

THE BRIDGE RENEWAL TRUST

England & Wales · Charity number 1131941

Details

Status	Registered
Legal form	Charitable company
Company number	06949568
Registered	2009-09-30
Register	View on the Charity Commission register

Contact

Address	Laurels Healthy Living Centre 256 St. Ann's Road London N15 5AZ
Phone	02084427640
Email	admin@bridgerenewaltrust.org.uk
Website	www.bridgerenewaltrust.org.uk

Activities

Objects: 3.1.1 TO PROMOTE AND PROTECT THE PHYSICAL AND MENTAL HEALTH OF RESIDENTS IN AND AROUND THE SEVEN SISTERS AREA OF SOUTH TOTTENHAM, LONDON ("THE AREA OF BENEFIT"); AND 3.1.2 THE RELIEF OF UNEMPLOYMENT FOR THE BENEFIT OF RESIDENTS IN THE AREA OF BENEFIT THROUGH A RANGE OF INTERVENTIONS INCLUDING TRAINING AND ASSISTANCE TO FIND EMPLOYMENT WHETHER AS AN EMPLOYEE OR ON A SELF EMPLOYED BASIS; AND 3.1.3 TO RELIEVE AND PREVENT POVERTY AMONGST PEOPLE LIVING WITHIN THE AREA OF BENEFIT; AND 3.1.4 TO FURTHER OR BENEFIT THE RESIDENTS OF THE AREA OF BENEFIT AND THE SURROUNDING NEIGHBOURHOOD, WITHOUT DISTINCTION OF SEX, SEXUAL ORIENTATION, RACE OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS BY ASSOCIATING TOGETHER THE SAID RESIDENTS AND LOCAL AUTHORITIES, VOLUNTARY AND OTHER ORGANISATIONS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES AND SERVICES IN THE INTEREST OF SOCIAL WELFARE FOR THE OBJECTIVE OF IMPROVING THE CONDITIONS OF LIFE FOR THE RESIDENTS

Activities: The Bridge Renewal Trust delivers practical ways that people can live healthier, long and fulfilling lives thus playing our part in reducing health inequalities and building healthier, safer and stronger communities in Haringey. We work to empower our diverse communities and promote mental health and wellbeing, community safety, local giving and a stronger voluntary sector.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** THE SEVEN SISTERS AREA OF SOUTH TOTTENHAM
- Haringey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,316,599	£3,329,651	£4,128,502	54
2024-03-31	£3,331,897	£3,248,815	£4,049,896	57
2023-03-31	£2,899,904	£2,732,100	£4,028,593	52
2022-03-31	£2,863,405	£2,487,968	£3,868,140	38
2021-03-31	£2,253,761	£2,106,114	£3,495,987	39

Trustees

Name	Role	Appointed
Michele Eastmond	Chair	2018-10-30
CLARE RACHEL HUGHES		
Glyn Clark		2022-04-19
Joe Baker		2019-07-16
LORNE HORSFORD		
PAUL BIRTILL		2012-07-19
Yvonne Denny		

Accounts



CHARITY NUMBER:
COMPANY NUMBER:

1131941
06949568

**THE BRIDGE RENEWAL TRUST
TRUSTEES' REPORT AND AUDITED ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2025**

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2025

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THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2025

LEGAL AND ADMINISTRATIVE INFORMATION

For the year ended 31 March 2025

TRUSTEES

Rachel Hughes	Chair (Appointed 12th March 2011)
Michele Eastmond	Vice Chair (Appointed (30th October 2018)
Paul Birtill	Treasurer (Appointed 19th July 2012)
Yvonne Denny	(Appointed 12th March 2011)
Lorne Horsford	(Appointed 12th March 2011)
Natasha Afflick	(Appointed 30th October 2018)
Joe Baker	(Appointed 16th July 2019)
Lucia das Neves	(Resigned 31st January 2023)
Glyn Clark	(Appointed 19th April 2022)
Mary Mason	(Appointed 18th April 2023)

CHIEF EXECUTIVE AND COMPANY SECRETARY

Geoffrey Ocen

CHARITY NUMBER 1131941

DATE OF REGISTRATION 30 September 2009

COMPANY NUMBER 06949568

DATE OF INCORPORATION 1 July 2009

REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS

Laurels Healthy Living Centre
256 St Ann's Road
South Tottenham
London N15 5AZ

AUDITORS

Price Bailey LLP
3rd Floor,
24 Old Bond Street, Mayfair,
London W1S 4AP.

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2025

BANKERS

Unity Trust Bank
PO Box 7193
Planetary Rod
Willenhall
WV19DG

Barclays Bank PLC
P. O. Box 299
Birmingham
B1 3PF

EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS

NatWest Mentor
The Royal Bank of Scotland plc.
36 St Andrew Square
Edinburgh EH2 2YB

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2025

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report 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 October 2019).

OUR AIMS AND OBJECTIVES

Our aims

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

Our Objectives

- Objective 1: People are healthier and live independent active and fulfilling lives
- Objective 2: People make healthier life choices
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission's general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

Our Values

At the heart of what we do is the way that we work with people. Our starting point for identifying the priorities for what we should do are underpinned by how we want to work.

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

Our Approach

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects as detailed under achievements and performance in this report.

The Charity produced a fourth Business Plan in February 2023 which is intended to steer our strategic, financial, and operational planning activities over the next 5 years.

ACHIEVEMENTS AND PERFORMANCE

How our activities deliver public benefit

During 2024-25, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by Trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

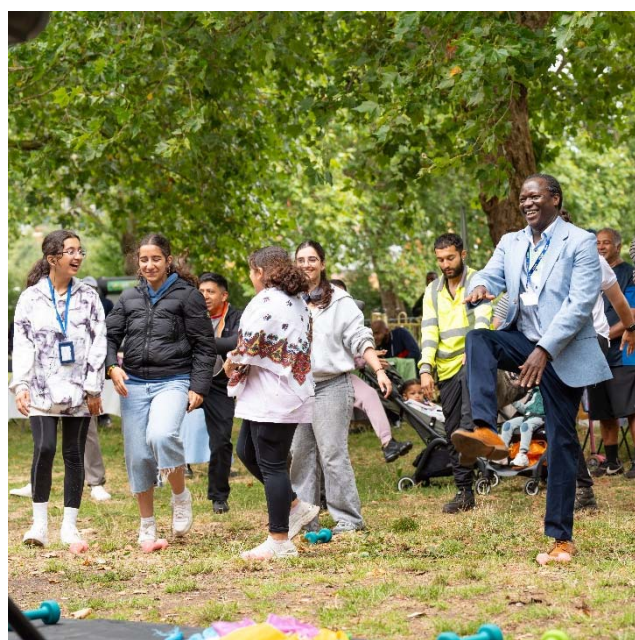
- Community facilities.
- Healthier and stronger communities including whole health services, home from hospital, Tottenham Talking, Haringey Wellbeing Network, care navigation and social prescribing, and NHS Health Inequalities projects.
- Safer and stronger communities including safer neighbourhood board, homecooked and youth echo projects.
- Haringey Giving.

Community Facilities

The Bridge Renewal Trust's Facilities Team continues to serve as the operational foundation for our key programmes. These include:

• Management of support services for telephones, mobile phones, reprographics, IT support, and network management • Resource management, including audio visuals, PA, sound equipment. • Event management e.g. Bridge Summer Fest • Management of support services for waste management, cleaning, pest control, and supplies • Building infrastructure management, repairs and maintenance, including lifts	• Building management for community facilities: Bridge Community Hut, Chestnuts Community Centre and parts of the Laurels Healthy Living Centre • Management of the Bridge Complementary Health Clinic • Bereavement Support Group management • Room bookings: activity space hire, office space hire • Fire safety, Fire Wardens, First Aiders and Health and Safety
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The Chestnuts Community Centre also serves as the base for several key community projects:



St Anns Food Hub: which continues to distribute fresh fruit and vegetables on a weekly basis to those who struggle to afford healthy food.

SEND Power A forum for parents and carers of children/young people with Special Educational Needs and/or Disabilities (SEND). SEND Power have been in Chestnuts since 2021.

Sewn Together: Home to the 4U2 News magazine and a crafting programme designed to equip women with the skills, support, and confidence they need to re-enter the workforce. It also hosts the Go Green Eco Urban Festival, Haringey's leading sustainability event.

Tottenham Community Choir: An inclusive choir established in 2009 that pioneers singing without sheet music.

- **Moving Waves Dance Academy:** Children's Dance and Drama classes running 6 days per week for ages 3-17.

"My 7 year old daughter has been attending ballet lessons since she was 4, and from the start has loved going. The classes have always been fun and engaging. I can see she has progressed really well and looks forward to going each week"

Dance Academy Parent



This past year, Chestnuts Community Centre has remained a thriving focal point for the community, bringing together over 39 diverse groups, hosting signature events such as the Bridge Summer Fest, and welcoming 15,380 visitors representing a rich mix of ages, cultures, and backgrounds.

In 2025-26, we will review the sustainability of the Chestnuts Community to inform a longer term strategy.

Healthier and stronger communities

Our Healthier and Stronger Communities programme focuses on tackling health inequalities by helping residents build greater resilience. In 2024–25, we provided vital information, practical support, and capacity-building opportunities through a broad suite of initiatives, including Whole Health services, Home from Hospital, Tottenham Talking, Care Navigation and Social Prescribing, and a range of health equity projects. Together, these services worked to equip local people with the tools and confidence to improve their health outcomes, cope with the ongoing cost-of-living pressures and strengthen individual and community wellbeing.

Communications and Business Development: In September 2024, we took the strategic decision to appoint a Communications and Business Development Manager lead on our communications, impact measurement, marketing, and fundraising functions. This new role is designed to enable us to strengthen organisational visibility, improve impact monitoring and reporting, and support income diversification in line with our strategic objectives.

We have consequently made positive progress to enhance the organisation's profile, communications, and income generation capacity. A draft Communications and Business Development Strategy is being developed, which aims to align messaging, engagement, and fundraising across our organisational priorities. At an operational level, we have redeveloped our website content and launched a new monthly email newsletter that aims to inform and convey the breadth of our service delivery to stakeholders.

In 2025-26, we will build on new internal work started and further strengthen our impact measurement and business development processes across the organisation, developing a comprehensive prospect list of funders aligned with our strategic priorities, and establishing an active fundraising pipeline. These developments will strengthen our capacity to communicate impact, attract external funding, and ensure the long-term sustainability of our programmes.

Care Navigation Team: Working with NHS partners, including the Haringey GP Federation, Primary Care Networks, and Whittington Health, we employed a cohort of five Social Prescribers and Care Navigators who continued to provide tailored outreach and support to Haringey residents living with diabetes, frailty, obesity, and cardiovascular conditions.

Through this work, residents were enabled to access appropriate care, information, and community resources - ensuring they received the right support, in the right place, and at the right time. The team facilitates connections to a broad range of statutory, social and well-being initiatives, encompassing physical activity programmes, arts and cultural engagement, financial and practical advice, as well as voluntary sector support. This holistic approach - often part of a multi-agency

team - is aimed at improving health and wellbeing outcomes and takes a holistic view to tackling health issues.

In October 2024, we recruited a Community Support Worker, whose function is to outreach and promote health awareness in African and Caribbean communities around Cardiovascular (CVD) and lung diseases (chronic obstructive pulmonary disease - COPD) and chronic kidney disease (CKD). We will continue to support the Care Navigation team and the wider strategic relationships they're founded on, embedding positive behavioural change and advancing collaborative, cross-sector approaches to enhance population health and reduce health inequalities.

In 2025-26, we will work with NHS partners to align our care navigation and social prescribing services with the emerging NHS Neighbourhood health agenda aimed at bring services nearer to where people live.

Healthy Hearts: This 12-month project, commissioned by Haringey Public Health, is delivered using a "Resident Provider" model, working alongside existing healthcare service providers to leverage social capital to tackle lifestyle improvements within communities identified to be at risk of cardiovascular disease (CVD). The project continues to perform well and will engage independent evaluators as part of its final reporting in July 2025.



ABC Parents: Working in partnership with North Middlesex University Hospital and with our programme partner, Every Parent and Child (EPC), the ABC Parents programme offers free workshops, training, and peer support to educate parents and carers to help them deal with emergencies and childhood injuries and illnesses, thereby reducing anxiety-related and avoidable A&E visits, whilst supporting post-natal fitness and breastfeeding. This year, the programme has delivered workshops and training sessions, reaching over 1100 parents and carers of children and diverse communities, and offering sessions in community languages. Parent support champions have conducted 164 breastfeeding drop-in sessions and 30 support sessions for mothers on maternity/NICU wards. In 2025-26, we will work with partners to develop targeted workshops for different demographic groups – such as Albanian, Turkish & Cypriot.



