46,300	46,680		
Aston on Trent WI (Food Vouchers)		11	11		
TNL grant - Triage	12,452	101,334	113,786		
Getting Help in Neighbourhoods		23,696	23,696		
NWLDC-RSI		268,986	268,986		
Mountsorrel United Charities	2,391	7,179	9,570		
Loughborough Welfare Trust	1				1
Other food poverty donations		1,220	1,220		
Food Poverty Contain funding		14	14		
CBC Food Poverty		26,000	26,000		
Masonic Charitable		14,802	14,802		
Creative 62		300	300		
	16,918	490,429	506,876		471

### Restricted funds – permanent endowment

This fund represented the assets donated by Charnwood Shelter Project to The Bridge (East Midlands). There has been no movement on this fund during 2024 or 2025 and in view of the triviality it has been released to unrestricted funds.

## THE BRIDGE (EAST MIDLANDS)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

#### 10. Operating lease commitments

The charity had the following commitments under non-cancellable operating leases as set out below:

	Land and Buildings		Other Operating Leases	
	2025	2024	2025	2024
	£	£	£	£
Operating leases which expire:				
Within one year	5,700	5,200	—	177
	<u>5,700</u>	<u>5,200</u>	<u>—</u>	<u>177</u>

#### 11. Related Party Transactions

Trustee Jeanette Webb is also managing director of Jay Webb Consultancy Services Limited. During the Year Jay Webb Consultancy Limited supplied the BreatheHR software to the charity at cost price.

#### 12. Deferred income

Deferred income comprises grants subject to terms or performance related conditions which must be met before there is unconditional entitlement to recognise the income. The balances carried forward to be recognised in 2025/26 amounted to £132,341 (2024 - £128,435).