Co-Production Theme: Our Co-Production project aims to tackle health inequalities locally by supporting both community organisations and health service providers to co-produce the design and development of key services across several community-identified priority themes. This year, we delivered 23 collaborative sessions that engaged 346 participants, thereby deepening community partnerships with seven key services. Engagement in sessions is very positive, for example, 100% of participants attending a session delivered by Haringey Basketball For All and the GP Federation's Long-Term Conditions Service found it '*Extremely Useful*' and felt '*Very Supported*'. Other collaborations between community leaders and services have shown similar levels of participant development and engagement. In 2025-26, we will work with NHS Partners to align the project activities with the NHS Neighbourhood Health Plan.

Volunteering 4 Health: This programme is a partnership between the Bridge Renewal Trust and the Volunteer Centres of five neighbouring boroughs that make up the North Central London Integrated Care Board (ICB): Haringey, Camden, Islington, Enfield, and Barnet. The overarching aim of the programme is to increase the level and diversity of volunteering in NHS settings over three years, from 2024 to 2027. Additional outcomes include embedding volunteering in priority ICB workstreams; meeting the needs of NHS Charities Volunteer Programmes; sharing innovative volunteering approaches via established networks; increasing the involvement of volunteers in decision-making; and developing pathways from volunteering into work. In 2025-26, we will continue the activities to strengthen volunteering in the NHS by providing more opportunities for residents.

Mental Wellbeing Project: The mental wellbeing project continues to deliver community-led wellbeing activities to support those traditionally excluded from mainstream services. The project, led by Mind in Haringey in partnership with The Bridge Renewal Trust and 5 community based delivery partners (Community Cook Up, Sewn Together, Turkish Cypriot Community Association, You vs You, House of Polish and European Community) has reached 366 residents in 2025, and over 1500 residents since the project began in 2022.

Through the project we have learnt that residents that are not accessing 'mainstream' interventions place value on local, community-led and culturally informed activities that improve their mental wellbeing. Popular activities include celebration of cultural events and meals, arts and crafts session including slow stitch meditation, and awareness raising coffee mornings where they can access relevant information from other voluntary and community service providers and statutory services. For example, services that have provided information in 2025 include: One You Haringey – Weight Management, Move More, Citizens Advice Haringey, Tottenham Talking, Haringey Walks, Mulberry Junction, Coffee and Computers, All People All Places (Edmonton), Estudiantes and Mind in Haringey.

Residents engaging in these activities are then supported with other emerging needs. The community organisations have supported residents with mentoring services, health checks, meal vouchers, community laundry, digital support and access to food banks. The result of these activities and support services is that residents self-reported wellbeing is improving. Measured through the Warick-Edinburgh mental wellbeing scale, this year we have seen an improvement in self-reported wellbeing for all attendees. See tables below for comparisons between Q1 and Q2.

Table showing the median wellbeing scores of the sample groups for Quarter 1

Group	CCU	HoPEC	Sewn Together	TCCA	You vs You
Q1 Wellbeing Score	25.5	34	26.5	35	Unavailable

Table showing the median wellbeing scores of the groups for Q2

Group	CCU	HoPEC	Sewn Together	TCCA	You vs You
Q2 median wellbeing scores	28	35	30	35	35

Wellbeing scores are categorised as 'low': 7 – 17; 'medium': 18 – 27; and 'high': 28 - 35.

Resident Feedback highlights the impact of these sessions, sharing the positive impact on their sense of wellbeing:

"Thank you to HOPEC for the Coffee Morning. It means a lot to me – I didn't have to stay at home alone. I was able to spend time with others, enjoy good coffee, and talk about interesting things. I really appreciated it!"

A CCU participant said *"The community meal is always nice, the food is good, but best I like seeing everyone and having time to catchup"*

Feedback from a returning Sewn Together participant: *"I've been taking my time to reconnect after rehab, and this space has been gentle and welcoming. There's no pressure—just encouragement. It's helping me reconnect, rebuild trust, and feel part of something again. I'm grateful for the patience and warmth."*

These sustained improvements in mental wellbeing demonstrates the need for sustained provision of community-led, culturally informed services. Moreover, these activities serve as an entry point for residents to gain access and support for wider health and social needs.



TCCA outing to the beach, July 2025

Home from Hospital Service: Funded by Haringey Council, this service has played a vital role in helping residents aged 18 and over return home safely after hospital discharge. Working in partnership with Citizens Advice Haringey, between April 2024 and March 2025, we supported 513 patients, exceeding our target by 13. The team provided a wide range of support, carrying out 1,301 home visits, delivering 5,897 hours of care, and making 2,982 calls to patients and their families. This combination of practical help and emotional support ensured that residents had the confidence and assistance they needed to recover comfortably at home.

The service continued to demonstrate its commitment to inclusivity and culturally sensitive care, supporting a diverse group of patients across Haringey. Of those supported, 58% were female and 42% male, with ethnic representation including 42% White, 24.7% Black/African/Caribbean/Black British, 8.4% Turkish, 4.7% Asian, 1.8% Greek, 1.4% Mauritian, 0.4% Armenian, and 16.6% from other ethnic backgrounds.

The service achieved an impressively low readmission rate of just 2%, reflecting the effectiveness and quality of the support provided. Patient satisfaction was exceptionally high, with 99% of

patients sharing positive feedback about their experience. One 94-year-old resident said *“The shopping and emotional support made a real difference. It’s comforting to know there’s a service I can access when I need someone, both practically and emotionally.”*



Looking ahead to 2025–2026, we will continue to build on this momentum by expanding our outreach activities and working closely with patients, hospital discharge teams, pharmacies, GP surgeries, and health centres. Through this collaborative approach, we aim to ensure that even more residents are aware of the service and can easily access the support they need.

Health@theHut Project: Funded by the National Lottery Reaching Communities, Health@theHut aims to improve the health and wellbeing of local residents by promoting healthier diets, increasing physical activity, and fostering stronger social connections. Running from 1 October 2021 to 30 September 2024, the project has successfully supported 1,014 residents, helping them lead healthier and more connected lives through cooking sessions, physical activities, and community events.

Over the past three years, *Health@theHut* has made a lasting impact across the community: 426 parents and children gained healthy cooking skills and reduced social isolation, 169 older adults improved mobility and wellbeing through yoga and chair-based exercises, and 307 young people became more active through sports and fitness sessions. The project also fostered local leadership, with 75 volunteers and 37 Community Champions gaining confidence and skills while supporting others. In total, 2,378 residents took part in activities such as the Saturday Café@theHut, seasonal gatherings, and cost-of-living workshops, strengthening community bonds and promoting a sense of belonging.



Looking ahead to 2025–2026, we will actively seek continued funding and introduce health-focused workshops, while expanding activity sessions to provide a wider range of exercises for residents of all age groups.

Empowerment@theHut: Funded by the National Lottery Community Fund, the project aimed to reduce health inequalities by equipping residents with the knowledge, tools, and confidence to take charge of their health and wellbeing. Between 1 October 2024 and 31 March 2025, the project engaged the community through a variety of activities: 77 participants joined *Cooking on a Budget* sessions, 52 received *Health Literacy Support*, 52 attended *Health Clinics*, 70 had their blood pressure checked, 65 took part in support groups promoting positive lifestyle changes, and 460 local residents accessed *Saturday Café@theHut*. By combining practical workshops, health checks, and social activities, the project strengthened social connections, reduced isolation, and empowered residents to manage their health proactively, directly addressing health inequalities and supporting those affected by cost-of-living pressures.

The project will end on 30 October 2025. Over the next six months, we will build on this progress by delivering a range of activities designed to meet the remaining project objectives and further enhance community health and wellbeing.



Tottenham Talking: Funded by North London Integrated Care Board in Partnership with North London Mental Health Partnership NHS Foundation Trust, the project offered a range of groups and individual supports delivered with the unique perspective from mental health peer support workers and mental health professional including OT, psychologist and art therapist.

Tottenham Talking continues to deliver an average of 14 weekly groups across five days each week. The project received 347 referrals, significantly exceeding the annual target of 120, including 83 self-referrals. Participant demographics reflect strong community reach and inclusivity, with 152 females, 100 males, 14 identifying as other genders, and 81 undisclosed. Notably, 131 participants were from Black, Asian, and Minority Ethnic (BAME) communities, demonstrating the project's success in engaging diverse groups and promoting equitable access to mental health and wellbeing support.

Tottenham Talking Timetable					Week beginning: 9th September 2024
MONDAY 9TH	TUESDAY 10TH	WEDNESDAY 11TH	THURSDAY 12TH	FRIDAY 13TH	
This is your Monday morning reminder: Vulnerability sounds like truth and feels like courage. Brené Brown 1:00-2:30pm Women's group; Bring and share a good book CHESTNUTS COMMUNITY CENTRE Cheyenne 2:30-4:00pm Art Therapy (Pre booking 07879992135) Roah	11:15-12:15 Chair Exercise CHESTNUTS COMMUNITY CENTRE Dawn 11:30-1:00pm Art Therapy (Pre-booking text 078799992135) Roah 11:30-1:00pm Wiser Minds THE BRIDGE COMMUNITY HUT Adam 1:30-2:30pm Music Appreciation; Desert Island Discs CHESTNUTS COMMUNITY CENTRE Neil and Cheyenne 2:00-4:00pm Keep Calm Carry on Baking (Pre-booking text: 07745532054) Launa and Dawn	Tottenham Talking BEACH TRIP! (this trip is for participants who have booked and paid) 9am meet at Chestnuts Community Centre or 9.50 at St Pancras Contact number: 07745 532487	10:30-12:00 Mindful Writing CHESTNUTS COMMUNITY CENTRE Christine 1:30-3:30pm Creative Space; Scoubidoos loom bands CHESTNUTS COMMUNITY CENTRE Launa and Donna	Roald Dahl Day! 11:00-12:00pm Mixed Walking group CHESTNUTS PARK Paul and Neil 12:15-1:15pm Feedback on Mens group drop in CHESTNUTS COMMUNITY CENTRE Paul 1:30-3:30pm Midday Movie Magic: Celebrating Roald Dahl through the eyes of Wes Anderson (three short films) CHESTNUTS COMMUNITY CENTRE Christine and Neil	Contact details: tottenhamalking@bridgerenewaltrust.org.uk 07392 193430



Looking ahead to 2025–2026: Tottenham Talking will build on its success through new collaborations, expanded group activities, and creative engagement. The team aims to reach more young adults, men, and individuals with neurodiversity or dementia by relaunching the men's group, strengthening partnerships, and offering more evening sessions to enhance accessibility and inclusion.

Haringey Wellbeing Network (HWN) Project: Funded by Haringey Council and run in partnership with Mind in Haringey, the Haringey Wellbeing Network (HWN) successfully delivered its Year 7 programme, exceeding all targets by supporting 508 individuals and 72 community organisations, and securing £159,400 in additional funding. Through over 20 training sessions, workshops, and networking events, HWN strengthened collaboration and capacity across the Voluntary and Community Sector, particularly among BAME, Turkish/Kurdish, Somali, and faith-based groups, enhancing their ability to address mental health challenges, reduce inequalities, and improve wellbeing across Haringey. The project ended on 31 March 2025.

Family Hubs and Start for Life Programme: Funded by Haringey Council till March 2025, the Bridge Renewal Trust successfully strengthened the Family Hubs and Start for Life programme, engaging over 65 voluntary, community, and faith groups to reach traditionally underrepresented communities, including Bulgarian, Caribbean, Kurdish, Turkish, Latin American, Somali, and Orthodox Jewish populations.

The Bridge Renewal Trust continued to provide ongoing support to the Parent Carer Panel (PCP), acting as a vital resource to ensure that panel members feel confident and well-equipped to participate. The Bridge team has also been



proactive in promoting the PCP, ensuring that information about the opportunity reaches a wide network of Voluntary and Community Sector (VCS) groups. This inclusive approach has helped disseminate the message broadly, engaging diverse communities and organisations that work closely with families.

Through training, governance support, and mentorship, we strengthened community pathways and empowered parent carer panels to play an active role in shaping local services. By working collaboratively with local partners, the Bridge enhanced parenting support, service accessibility, and community engagement. Overall, through effective communication, evaluation, and partnership working, we have fostered stronger community connections and contributed to building an inclusive, integrated network of support for families across Haringey.

Community Outreach & Engagement (Somali speaking): Funded by Haringey Council till March 2025, the Haringey Somali Outreach Project continued to build strong, trusted relationships within the local Somali community, delivering 39 workshops and engaging 152 participants - exceeding annual targets. The project focuses on raising awareness of the risks associated with violent extremism and supporting those vulnerable to radical influences through collaboration with mosques, community organisations, and local leaders. Despite challenges arising from the global political climate since October 2024, engagement has strengthened in Quarter 4, particularly during Ramadan, with increased community participation and partnerships reinforcing the project's impact and sustainability.



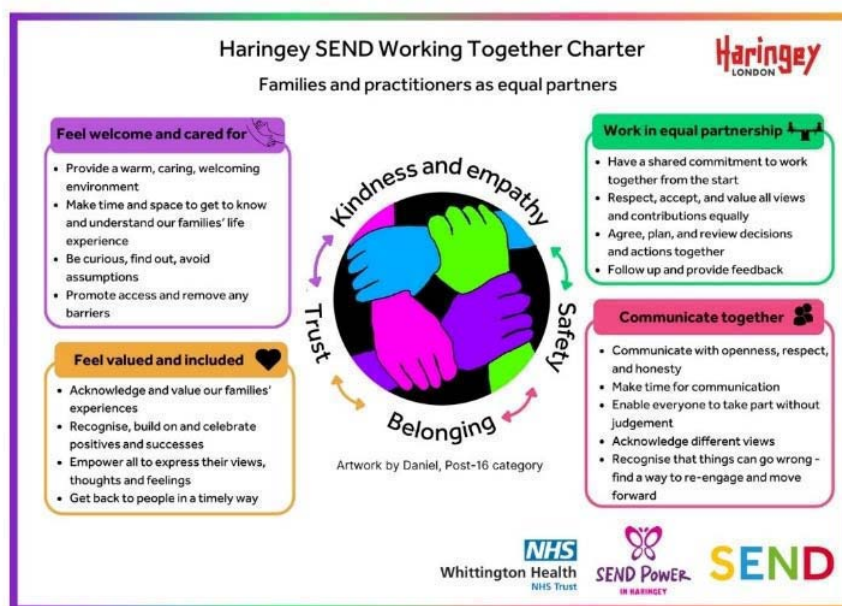
SEND Power in Haringey: Funded by Haringey Council and the DfE since 2021 to provide a SEND parent carer forum, SEND Power aims to provide a friendly, supportive and welcoming forum where views can be gathered, shared and represented to the Local Authority, with a view to co-producing better services for SEND children and young people.

The forum is led by an elected Steering Group made up of 12 local parent carer volunteers. Key achievements in 2024-25 included: Membership – 440, actively contributed views – 360, followed social media – 312, Walk and Talks held (including summer seaside trip) – 12, children's activities tickets distributed (ice skating, pitch and putt and theatre) – 187 and meetings at which representation provided – 80.



We also delivered 12 information and support events, reaching a total of 190 local parent carers. Our survey of SEND parents views was disseminated widely. We coproduced a working together charter with the Local Authority and Health Services and launched this at the second Haringey Voices Day in March 2025.

In 2025-26, we shall continue to recruit new members targeting underrepresented groups including men.



Safer and stronger communities

Our safer and stronger communities programme strives to foster a community in Haringey where every individual feels safe, valued, and empowered to contribute to the community wellbeing. We do this by developing high-quality services and embedding of co-production and youth participation values and principles across our work.

Home Cooked Northumberland Park: The Home Cooked consortium were successful in securing £800,000 across two years to deliver a violence reduction project in the Northumberland Park Ward. The programme is now in the second half of the second year. To date we have supported over 4,000 young people to access positive opportunities, employment, mentoring, mental health and education support helping to reduce violence in Tottenham Hale and Northumberland Park wards and improve the lives of young people in these areas.

The Violence Reduction Unit will be funding the programme for a third year extension, bringing the total funding awarded to £1.2 million over 3 years, and cumulative total of £2.3 million across 6 years, a significant investment in hyper-local, community led solutions to tackle violence it's root cause.

Since our Home Cooked programme began addressing youth violence in the borough. Latest Haringey data comparing incidents in 2025 compared to 2024, shows the following:

- **11%** reduction in youth violence victims
- **39%** reduction of knife injury victims
- **9%** decrease in robbery offences in the borough

This shows the impact our programmes, amongst other stakeholder approaches, are having on the safety of young people in the borough.

In 2024-25, the Bridge and the wider Home Cooked consortium reviewed the partnership to ensure the most impactful outcomes for local young people and communities. To ensure that the needs around mental health and family support were met, we welcomed Open Door as our new consortium partner. Open Door offer psychotherapeutic interventions to young people affected by violence and trauma, whilst also supporting their parents alongside their children's journey. We thank our other partners – Godwin Lawson Foundation, North London Partnership Consortium and Tottenham Hotspur Foundation for the dedication and delivery.

Strengthening Partnerships: Through continuous learning, we have also strengthened our partnership approach with Haringey Council and the Metropolitan Police. Meeting regularly with Haringey's Head of Early Help, Prevention and SEND to troubleshoot any emerging issues and network the programme into the wider statutory services such as the Learning in Tottenham headteacher's forum, Family hubs teams, Exploitation, Early Help Panels and Youth Justice Service resulting in bi-directional referrals between statutory and community services. These strengthened partnerships ensure that the programme is aligned with wider violence reduction initiatives in the borough, and importantly, that more young people and their families can access the breadth of services on offer.

Supporting the Grassroot Sector: The consortium are proud to continue to support the development of the grassroots sector and embed youth participation principles across all streams of delivery. Through the youth led community fund process, this year we have awarded £70,000 to 8 local organisations rooted in Northumberland Park and neighbouring wards. Cumulatively, we have awarded approximately £250,000 to local grassroot organisations across the 5 years of the Home Cooked programme to date.



Home Cooked community forum, 29 Oct 2025

All applicants of the most recent community fund round, whether successful or not, have been offered a package of capacity building workshops focussed on improving monitoring and evaluation processes delivered in collaboration with our Youth Echo - Partnerships and Social Action Lead. This collaborative approach demonstrates the compounding impact that our local youth focussed programmes are having on Haringey's local youth sector.

In 2025-26, we will undertake further work to strengthen the impact of our work and distribute additional onward grants to local grassroots organisations.

Youth Echo: Youth Echo was awarded approximately £1.1 million to address the racial inequity faced by Haringey's Black and Minority Ethnic young people by strengthening their voices, empowering system change and supporting sustainability within the youth sector. The programme is now in the third and final year.

We have successfully engaged 910 young people in personal development activities, provided training around peer leadership, public speaking, and peer mentoring to 180 young people. We have supported 80 young people to co-create impactful campaigns around guaranteeing interviews for 16–18-year-olds and sharing the impact of knife crime on young people's perceptions of safety.

By providing young people with these skills and opportunities they are better equipped to advocate for local organisational and policy changes that affect them. The mechanisms which we use to centralise young people's input to these forums include our existing Youth Advisory Board, and the newly developed Young Speakers Network.



The first cohort of the Young Speakers Network

Supporting Haringey's Youth Sector: Young people's voices are also represented through the collective of youth organisations in the borough. In 2025, Youth Echo launched Haringey's Youth Organisations Network (HYON), which now sits on the North East Haringey Health Board representing the young people and the youth sector to shape key health strategies and initiatives.

Through HYON, we have provided workshops on monitoring, evaluation, digital engagement, sustainability, the role of AI in Fundraising, and a series of funding-related webinars. The network has 52 youth organisation members, and we have supported 14 organisations to secure a cumulative total of £209,500 in grants. This network enables youth organisations to connect, collaborate and grow their impact and improve the lives of young people in Haringey.

The combined total funding secured by grassroots organisations through direct support from Home Cooked and Youth Echo programmes over the past 5 years is an impressive £459,500. The Bridge is proud to support sustainable outcomes for young people, helping to improve safety, a sense of community and positive opportunities.

As Youth Echo enters the final year, we are focussed on monitoring and sharing the impact of the programme for young people and the youth sector. The staffing team is comprised of:

- Programme Impact Manager - responsible for capturing and sharing the programme's impact

- Partnerships and Social Action Lead – responsible for building the capacity of the youth sector and designing and delivering youth-led social action campaigns related to health outcomes
- Youth Engagement Officer – Responsible for outreach and delivering workshops with young people to increase their readiness to engage in social action campaigns

We are excited for the year ahead and continuing to build on the successes of the past two years.

Haringey Safer Neighbourhood Board: The Bridge continues to administer Haringey's Safer Neighbourhood Board. The board, comprised of local residents and community organisations, holds the Metropolitan Police and Haringey Council to account for their safer communities duties. By advocating on behalf of the community, the board receives updates on local crime trends and the respective Police, Council and Community initiatives that are working to address these. Priorities include, violence against women and girls, increasing community tensions and hate incidents, substance harm reduction and other relevant local operations.



The Safer neighbourhood Board also administer grants to local organisations to support them in addressing priority concerns around: Keeping children and young people safe, tackling violence against women and girls, tackling hate crime and intolerance, putting victims first, reducing inequalities and providing engagement opportunities, particularly for those communities that do not historically engage with the police.

Six local organisations were funded a total of £19,055 through the board in 2025-26, their projects range from increasing young people's awareness of county lines to supporting women and girl's safety through self-defence and healthy relationship workshops.

In 2025-26, we will continue to support the Haringey Safer Neighbourhood Board to serve as a mechanism to connect residents, community organisations and statutory services around the agenda of community safety, sharing insights, updates and offering practical solutions through funded initiatives to address local safer communities' priorities.

Haringey Giving (www.haringeygiving.org.uk) is an independent partnership led by local residents which exists to enable positive action through local giving in Haringey.

We raise and leverage funds and resources to invest equitably across our vibrant and highly diverse borough. Our skilled and experienced team and Board work closely with community organisations, local businesses and funders in Haringey.

Haringey Giving is a proactive member of the London's Giving network of local place-based giving schemes and works collaboratively with other funders.

Haringey Giving's vision - To see an equal inclusive Haringey where people can make positive change happen.

Our mission - To inspire and support local giving to make a difference in Haringey.

The **three local priorities** we support have been drawn from local data and insight and include:



- Enabling **children and young people** to live their best lives, addressing the serious impact of gun and knife crime.
- Improving a person's **mental health and tackling loneliness**, especially among older people in our community.
- **Enhancing skills and supporting enterprise**, including people who are refugees or from migrant communities.

Our activity areas include:

- **Fundraising** - leveraging funds and in-kind resources to support people and communities locally.
- **Distribution of funds** and resources - agile and accessible funding through our core grant programmes.
- **Corporate volunteering** - skilled corporate and employee volunteering to build community capacity.
- A **convening** role around our priorities, bringing together communities and stakeholders' sectors to tackle underlying issues and make more effective use of resources, locally.

Haringey Giving has been a lifeline to the borough, raising £133,576 of grant funding and distributing grants to 12 local grass roots community projects during the financial year. In addition, Haringey Giving has leveraged £750 of in-kind support, secured from a corporate partner.

Leveraging funds and in-kind resources: The Haringey Giving Board is grateful to our corporate donors and funders who contributed towards core operating costs, grant making, tailored projects and other in-kind support available during the year, including City Bridge Trust, The Cornerstone

Fund, Haringey Council, Linklaters LLP, Related Argent LLP, Peabody Trust and My HomeCare Haringey.

We would also like to thank the many Haringey residents and businesses who have helped raise funds, volunteered and donated to support our appeals.

These include:

Our annual **Changing Lives appeal** which raised over £10,050 of funds for Haringey Giving's Changing Lives Fund. Special thanks go to our funding partners, Linklaters who matched public donations and gave a total of £10,000 to the campaign.



Our annual **Haringey Giving Week** campaigns which raised almost £50,000 of funds for Haringey Giving's Together We Can Fund. Special thanks go to our funding partners Linklaters, Peabody and Related Argent who matched public donations during the appeal.



Distribution of funds and resources: Haringey Giving has two core grant programmes which are designed to enable people to overcome challenges in their lives and to come together to take action on the things that matter to them. We are an agile and accessible 'stepping-stone' funder. We aim to enable people and communities to make change happen and improve their lives, even if they have never thought they could do this before.

Our two core funds include:



- **Haringey Giving's Changing Lives Fund** - Enabling individuals on low incomes to take a step towards a goal or ambition.
- **Haringey Giving's Together We Can Fund** - Enabling people to take positive action together on shared issues in Haringey.

In addition, Haringey Giving carries out onward grant making on behalf of other funders, including Haringey Council.



During the year, we administered and managed The Alleviate Fund on behalf of Haringey Council's Early Help Service. This new pilot fund supports Haringey based community and voluntary organisations to deliver early help activities across ten priority areas.

Looking Ahead: In 2025–26, Haringey Giving will keep strengthening our community by deepening collaboration, mobilising local support, and focusing on the issues that matter most to residents. Together, we will continue working towards a Haringey where everyone has the opportunity to flourish.

Partnerships and Friends of the Bridge

Partnership is central to our work and key partners during 2024-25 included: London Borough of Haringey, North Central London Integrated Care Board, North London NHS Foundation Trust, GPs at the Laurels, Whittington Health, North Middlesex Hospital University NHS Trust, Haringey GP Federation, Primary Care Networks, Hope in Haringey, Citizen Advice Haringey, North London Partnership Consortium, Godwin Lawson Foundation, Father2Father, Mind in Haringey, Public Voice, You Vs You, Every Parent and Child, Sewn Together/Gold & Silver Enterprises, Turkish Cypriot Community Association (TCCA), RISE Projects, HOPEC, ARK Resettlement Services, Dalmar Heritage and Family Development, Local Resident Associations and Local Primary and Secondary Schools.

The charity also continued to support New Deal for Communities legacy groups - such as Triangle Family Hub Management Advisory Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

Financial review

Principal Funding Sources: The main income sources during the year included:

- a) Earned income from rent the Laurels Healthy Living Centre **£290,025** (2024: £290,025). Chestnuts Centre venue rental income **£35,004** (2024: £47,035) and Community Hut rental income **£11,050** (2024: £13,905).
- b) Earned income from sales Whole Health Services **£84,721** (2024: £79,036) Somali Worker Grant- **£26,000** (2024: £20,000) Service contracts from ABC Parentcraft £140,948 (2024: £160,930) and City Bridge Youth Echo **£357,800** (2024: £268,350)
- c) Federated4Health **£277,480** (2024: £319,932)
- d) Grants from Charitable Funders and Trusts National Lottery Community Fund **£66,405** (2024: £121,663), Haringey Giving General Appeal **£12,703** (2024: £15,727)
- e) City Bridge Foundation **£185,650** (2024 £214,100) Linklaters **£Nil** (2024: £30,000) and LOCALITY **£Nil** (2024 £10,000)
- f) Mayor's Office for Policing and Crime **£300,00** (2024: £376,000) and Greater London Authority **£375,000** (2023: £385,759)
- g) Other major sources: include North Central London Cancer Alliance **£41,387** (2024: £71,397, **NCLICB- REN £52,485.** (2024: 42,500).

It is worth noting that Haringey Council's supports a huge proportion of our total grants and contracts programmes.

Turnover for the year was **£3,316,599** (2024: £3,391,778 - restated) and expenditures of **£3,329,651** (2024 £3,248,815 - restated) resulting into a small deficit of **£13,052** (2024: £142,963 – restated). The Statement of Financial Activities (SOFA) on page 38 of this report detailed the trading results for the financial year.

Investment Policy: Trustees have agreed an updated investment policy with the following main objectives:

- a) To produce the best financial return within an acceptable level of risk.
- b) To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the charity.
- c) To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.

d) To ensure the financial investments take into account the charity's values and ethos. There is proven link between health inequalities and the consumption of alcohol, tobacco and poor diet.

The Finance and Investment Committee, chaired by the Treasurer, which meets as required, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the charity.

The total assets value of **£4,128,502** on the balance sheet includes the programme related investments of **£3,072,733** which form part of the total funds and represents property which cannot be readily realised.

Reserves policy and going concern: The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency expenditures and to build resources for future investments.

This charity remains committed to achieving its target reserve of £1.375m.

Purpose of reserve

Target £1,375m

- **Contingency Reserves:**
 - **£450k** to provide for short term solvency and stability in case of an extreme event.
 - Ensure the Charity can function while action is taken.
- **Working Capital Reserves:**
 - **275k** to manage the working capital requirements and ensure it can meet its operational costs.
- **External Financial Risks:**
 - **£500k** to provide level of mitigation against the financial risk of the loss of main tenant.
 - contingency for void at the Laurels through loss of income from main tenant tendering and void at the Laurels.
- **Strategic Reserves:**
 - **£150k** to explore the redevelopment of the Chestnuts Centre. It is anticipated funding could be secured that would reduce the strategic reserves substantially.

We wish to thank our funders and supporters for their interest in our work.

Risk Management

A risk management strategy is in place comprising the charity and subsidiary company:

- Establishment and implementation of policies, systems and procedures to mitigate identified risks.

The following matters have been considered as part of the risk review by Trustees during the year:

- Board responsibilities and risks areas: Board development and training days have been held covering key areas such as risk management and financial management; and Register of Conflict of Interest for Trustees is kept up to date.

- Reputational risks ensure that key contractual services such as the Strategic Partner service/Community Impact Haringey are successfully delivered.
- Operational and staffing issues - Operational Risk Register used to identify and manage these risks.

Trustees receive quarterly strategic risk reports that provide assurances that the risk management strategy is being effectively implemented.

Trustees have also identified key risks and threats to the charity which include the need to diversify income sources to avoid overdependence on a few main sources of income and urgent redevelopment of Chestnuts Community Centre to improve its viability and sustainability. We are managing these through regular risk assessment. The viability of the Chestnuts Community Centre remains a concern in the short to medium term. We started co-production work for a shared vision and long-term plan to deliver a modern and environmentally friendly community facility. In 2024-25, we employed a Bid Co-ordinator who support us to develop a business plan and submit bids to secure funding for the redevelopment. We will review progress in 2025-26 to inform the long term future of the centre.

Through our Financial Procedures, we are ensuring that internal financial and operational controls are monitored and improved. The Board of Trustees have previously reviewed and clarified the role of the Finance and Investment Committee. The Finance and Investment Committee has been focusing on reviewing financial policies and improving procedures to improve financial and operational processes.

PLANS FOR THE FUTURE

Our fourth Business Plan (2023–28) continues to guide our strategic, financial, and operational priorities for the coming year and beyond. We remain committed to collaborative working that enables communities to build resilience and thrive, even in challenging times. Our forward priorities include:

- Working closely with key stakeholders to review the future of Chestnuts Community Centre.
- Strengthening our health and wellbeing offer by aligning all future health projects with the NHS 10-Year Plan and the Neighbourhood Health Plan, ensuring our services complement wider system priorities and deliver meaningful early help, prevention, and self-care support for residents.
- Continuing to champion borough-wide leadership that deepens understanding of health and social disparities and drives fairer, more equitable access to local services.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

Directors and Trustees

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

Appointment of Trustees

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

We currently have 9 Board members. Each year we carry out skills audit to identify training and development needs. Currently we are running an open recruitment process to fill some skills gap that were identified during this process. This involves advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

Trustee induction and training

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision - making process by the Board. New Trustees also get to meet other Trustees and key employees. There is also peer support from fellow Trustees and opportunities to attend external training.

Organisation

The Board of Trustees meets quarterly, and the Finance and Investment Sub-Committee also meets as required. The Chief Executive is appointed by the Trustees to serve as the Company Secretary and to manage the day-to-day activities of the Charity.

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2024-25, the company did not trade (dormant) following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2025-26.

Staffing

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of Head of Healthier and Stronger Communities, Head of Safer and Stronger Communities, Director of Haringey Giving, Community Services & Facilities Manager, Community Empowerment Manager, and Finance and Monitoring Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2024-25, the workforce was comprised of 55 members of staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, Payroll and IT. In 2025-26, we will continue to review our leadership and operational capacities and take appropriate actions as necessary including the introduction of heads.

Pay policy for senior staff

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. In April 2024, Trustees approved a 2.5% cost of living pay rise for the entire work force with effect from 1 April 2024 to help mitigate the rising costs of living. This increase was informed by best practices within the sector – both locally and nationally. Overall remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Fundraising Policy

The charity understands its duty to protect the public, including vulnerable people from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. The charity employs a Director of Haringey Giving who leads on all fundraising matters including dealings with external online fundraising platforms. The charity does not currently use external fundraising agencies for either telephone or face-to-face campaigns. We raise funds in compliance with the Code of Fundraising Practice of the Fundraising Regulator in England, Wales and Northern Ireland.

We received no fundraising complaints during the year (2024-25).

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditures, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP (FRS102-2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- 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 accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Small Companies Exemption

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:

Rachel Hughes (Chair)



Date: 30th January 2026

Independent Auditor's Report to the Members of The Bridge Renewal Trust

Opinion

We have audited the financial statements of The Bridge Renewal Trust (the 'charitable company') for the year ended 31 March 2025 which comprise of the Statement of Financial Activities, the Charitable Company Balance Sheet, the Cash Flow Statement 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 2025, and of the it's 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'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

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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustee's 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.

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 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 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 companies' 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 our 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 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 and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.
- 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 trustees' report and from the requirements to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company.

We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We also reviewed the latest risk register and legal fees in the period.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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. 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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)

A handwritten signature in black ink, appearing to read 'M. Cooper-Davis'.

For and on behalf of

Price Bailey LLP

Chartered Accountants and Statutory Auditors

3rd Floor

24 Old Bond Street, Mayfair,

London W51 4AP

Date: 30th January 2026

THE BRIDGE RENEWAL TRUST

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

		2025	2025	2025	2024	2024	2024
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
					As Restated	As Restated	As Restated
Note		£	£	£	£	£	£
INCOME:							
Laurels Rent	2	-	290,025	290,025	-	290,025	290,025
Income from Charitable Activities							
Promote and Protect Mental & Physical Health	3	2,028,374	960,654	2,989,029	1,147,421	1,899,606	3,047,027
Other Income	3a	-	14,195	14,195	-	32,355	32,355
Income from Investment	3b	-	23,350	23,350	-	22,370	22,370
Total income and endowments		2,028,374	1,288,224	3,316,599	1,147,421	2,244,357	3,391,778
EXPENDITURE:							
Fundraising		-	-	-	-	88,801	88,801
Promote and Protect Mental & Physical Health	4	1,817,904	1,511,747	3,329,651	1,203,216	1,956,799	3,160,015
Total expenditure		1,817,904	1,511,747	3,329,651	1,203,216	2,045,599	3,248,815
NET MOVEMENT IN FUNDS (restated)		210,470	(223,523)	(13,052)	(55,795)	198,758	142,963
Balance Brought forward - 1st Apr 2024 (restated)		47,775	4,051,275	4,099,050	103,570	3,852,517	3,956,087
		258,245	3,827,752	4,085,997	47,775	4,051,275	4,099,050
Prior year adjustment (Note 20)		-	42,505	42,505	-	-	-
Total funds carried forward - 31st Mar 2025	16-19	258,245	3,870,257	4,128,502	47,775	4,051,275	4,099,050

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing operations.

The statement of financial activities also complies with the requirements for an income and expenditure account required by the Companies Act 2006.

The notes on pages 36 - 45 form part of these accounts.

THE BRIDGE RENEWAL TRUST

BALANCE SHEET

AS AT 31 DECEMBER 2025

		2025	Total 2025	As Restated 2024
	Note	£	£	£
FIXED ASSETS				
Tangible assets	9		627,013	654,910
Investments	10		805,991	795,724
Programme related investments	11		2,340,000	2,340,000
			3,773,004	3,790,634
CURRENT ASSETS				
Debtors	13	525,117		346,186
Other current assets	13	69,716		111,977
Cash at bank and in hand		188,462		373,751
		783,296		831,914
CREDITORS: Amounts falling due within one year	14	(490,316)	292,980	(583,695)
Net current assets / (liabilities)			292,980	248,219
TOTAL NET ASSETS			4,065,984	4,038,853
CREDITORS: Amounts falling due more than one year			62,519	60,197
			4,128,502	4,099,050
FUNDS:				
Restricted	16-19		258,245	47,775
Designated	16-19		2,967,013	3,049,383
Unrestricted	16-19		903,244	1,001,892
			4,128,502	4,099,050

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 30 January 2026 and signed on their behalf by:



Rachel Hughes (Jan 30, 2026, 5:31pm)
Rachel Hughes

Chair

THE BRIDGE RENEWAL TRUST

CASH FLOW STATEMENT

FOR PERIOD ENDED 31 MARCH 2025

		As Restated
	2025	2024
	Total Funds	Total Funds
	£	£
Cash flows from operating activities:		
Cash generated from operations	1 (224,652)	62,236
Net Cash provided by (used in) operating activities	<u>(224,652)</u>	<u>62,236</u>
Cash flows from investing activities:		
Disposal of assets	14,239	-
Disposal of investment	(11,692)	3,605
Purchase of investments	1,424	(96,652)
Purchase of tangible fixed assets	(4,794)	10,046
Total Adjustments to reconcile Net Income to Net Cash provided by operating activities:	<u>(823)</u>	<u>(83,001)</u>
Change in cash and cash equivalents in the reporting period	(225,475)	(20,765)
Cash and cash equivalents at the beginning of the reporting period	<u>118,462</u>	<u>118,462</u>
	<u>(107,013)</u>	<u>97,697</u>
	2025	2024
	Total Funds	Total Funds
	£	£
Net income from operating activities (as per the statement of financial activities)	(13,052)	142,963
Adjustments for:		
Add back: Investment losses/deduct investment gains	(2,320)	2,385
Deduct: Investment income tax	-	(1,580)
Depreciation charge	32,691	(72,506)
(Increase) / Decrease in debtors	(178,931)	-263,881
(Increase) / Decrease in creditors	(93,379)	(142,154)
Deduct: Unrestricted net assets	(72,506)	-
Deduct: Telephone Equipment	(4,794)	-
Net cash provided by (used in) operating activities	<u>(332,291)</u>	<u>(477,735)</u>
ANALYSIS OF CASH AND CASH EQUIVALENTS		
	2025	2025
	£	£
Cash at bank and in hand and short term deposits	<u>188,462</u>	<u>1,072,823</u>
	<u>188,462</u>	<u>1,072,823</u>
Analysis of changes in net debt		
Cash and cash equivalents - 01 Apr 2024	373,751	466,217
Cash flows	<u>188,462</u>	<u>(92,466)</u>
Cash and cash equivalents - 31 Mar 2025	<u>562,213</u>	<u>373,751</u>

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS

1

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

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:

Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.

Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activities are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated are set out in note 4.

Operating leases

The charity classifies the lease of printing (photocopiers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straight-line basis over the term of the lease.

Tangible fixed assets

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straight-line
Computer equipment	25% straight-line
Laurels long leasehold	2% straight-line
Improvement to building	On the remaining leasehold duration

Investments

Investments are held at market value as at the Balance Sheet date

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited at cost.

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of the acquisition or opening the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

Investments measured at their fair value as at the balance sheet date;
Fixed assets are measured at cost less depreciation;

The Investments note¹¹ details the historic cost of investments and the unrealised gains/(losses) to arrive at their fair value. The note also detailed the disposal of the investment during the year.

Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

	Restricted	Unrestricted	Total 2025	Total 2024 <i>As Restated</i>
	£	£	£	£
Income:				
2 Core -LBH Laurels main rent	-	290,025	290,025	290,025
Grant Income -SEND Project	77,157	-	77,157	73,204
Somali Worker Grant-COP	26,000	-	26,000	20,000
LB Haringey Residents Fund Grant	52,001	-	52,001	4,333
FOOD ROOTS INCUBATOR GRANT - GLA	41,790	-	41,790	44,849
Community Impact Haringey-LBH	-	41,700	41,700	182,100
Big Lottery Grant -Health@the HUT	66,405	-	66,405	121,663
Other Earned Income	-	2,418	2,418	460
ABC PARENTCRAFT	140,948	-	140,948	160,930
NAVNET Grant- Haringey Council	-	15,000	15,000	65,000
Social Prescriber Service -SP	38,067	-	38,067	38,067
NCL CANCER ALLIANCE GRANT	41,387	-	41,387	71,397
Service Charges Receivable	-	9,015	9,015	9,015
Care Navigation Contract	277,480	-	277,480	319,932
ACCESS TO WORK	-	26,028	26,028	-
MYENDS SUSTAINABILITY	150,000	-	150,000	-
Wellbeing Service - Mental Health	54,058	-	54,058	58,650
Core-Bridge Therapy Suite rent First Floor	-	3,045	3,045	2,880
Londonplus-VCS Emergency Grant	-	5,000	5,000	9,253
Community Empowerment-HFH	-	163,125	163,125	150,000
Public Voice -LBH Comm Empowerment Project - Co Production	37,300	-	37,300	73,400
VCSE Alliance Grant	-	9,074	9,074	5,650
Food Network Co-ordinator -FNC	-	21,349	21,349	47,946
Haringey Giving Grants	185,650	-	185,650	214,100
General Donations- Haringey Giving	12,703	-	12,703	15,727
Cornerstone Project Grant	100,000	-	100,000	100,000
City Bridge Youth Voice Grant	357,800	-	357,800	268,350
NHS Charities Together V4H Grant	-	3,390	3,390	-
MYEND MOPAC Grant	-	300,000	300,000	376,000
Chestnuts Room & Office Hire	-	35,004	35,004	47,035
Winter Pressures Project-WP	192,144	-	192,144	192,917
Insurance Premium Receivable	-	5,841	5,841	5,281
LB Haringey Community Protect 2	90,000	-	90,000	59,997
MMR VACINATIONS	35,000	-	35,000	-
Haringey Council-Family Hubs Grant	-	37,262	37,262	42,000
Research Engagement Network (REN) Grant	52,485	-	52,485	42,500
Community Connection & Advocacy	-	30,000	30,000	-
Grants - Other	-	50,000	50,000	-
Whole Health -Therapies	-	84,721	84,721	79,036
Strategic Partnership Contract - NHS CCG	-	26,392	26,392	-
Community Hut	-	11,050	11,050	13,905
Safer Neighbourhood Board (SNB)	-	17,000	17,000	17,000
MOPAC Grants (SNB)	-	24,255	24,255	24,729
North London Partnership Consortium	-	-	-	3,750
NCLICB Long Covid Referral	-	39,985	39,985	5,214
Claremont Communications Lunghealth Campaign	-	-	-	4,000
Whittington Health hospital Care	-	-	-	16,341
Royal Free Charity Grant	-	-	-	17,394
BEH-Community Engagement Sessions	-	-	-	20,761
LBH Go Green Grant	-	-	-	12,500
LBH CVS On A Page Grant	-	-	-	2,500
ICB Small Community Grant	-	-	-	11,500
Sport England	-	-	-	7,605
Bridge To Work – Haringey Council (Employability)	-	-	-	23,344
Community Hub – Hotdesking	-	-	-	520
MIND IN HARINGEY – Wellbeing Theme Project	-	-	-	23,948
Prior Year of Adjustment Restated Income items	-	-	-	(59,655)
3	2,028,374	960,654	2,989,028	3,047,027
3a Bank Interest Earned	-	14,195	14,195	32,355
3b Income from Investment	-	23,350	23,350	22,370
	-	-	-	-
Total (Notes 2, 3, 3a & 3b)	2,028,374	1,288,224	3,316,599	3,042,098

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

4 Total Expenditure

	Restricted	Unrestricted	2025 Total Total	2024 Total Total
	£	£	£	£
Core	-	816,306	816,306	-
Home from Hospital	139,906	-	139,906	164,074
Community Impact Haringey	-	24,851	24,851	76,362
Com Connection Advocacy & PC	8,107	-	8,107	-
ABC Parents Craft	136,494	-	136,494	199,555
Whole Health Therapies	-	92,535	92,535	119,352
MYENDS N'land Project	-	220,377	220,377	-
MYENDS Project	147,459	-	147,459	387,331
Healthy N'Hood Co-Pro Theme 1	55,266	-	55,266	-
Com. Project 2 & CRF Res. Fund	1,610	-	1,610	69,957
Com Engagement Session - CES	16,383	-	16,383	-
Safer N'Hood Boards	32,918	-	32,918	-
Haringey Residents Fund	26,035	-	26,035	-
Whittington Carers Project	22,571	-	22,571	-
Start For Life - FHL	29,072	-	29,072	-
Family Hub & Start for Life	16,355	-	16,355	-
NHS I'Ties W'Being Theme	20,755	-	20,755	-
Youth Echo	260,891	-	260,891	192,591
SEND	77,368	-	77,368	-
Link Workers & Ineq. Wel'being Theme	-	12,735	12,735	-
NCL Cancer Alliance	-	29,577	29,577	91,560
Haringey Giving	213,565	-	213,565	359,011
REN	25,969	-	25,969	-
Winter Pressures	114,879	-	114,879	145,406
GLA Com Food Project	33,137	-	33,137	-
Com Outreach Project	34,349	-	34,349	-
MMR Children Vaccin.	51,478	-	51,478	-
CCPC Care	-	7,245	7,245	-
Food Co-ordinator Network	-	13,628	13,628	57,420
Care Navigators	245,234	-	245,234	388,984
Chestnuts Centre	-	187,970	187,970	151,566
Mental Health Services	25,753	-	25,753	-
Social Prescribers	33,151	-	33,151	-
Health @ The Hut	-	74,668	74,668	94,356
NAVNET	-	3,399	3,399	-
Other Projects	-	15,109	15,109	-
Volunteer Centre Haringey	-	13,347	13,347	46,836
Community Empowerment	49,199	-	49,199	537,171
Govern Costs	-	-	-	78,482
Fundraising	-	-	-	88,801
Total Expenditure	1,817,904	1,511,747	3,329,651	3,248,815

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

	2025	2024
5 Governance		
	£	£
Staff costs	40,472	39,317
Services	9,726	17,997
Audit	18,000	16,261
Trustees' expenses	1,236	3,459
Other	-	1,447
Total	<u>69,434</u>	<u>78,481</u>

6 Net income/expenditure	2025	2024
	£	£
This is stated after charging:		
Depreciation of tangible fixed	32,691	35,746
Auditors' remuneration:		
audit current year	18,000	16,261
overprovision in previous year	-	4,003
underprovision in previous year	-	-
Operating leases:		
Photocopiers	22,353	45,268
Telephone Systems	<u>30,217</u>	<u>33,508</u>

7 Staff costs and numbers	2025	2024
	£	£
Staff costs were as follows:		
Salaries and wages	1,493,722	1,407,376
Social security costs	139,648	127,343
Pension costs	<u>78,881</u>	<u>76,188</u>
Sub-total	1,712,251	1,610,907
Other staff costs	<u>10,884</u>	<u>41,540</u>
Total staffing costs	<u>1,723,135</u>	<u>1,652,447</u>

Redundancies

Employees who received emoluments - between £80,000 and £90,000	Nil	Nil
Employees who received emoluments - between £90,000 and £100,000	1	1

The average weekly number of employees (full-time equivalent) during the year was as follows:	2025	2024
Charitable activities	46.5	49.8
Support activities	<u>7.5</u>	<u>7.5</u>
	<u>54</u>	<u>57.3</u>

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

Key Management Personnel

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Community Services and Facilities Manager, the Community Empowerment Manager, the Finance and Monitoring Manager, the Head of Partnership, the Director of Haringey Giving and the Head of Programme Delivery.

The charity trustees were not paid or received any benefits from employment with the charity in the year (2024: Nil). During the year, 3 trustees received benefits in kind relating to mobile phones (2024: 3).

No trustee received any reimbursement for expenses (2024: none).

The total remuneration, benefits and pensions paid to key management personnel in the year was:

	2025	2024
	£	£
Salaries	339,695	322,488
Employer NIC	38,091	35,717
Employer Pensions	20,382	18,913
Total	398,168	377,118

8 Taxation

The charitable company is exempt from corporation tax as well as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Computers & Telephone equipment	Laurels long lease	Community Hut improvement	Total
	£	£	£	£
Costs/valuation				
As at 1 April 2024	56,958	680,000	48,522	785,480
Disposal				
Fully depreciated				
Additions during the year	4,794			4,794
As at 31 March 2025	61,752	680,000	48,522	790,274
Depreciation				
As at 1 April 2024	33,457	68,000	29,113	130,570
Disposal				
Disposal of fully depreciated assets	-			
Charge for the year	14,239	13,600	4,852	32,691
As at 31 March 2025	47,696	81,600	33,965	163,261
Net book value				
As at 31 March 2025	14,056	598,400	14,557	627,013
As at 31 March 2024	23,501	612,000	19,409	654,910

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

FIXED ASSET VALUATION

The property known as the Laurels, 256 St Ann's Road N15 5AZ, was valued as at 18 December 2019 by RES PROPERTY SURVEYORS on the basis of Open Market Rent for £3,020,000. The asset was donated to the charity and this valuation was the used as the basis of recording the donation in income and in fixed assets during that year. The £3,020,000 was split between property in fixed assets of £680,000 and programme related investments of £2,340,000.

10 FIXED ASSET INVESTMENT	2025	2024
	£	£
Values as at 31 March 2025:		
CCLA	95,228	96,652
Flagstone	710,763	699,072
Additions / (Disposal)	-	-
Realised / Unrealised Gains/(Loss)	-	-
	<u>805,991</u>	<u>795,724</u>

11 PROGRAMME RELATED INVESTMENTS

At cost	<u>2,340,000</u>	<u>2,340,000</u>
---------	------------------	------------------

This is the proportion of the property at 256 St Ann's Road, valued as at 18 December 2019 and used for community medical and health provision. Programme related investments are made in furtherance of the charity's objects and any return on investment is secondary to the purpose supported by the investment.

12 INVESTMENT IN SUBSIDIARY

The Bridge Renewal Services Limited
Company Number 07061456

The Charity owns 100% of the voting equity. Net assets as at balance sheet date was £1.00. There were no liabilities. The company is presently dormant and has no trading profits or losses.

13 DEBTORS	2025	2024
	£	£
Grant & Contract debtors	521,405	377,258
Trade	2,643	(31,072)
Other debtors	1,069	-
	<u>525,117</u>	<u>346,186</u>
Accrued income	44,845	58,561
Prepayments	24,061	52,232
Other current assets	810	-
Employee Advance	-	1,184
	<u>69,716</u>	<u>111,977</u>
Total	<u>594,833</u>	<u>458,163</u>

14 CREDITORS	2025	2024
AMOUNTS FALLING DUE WITHIN ONE YEAR	£	£
Trade	200,414	238,725
Social security and other taxes	30,905	33,358
Accruals	115,755	70,218
Deferred grants and contracts income	71,931	158,685
Pensions	9,465	12,323
Other	1,770	1,770
Valued Added Tax	60,076	61,360
HMRC VAT Suspense	-	7,256
Total	<u>490,316</u>	<u>583,695</u>

Deferred income comprises grants and other income received for services which have not been delivered as at 31 March 2025 or which specifically relate to the next financial year.

CREDITORS

AMOUNTS FALLING DUE MORE THAN ONE YEAR

	2025	2024
	£	£
VAT HMRC Tax	(63,199)	(63,199)
Other Liabilities	65	2385
Refundable Deposit	615	615
	<u>(62,519)</u>	<u>(60,199)</u>

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

MOVEMENT IN DEFERRED INCOME	2025	2024
	£	£
Balance as at 1 April 2024	161,070	138,537
Amount released to income	(161,070)	(138,537)
Amount deferred in the year	71,931	161,070
Balance as at 31 March 2025	71,931	161,070

MOVEMENT IN FUNDS

15 RESTRICTED FUNDS	Opening Funds	Income	Expenditure	transfers /Gains	Closing Funds
	£	£	£	£	£
<i>As Restated</i>					
Grant Income -SEND Project	-	77,157	77,368	-	(211)
Somali Worker Grant-COP	-	26,000	27,354	-	(1,354)
LB Haringey Residents Fund Grant	-	52,001	37,325	-	14,676
FOOD ROOTS INCUBATOR GRANT - GLA	-	41,790	33,137	-	8,653
Big Lottery Grant -Health@the HUT	-	66,405	-	-	66,405
ABC PARENTCRAFT	(10,198)	140,948	136,494	-	(5,744)
Social Prescriber Service -SP	-	38,067	33,151	-	4,916
NCL CANCER ALLIANCE GRANT	-	41,387	35,189	-	6,198
Care Navigation Contract	-	277,480	245,234	-	32,246
MYENDS SUSTAINABILITY	-	150,000	147,459	-	2,541
Wellbeing Service - Mental Health	-	54,058	25,753	-	28,305
Public Voice -LBH Comm Empowerment Project - Co Production	-	37,300	28,926	-	8,374
Haringey Giving Grants	-	185,650	213,565	-	(27,915)
General Donations- Haringey Giving	-	12,703	-	-	12,703
Cornerstone Project Grant	3,548	100,000	80,909	-	22,639
City Bridge Youth Voice Grant	(3,717)	357,800	260,891	-	93,192
Winter Pressures Project-WP	-	192,144	114,879	-	77,265
LB Haringey Community Protect 2	-	90,000	91,799	-	(1,799)
MMR VACINATIONS	-	35,000	51,478	-	(16,478)
Research Engagement Network (REN) Grant	(1,962)	52,485	25,969	-	24,554
Food Roots Incubators	-	-	1,167	-	(1,167)
Com Outreach Project	-	-	34,349	-	(34,349)
Whittington Carers Project	-	-	22,571	-	(22,571)
Whittington HHC Navigators	-	-	-	-	-
NHS I'Ties W'Being Theme	-	-	20,755	-	(20,755)
BEH Com. Eng Sessions	-	-	18,509	-	(18,509)
Thrive Haringey - Arts Council	6,698	-	-	-	6,698
Equal Start Project	19,204	-	-	-	19,204
Sport England	7,605	-	-	-	7,605
Safer N'Hood Boards	-	-	32,918	-	(32,918)
NHS I'Ties W'Being Theme	-	-	20,755	-	(20,755)
Total	21,179	2,028,374	1,817,904	-	285,322

THE BRIDGE RENEWAL TRUST

YEAR ENDED 31 MARCH 2025

NOTES TO THE ACCOUNTS (Continued)

16 SUMMARY OF FUNDS 31 March 2025

	Opening funds	Income	Expenditure	Designated / Unrestricted Funds	Adjustment	Closing funds
	<i>As Restated</i>					
	£	£	£	£	£	£
Restricted Funds	47,775	2,028,374	(1,817,904)	-	-	258,245
Designated Asset Funds	3,049,383	-	-	(82,370)	-	2,967,013
Unrestricted Funds	1,001,892	1,288,224	(1,511,747)	82,370	-	860,739
Prior year adjustment	-	-	-	-	42,505	42,505
	4,099,050	3,316,599	(3,329,651)	-	42,505	4,128,502

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

17 SUMMARY OF FUNDS 31 March 2024

	Opening funds	Income	Expenditure	Transfers / gains	Closing funds
					<i>As Restated</i>
	£	£	£	£	£
Restricted Funds	103,570	1,147,421	(1,203,216)	-	47,775
Designated Asset Funds	3,027,013	-	-	22,370	3,049,383
Unrestricted Funds	825,504	2,244,357	(2,045,599)	(22,370)	1,001,892
	3,956,087	3,391,778	(3,248,815)	-	4,099,050

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

18 Analysis of Net Assets between funds as at 31 March 2025

	Unrestricted Funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible Fixed Assets	-	-	627,013	627,013
Investments	805,991	-	-	805,991
Programme Related Investments	-	-	2,340,000	2,340,000
Current Assets	525,051	258,245	-	783,296
Current Liabilities	(427,797)	-	-	(427,797)
	903,246	258,245	2,967,013	4,128,502

19 Analysis of Net Assets between funds as at 31 March 2024

	Unrestricted Funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible Fixed Assets	-	-	654,910	654,910
Investments	795,724	-	-	795,724
Programme Related Investments	-	-	2,340,000	2,340,000
Current Assets	784,139	47,775	-	831,914
Current Liabilities	(523,498)	-	-	(523,498)
	1,056,365	47,775	2,994,910	4,099,050

THE BRIDGE RENEWAL TRUST**YEAR ENDED 31 MARCH 2025****NOTES TO THE ACCOUNTS (Continued)****20 PRIOR YEAR ADJUSTMENT**

"Prior year adjustments have been made as follows: £49,513 in relation to income that was not recognised during 2023-2024 leading to an understatement in the recognised income during that period. This has affected the SOFA, the balance sheet, the cashflow statement and notes 2, 15, 16, 17 and 19.

21 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or the previous year.
There no ultimate controlling party.

22 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2025
31 March 2024: (none)

23 COMMITMENTS

Total commitments remaining on operating lease rentals:

Photocopiers and Telephone Systems:

	2025 £	2024 £
Within 1 year - lease	<u>22,353</u>	<u>38,320</u>
Between 2 and 5 years lease	<u>14,295</u>	<u>14,370</u>

Note: the lease ends in October 2025

THE BRIDGE RENEWAL TRUST

England & Wales - Charity number 1131941

Accounts



CHARITY NUMBER:
COMPANY NUMBER:

1131941
06949568

**THE BRIDGE RENEWAL TRUST
TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2024**

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2024

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Note to the accounts	30-41

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2024

LEGAL AND ADMINISTRATIVE INFORMATION

For the year ended 31 March 2024

TRUSTEES

Rachel Hughes	Chair (Appointed 12th March 2011)
Michele Eastmond	Vice Chair (Appointed (30th October 2018)
Paul Birtill	Treasurer (Appointed 19th July 2012)
Yvonne Denny	(Appointed 12th March 2011)
Lorne Horsford	(Appointed 12th March 2011)
Natasha Afflick	(Appointed 30th October 2018)
Joe Baker	(Appointed 16th July 2019)
Lucia das Neves	(Resigned 31st January 2023)
Glyn Clark	(Appointed 19th April 2022)
Mary Mason	(Appointed 18th April 2023)

CHIEF EXECUTIVE AND COMPANY SECRETARY

Geoffrey Ocen

CHARITY NUMBER 1131941

DATE OF REGISTRATION 30 September 2009

COMPANY NUMBER 06949568

DATE OF INCORPORATION 1 July 2009

REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS

Laurels Healthy Living Centre
256 St Ann's Road
South Tottenham
London N15 5AZ

AUDITORS

Price Bailey LLP
3rd Floor,
24 Old Bond Street, Mayfair,
London W1S 4AP.

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2024

BANKERS

Unity Trust Bank
PO Box 7193
Planetary Rod
Willenhall
WV19DG

Barclays Bank PLC
P. O. Box 299
Birmingham
B1 3PF

EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS

NatWest Mentor
The Royal Bank of Scotland plc.
36 St Andrew Square
Edinburgh EH2 2YB

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. 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 October 2019).

OUR AIMS AND OBJECTIVES

Our aims

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

Our Objectives

- Objective 1: People are healthier and live independent active and fulfilling lives
- Objective 2: People make healthier life choices
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission's general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

Our Values

At the heart of what we do is the way that we work with people. Our starting point for identifying the priorities for what we should do are underpinned by how we want to work.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

Our Approach

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects as detailed under achievements and performance in this report.

The Charity produced a fourth Business Plan in February 2023 which is intended to steer our strategic, financial, and operational planning activities over the next 5 years.

ACHIEVEMENTS AND PERFORMANCE

How our activities deliver public benefit

During 2023-24, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by Trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

- Community facilities.
- Healthier and stronger communities including whole health services, home from hospital, Tottenham Talking, Haringey Wellbeing Network, care navigation and social prescribing, and NHS Health Inequalities projects.
- Safer and stronger communities including safer neighbourhood board, homecooked and youth echo projects.
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey.
- Haringey Giving.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

Community Facilities

The Bridge Renewal Trust's facilities continue to serve as the operational foundation for several of our key programmes. These include:

- **The Laurels:** Our Main Office and the location of the Bridge Complementary Health Centre.
- **The Community Hut:** The site of our healthy lifestyle activities.
- **The Chestnuts Community Centre:** This centre hosts a variety of services and programmes such as Tottenham Talking, the SEND Power Forum, a parent advocacy service, the Voluntary and Community Service Team and healthy lifestyle activities.



Leader of Haringey Council, Cllr Peray Ahmet, and Cllr Lucia das Neves lead the celebrations on International Women's Day held at Chestnuts Community Centre.

The Chestnuts Community Centre is a hub of diversity, with over 27 different groups utilising the space to deliver activities to a

wide range of ages, ethnicities, and cultures. In the last financial year, we welcomed an estimated 14,790 visitors who made use of the centre's facilities.

The centre also serves as the base for several key community projects:

- **St Ann's Food Hub:** Distributes fresh fruit and vegetables weekly to those who struggle to afford healthy food.
- **The Haringey Music Service's Vox Choir:** Attracts children of primary and secondary school age from schools across Haringey.
- **The Moving Waves Academy:** Offers dance and acting classes six days a week for children under 16, a programme that has been running since 2015.
- **Sewn Together:** Home to the 4U2 News magazine and a crafting programme designed to equip women with the skills, support, and confidence they need to re-enter the workforce. It also hosts the Go Green Eco Urban Festival, Haringey's leading sustainability event.
- **Tottenham Community Choir:** An inclusive choir established in 2009 that pioneers singing without sheet music.

The room is spacious, has mirrors and a waiting area outside for parents, which make it an ideal space for our dance and drama classes. The centres management team is very friendly, supportive and helpful and we've had a great working relationship over the years. Dance Tutor

The versatility of our community spaces has enabled numerous collaborations. For instance, the Middlesex County Cricket Board uses the Centre as an indoor base for winter training as part of their initiative to bring cricket to more diverse areas. The Chestnuts Park Under 11s boys and girls

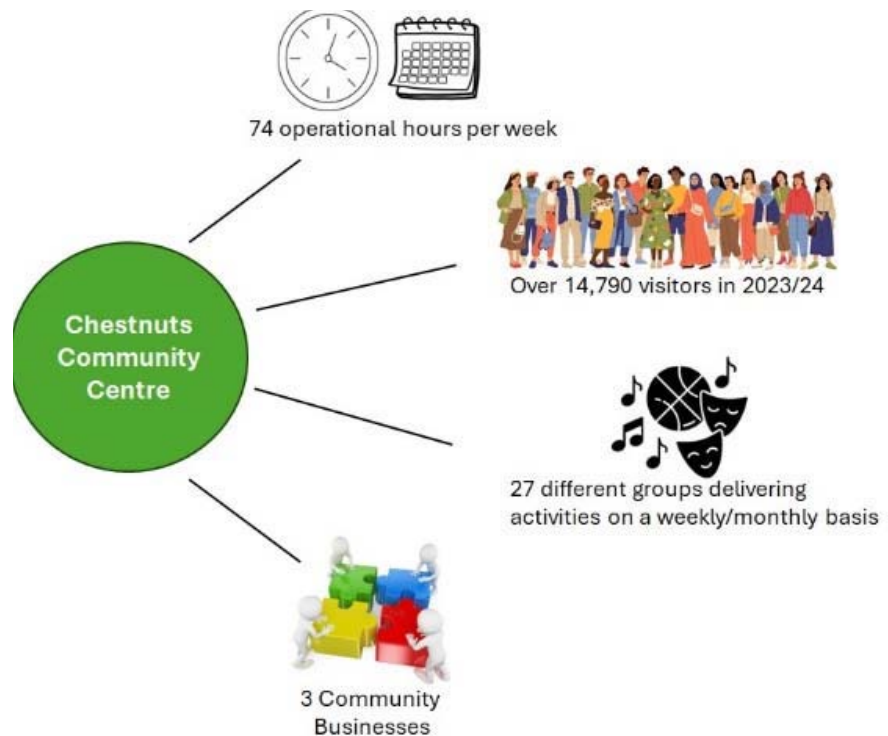
THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

teams, which have been running for two years, are the fastest growing teams they have established. Additionally, our collaboration with North London Partnership Mental Health NHS Trust has allowed for indoor tennis sessions over the winter for patients in recovery.

Maintaining the operational efficiency of the Chestnuts Community Centre continues to be a challenge, particularly as we strive to do so without the necessity for yearly financial input from the Bridge Renewal Trust. While the centre is indeed a valuable asset to the community, it requires resources to function effectively. To address this, in 2024-25 we will engage with various partners and stakeholders to co-produce plans to redevelop the centre and create a modern and sustainable facility.



Healthier and stronger communities

Our healthier and stronger communities programme is designed reduce health inequalities by supporting residents to become more resilient. In 2023-24, we delivered essential knowledge, skills, and assistance through a range of services and projects including whole health services, home from hospital, Tottenham Talking, Haringey Wellbeing Network, family hubs, care navigation and social prescribing, health equity projects and community outreach & engagement for Somali-speaking residents. Through these services and projects, the programme aimed to empower residents to reduce health inequalities, tackle and mitigate the effects of the cost-of-living crisis, promote resilience and well-being throughout the community.

Home from Hospital Service: Funded by Haringey Council and North Central London Integrated Care Board, this service has significantly aided residents aged 18 and older in transitioning safely home post-hospital discharge. This year, we supported 556 patients, surpassing its target by 11.2%. We provided a comprehensive suite of services, including: 1,356 home visits, 5,807 hours of support and 4,241 calls to families and patients.

The service demonstrated inclusivity by supporting a diverse group of patients: 61% female and 39% male, with ethnic representation including 48% White, 30% Black/African/Caribbean/Black

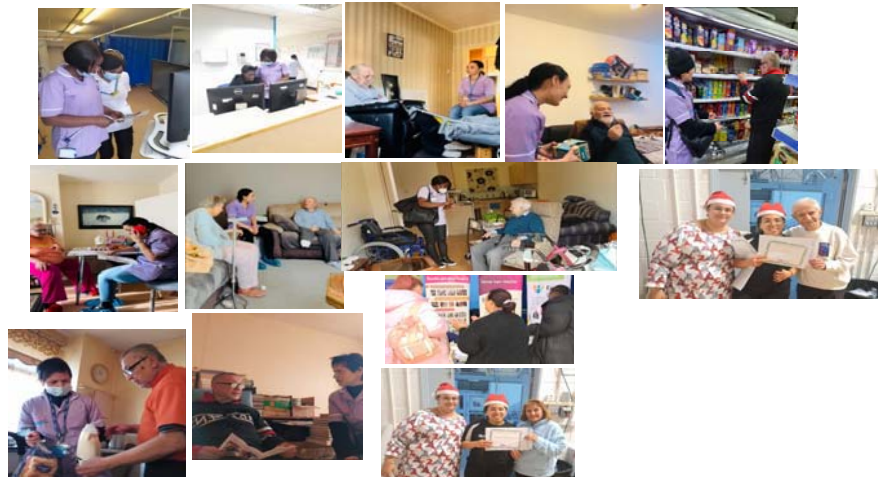
THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

British, and 22% from other backgrounds. The readmission rate was impressively low at 3%, indicating the effectiveness of the support provided. Patient satisfaction was notably high, with 99% of patients expressing positive feedback.

In 2024-25, we will expand support services to include service plus activities like befriending, welfare support in partnership with Citizens Advice Haringey and increase community outreach to ensure even more patients are aware of and can access the service.



Health@theHut Project: Funded by the National Lottery Reaching Communities Fund, Health@theHut aims to improve the health and wellbeing of residents by enabling lifestyle changes including healthy eating and increasing physical activity and fostering social networks. In 2023-24, we collaborated with local schools and community organisations and key achievements included:

- Engaged 113 parents and children (target 100) in healthy cooking sessions.
- Engaged 40 older participants and 78 younger participants in physical activities.
- Held community events such as Easter parties, slime parties, and summer festivals, drawing hundreds of participants and promoting social cohesion.



In 2024-25, we will seek continuing funding and introduce new health-focused workshops and expand physical activity sessions to include more diverse exercises and age groups.

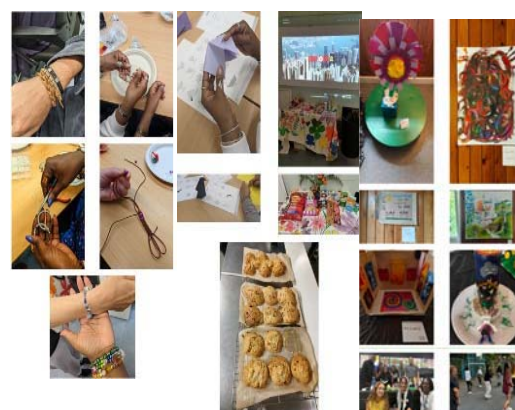
Tottenham Talking: Funded by North Central London Integrated Care Board and in partnership with North London Mental Health Partnership NHS Trust, we provided essential mental health support to individuals living with and recovering from mental health challenges. The project offered a range of groups and individual supports delivered with the unique perspective from mental health peer support workers and mental health professionals including OT, psychology and art therapy.



THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2024

Operating five days a week, Tottenham Talking received 147 referrals, surpassing its target by 22.5%. The project maintained a gender-inclusive environment and supported 75 Black and Minority Ethnic service users. Activities included 14 weekly groups, community engagement events, and new initiatives like art therapy sessions. The introduction of a community WhatsApp group facilitated better communication and outreach.

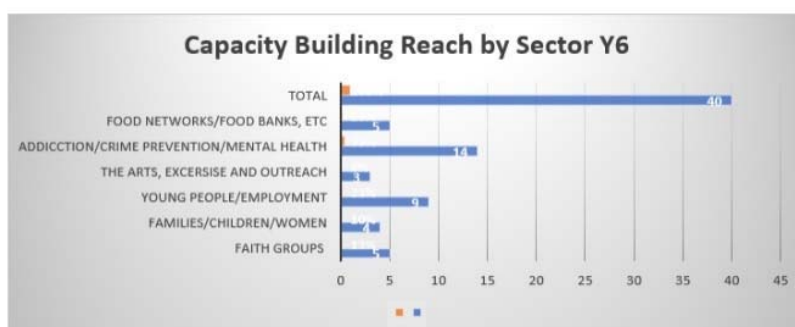
Tottenham Talking Timetable				Week beginning: 4th March 2024
MONDAY 4TH	TUESDAY 5TH	WEDNESDAY 6TH	THURSDAY 7TH	FRIDAY 8TH
10:30-11:30 Breakfast club CHESTNUTS COMMUNITY CENTRE Joanne	11:00-12:00pm Chair Exercise CHESTNUTS COMMUNITY CENTRE Dore	10:30-12:00 Art and Conversations with ART CHESTNUTS COMMUNITY CENTRE Olivia	10:30-12:00 Mindful Writing with ART CHESTNUTS COMMUNITY CENTRE Joanne and Christine	11:00-12:00pm Walking group CHESTNUTS PARK Hannay Walks and IT
1:00-2:30pm Women's group CHESTNUTS COMMUNITY CENTRE Joanne and Christine	12:30-1:30pm Music Appreciation CHESTNUTS COMMUNITY CENTRE Stacey and Olivia	1:00-2:00pm Poor Soup Support from 0756 125444 CHESTNUTS (FREE) Paul	1:30-3:30pm Creative Space CHESTNUTS COMMUNITY CENTRE Joanne and Dore	12:30-2:30pm International Women's Day Lunch with ART and IT Mindful Writing and IT
2:30-4:00pm Art Therapy (Pre booking text: 07745532055) Roah and Dawn	2:30-4:00pm Keep Calm and Carry on Baking! THE BAKERY HUB LAWSON and Dawn pre-booking for the story: 07808322119	2:00-3:00pm Movement for the Soul CHESTNUTS COMMUNITY CENTRE Dore		



In 2024-25, we co-develop specialised activities as appropriate for service users and enhance outreach activities to strengthen our hub and spoke model of service delivery.

Haringey Wellbeing Network Project: This project, funded by North Central London ICB, exceeded all targets, benefiting 210 individuals and 40 grassroots groups involved in supporting the wellbeing of residents. Key achievements included:

- Delivered capacity building workshops to grassroots groups covering organisational management and fundraising, and assisted groups with mental health advocacy skills.
- Facilitated resource sharing and networking.



In 2024-25, we will further strengthen partnership with Mind in Haringey and expand capacity-building workshops to cover new areas of need.

Family Hubs and Start for Life: In partnership with Haringey Council Children Services, the Family Hubs project exceeded targets, achieving the following:

- Regular communication with voluntary and community sector organisations
- Facilitated setting up of first Haringey Family Hub at the Triangle Children Centre and the second hub in Muswell Hill.
- Established a Parent Carer Panel for feedback and service improvement
- Developed a Digital Offer platform for accessing services.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

In 2024-25, we will further enhance digital offerings and expand the Parent Carer Panel to include more diverse voices and covering more hubs.

Community Outreach & Engagement (Somali Speaking): This project, funded by Haringey Council, focused on mentoring young people and addressing community issues such as Islamophobia. Key achievements included:

- Engaged 23 young people in mentoring sessions
- Conducted regular community consultations
- Organised an Islamophobia Week workshop and a youth panel discussion on hate crime

In 2024-25, we will expand mentoring programmes and increase community workshops to tackle emerging issues.

Care navigation and social prescribing: in partnership with NHS partners such as Haringey GP Federations, Primary Care Networks and Whittington Health, we employed 9 social prescribers / care navigators who supported Haringey patients suffering from diabetes, frailty, obesity and heart conditions to access the care and information which best meets their health and social care needs. This helped them to be seen by the right person, at the right place and at the right time. Our team connected residents to social activities such as physical activities, arts/cultural activities, debt and other practical advice, and nature-based activities to improve their health and wellbeing.

Additionally, this year we recruited a Community Wellbeing Advocate, whose role is to support people from Black African and Caribbean backgrounds with cardiovascular disease (CVD) and at risk of other long-term conditions (LTCs).

In 2023-24, we will continue to work towards delivering positive behavioural change and the positive cross-sectoral working practises it encompasses.

NHS Health Inequalities Programme

This programme is funded by North Central London ICB to reduce health inequalities which are unfair and avoidable differences in health across the Haringey population with a focus on the more deprived east of the borough. In 2023-24, we delivered the following interventions:

ABC Parents: In partnership with North Mid University Hospital, ABC Parents offers free informative workshops, training, and peer support to educate parents on handling childhood injuries and illnesses, reducing anxiety-related and avoidable A&E visits, and supporting post-natal fitness and breastfeeding. The project delivered around 300 online workshops and lifesaving training sessions, reaching diverse communities by offering sessions in multiple languages. Peer support champions have





ABC Parents
Haringey & Enfield
COURSES, WORKSHOP AND SUPPORT GROUP



Telephone: 07977 076099
Email: northmid.abcparents@nhs.net
Website: www.northmid.nhs.uk/abcparents



FREE CHILD FIRST AID COURSE
Ücretsiz Çocuk Sağlığı ve Hayat Kurtaran Kursu.
June 27, 2024
9:30am-2:30pm
Northumberland Park Resource Centre
N17 0HJ



THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2024

conducted 29 breastfeeding drop-in sessions and 60 support sessions for mothers on maternity/NICU wards.

Community Empowerment (Co-Production) Theme: This project aims to embed co-production practices in community and voluntary sector services. We co-developed a Co-production Toolkit that has been shared with statutory services through presentations to the Neighbourhood Health Inequalities Board and Haringey's Age Well Board. Collaborating with Haringey GP Federation long-term conditions team, the project has increased engagement with Black African and Caribbean communities, addressing needs identified in our 2023 community action research report. An employability event in May 2024 saw over 30 residents and service providers participate. Our Community Ambassadors and Programme Coordinator are developing forward plans to further disseminate co-production practices across other NHS Health Inequalities Funded projects.

Mental Wellbeing Theme: This theme continues to provide community-based wellbeing services to those excluded from mainstream services. Five grassroots organisations delivered 268 sessions, including activities such as crochet, volunteering, mentoring, and 1-1 support. 49 volunteers were recruited as community mental health ambassadors, providing 59 sessions of wellbeing support throughout 2023-24. Grassroots organisations have been supported through bid-writing/fundraising, trauma-informed practice, and peer support workshops.

Examples of participant feedback:

- *"It's nice to have our group back and listen to stories I can relate to. It makes me feel I'm not alone."*
- *"I'm thankful for the stigma in our community finally being challenged."*
- *"I felt down today, but being with this group gave me strength to carry out my day."*
- *"The coffee morning was just what I needed. Talking today really helped my mental health."*

Case Study: *"A 69-year-old Black African woman, felt isolated after her husband's death. A health ambassador recommended a sewing group. She joined and experienced improved wellbeing, confidence, social skills, and knitting abilities. She was also directed to bereavement support."*

Cancer Screening Awareness: This project aims to address barriers to cancer screening uptake within marginalised communities. Cancer community champions have raised awareness at over 15 events, reaching between 10 and 200 residents per event. Feedback from these activities will inform tailored workshops and initiatives, such as a workshop with healthcare professionals for Black African, Black Caribbean, and Turkish Cypriot communities. One participant remarked, *"Talking about breast cancer in our community is so needed."*



Healthy Hearts Pilot Programme: Commissioned by Haringey Public Health, we are piloting this 15-month long project utilising a "resident provider" model. The project started on 15 March 2024 and residents from priority groups will be recruited, funded, and supported to work with existing healthcare service providers by leveraging their social capital to increase the uptake of preventative

THE BRIDGE RENEWAL TRUST

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For the year ended 31 March 2024

lifestyle improvement services within the community to tackle cardiovascular disease (CVD). This project will be externally evaluated to ensure learning is carried forward.

Overall, our healthier and stronger communities programme has significantly impacted the local community, promoting resilience and well-being. As we look ahead to 2024-25, we aim to build on this success by expanding our reach and enhancing our services to better meet the needs of our community.

Safer and stronger communities

Our safer and stronger communities programme strives to foster a community in Haringey where every individual feels safe, valued, and empowered to contribute to the community wellbeing. By working in partnerships, we aim to enhance community safety, promote inclusivity, and ensure that every resident has access to the resources and opportunities they need to thrive.

Home Cooked Tottenham Hale: After three years of successful delivery and £1,125,000 of funding from Mayor of London's Violence Reduction Unit (VRU), the Home Cooked consortium, led by The Bridge Renewal Trust, has engaged 3,571 young people, professionals, and residents through various interventions, training sessions, and events.



In 2024-25, the consortium will use further funding of £150,000 from the VRU to sustain the activities of the programme by developing and implementing a business plan, fundraising and income generation strategy, capacity building and community engagement plan needed to address community violence in Tottenham Hale ward in the long term.

Home Cooked Northumberland Park: The Home Cooked programme secured £800,000 over two years to deliver a violence reduction project in Northumberland Park Ward, with Tottenham Hotspur Foundation joining as a consortium partner. This initiative will deliver a three-tiered offer to the community, reaching approximately 1,100 children, young people, parents, teachers, and residents through primary interventions, secondary support for at-risk individuals, and tertiary services for those known to the criminal justice system. The programme will also support the development of the grassroots sector and embed youth participation principles across all streams of delivery. The Home Cooked Northumberland Park programme is set to run for two years, with a possible extension.

Youth Echo: Youth Echo is an innovative £1.07m programme over 3 years funded by City Bridge Foundation under the Propel partnership initiative. It aims to address racial inequity faced by Haringey's Black and Minority Ethnic young people by strengthening their voices, empowering system change, and supporting sustainability within the youth sector. The community launch event in April 2024 saw 19 Haringey-based youth organisations and over 100 residents and young people come together. We have supported 30 youth organisations with bid writing and fundraising strategies training sessions, and 12 organisations attended training to enhance Youth Participation. In 2024-25, we will deliver ongoing social action activities that enable young people to contribute to

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For the year ended 31 March 2024

tackle systemic barriers and challenges faced by disadvantaged young people in four thematic areas: Healthcare, Police relations, Education, and Employment sectors.

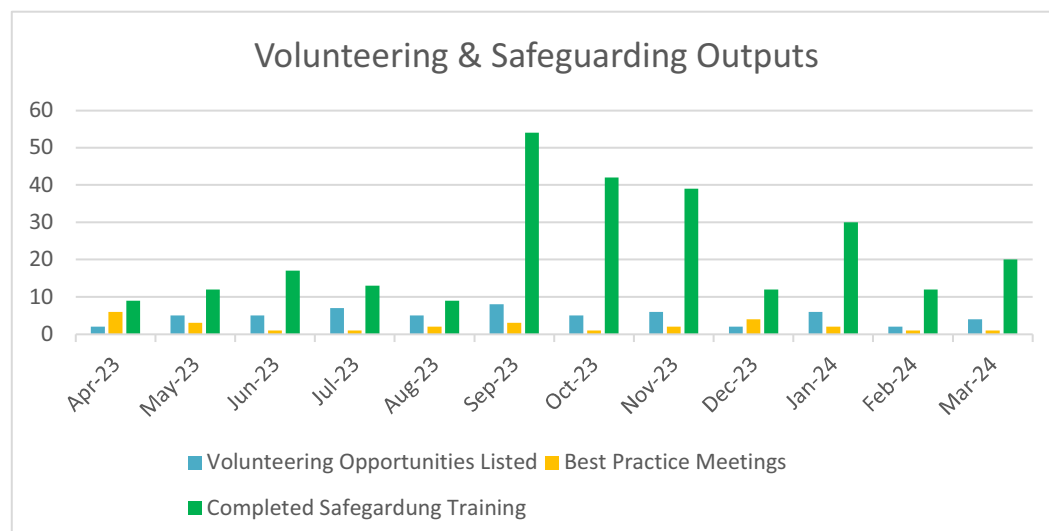
Haringey Safer Neighbourhood Board (SNB): we administer the Haringey Safer Neighbourhood Board and in 2023-24 the board funded 6 local organisations that reached over 800 young people. Interventions ranged from a Youth Summit to workshops on knife crime, safety, and exploitation prevention, to self-defence sessions for women and girls. Haringey Shed's drama workshops for 240 young people explored themes like hate crime and healthy relationships. Feedback has been positive, leading to ongoing work addressing antisemitism and Islamophobia in schools.

Overall, looking ahead to 2024-25, we will continue to strive to make a significant, positive impact in Haringey, fostering a safer and more inclusive community.

Strategic Partner Service (Community Impact Haringey)

Capacity Building: Throughout 2023/24, the eighth and final year of delivering this flagship service, Community Impact Haringey, overseen by our Head of Partnerships, provided substantial capacity-building support to Haringey's voluntary and community sector. We successfully helped leverage £2.5 million in funds for the sector this year, contributing to a cumulative total of nearly £22.5 million over the contract's duration. Our Capacity Building Manager addressed over 236 inquiries from community groups and charities, offering diverse support ranging from establishing Community Interest Companies (CICs) to organisation development and trustee recruitment. We maintained strong collaborations with VCS grant funding bodies, notably the National Lottery Community Fund, enhancing the financial sustainability and growth of local organisations.

Volunteer Centre Haringey: we have been instrumental in promoting volunteering across the borough. We supported 24 Volunteer Involving Organisations (VIOs) through our Volunteering Best Practice Service, registering 57 new volunteering opportunities and conducting 45 best practice support meetings. During Volunteers' Week in June 2023, we recognised 124 local volunteers for their outstanding contributions with certificates, celebrating their commitment to Haringey's good causes. Additionally, our online basic safeguarding awareness training reached 272 participants from 31 organisations, enhancing the sector's capacity to ensure volunteer safety and well-being.



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For the year ended 31 March 2024

Communications and Events: we have played a pivotal role in engaging the community. We facilitated 10 significant events, including nine Voluntary and Community Sector Forums, a meet-the-funder event, the Volunteer Recognition event, and the highlight of the year, the Haringey Community Expo 2023. These events, attended by over 742 participants and featuring 18 guest speakers, were delivered both online and in-person to maximise accessibility and impact. Our robust communication strategy involving email bulletins, social media, and our website, ensured effective dissemination of valuable information to residents, community organisations, and partners.



March VCS Forum – Spring Networking Event

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For the year ended 31 March 2024

NavNet: we continued to grow our NavNet Programme, a community of knowledge initiative with nearly 300 members, offering instant support via a WhatsApp group chat and regular networking opportunities.

Haringey Food Network: Our support for the Haringey Food Network this year has focused on developing a comprehensive food systems approach. We launched the Haringey Food Partnership, rooted in sociocracy principles, to broaden engagement and impact. Key achievements included maintaining communication channels for peer support, securing initial funding from the Greater London Authority (GLA) to enhance local food partnerships, and coordinating volunteer needs through a recruitment video and dedicated webpage. We also facilitated training reviews and funded courses to improve volunteer retention. Our collaboration with Haringey Council's VCS team led to the development of a Community of Practice, enhancing partnership working and support at food banks. This year, we secured additional GLA funding for the Food Roots 2 Programme, aiming to build food resilience and develop sustainable practices to better support food-insecure residents.

Other Activities: We organised the Bridge Summer Fest on 3 August 2023 at Chestnuts Community Centre and Park. This event, attended by over 500 people, featured engaging activities for families and showcased services and volunteering opportunities from 28 local community groups. The grassroots organisations. Our internal communications support also saw significant development, with a Task and Finish Communications Group enhancing digital capabilities among Bridge staff.

Overall, 2023-24 has been a year of significant achievements for Community Impact Haringey, marked by successful capacity building, vibrant community events, strategic food network support, and robust volunteer engagement, all contributing to a thriving and resilient voluntary and community sector in Haringey.

Haringey Giving



Haringey Giving is an independent partnership led by local residents and works closely with community organisations, local businesses and funders across Haringey. Haringey Giving is at the beating heart of our vibrant borough. As the hub for local giving, we offer opportunities for individuals and businesses to contribute to support the community we call home. Haringey Giving is administered by The Bridge Renewal Trust.

Through our grants, Haringey Giving enables people and organisations in Haringey to benefit from the funds raised. We ensure that these and other resources are directed where they're needed most to make a positive difference to those in need of extra support. Our approach is collaborative and evidence-based and aims to tackle inequality by supporting the local community through addressing local priorities including:

- **Children and young people** with reference to community safety, knife and gun crime
- **Mental health** including people experiencing social isolation
- **Skills and enterprise** with reference to people living in Haringey who are refugees or from migrant communities.

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Leveraging Funds and in-kind resources: The Haringey Giving Board is grateful to our corporate donors and funders who contributed towards core operating costs, grant making, tailored projects, onward grant making and other in kind support available during the year, including City Bridge Foundation, The Cornerstone Fund, Haringey Council, Linklaters LLP, Related Argent LLP, Raspberry Pi, The Bloomfield Trust, LHC Community Benefit Fund, Woodley Coles LLP, Techrelate, IT GUYS, Haringey Borough Women's Football Club; The Orp Foundation and the Robert and Evelyn Lyons Charitable Trust.

We would like to thank the many local residents and businesses who have contributed, helped spread awareness of Haringey Giving, raised funds and donated to Haringey Giving's campaigns. Special thanks go to Alexandra Palace Young Creatives Network for raising funds to support young people in Haringey during the year. We would also like to thank Mayor of Haringey, Cllr Lester Buxton and Haringey MPs Catherine West and David Lammy who got behind our campaign and our priorities and helped us reach wider audiences during campaigns.

Our impactful fundraising campaigns through Changing Lives Appeal raised £30,500 to support the Changing Lives Fund. Haringey Giving Week campaign raised £17,471 for the Together We Can Fund, thanks to our match funding partners Linklaters, Related Argent, LHC Procurement Group, and generous public contributions.

Distribution of funds and resources

- **Together We Can Fund:** Supports diverse community groups in addressing shared challenges. In autumn 2023, we awarded £44,999 to ten community projects, including Alevi Cultural Centre and Cemevi, Community Cook Up, and others. In winter 2023/24, six groups received £29,886, including Breadline London and Silver Circle Project.



- **Changing Lives Fund:** Empowers individuals on low incomes to achieve transformative changes through micro grants. In the second round, £30,000 was distributed among six Delivery Partners, including You vs You, Dalmar Heritage and Family Development, and HR Sports Academy.

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Tackling Digital Exclusion

Through our partnership with the Raspberry Pi Foundation and the Bloomfield Trust, we provided essential devices and peripherals to children and young people, helping to bridge the digital divide in Haringey.

Devolved Funding Expertise

Haringey Giving excels in designing and delivering impactful funding on behalf of other organisations. This year, we distributed funds for Haringey Council, LHC Community Benefit Fund,

Linklaters LLP, and Related Argent LLP, ensuring that resources were effectively allocated to support our community's needs.

Looking Ahead

As we reflect on 2023-24, Haringey Giving remains committed to empowering our community, fostering collaboration, and addressing local priorities. Together, we will continue to make Haringey a place where everyone can thrive.

Partnerships and Friends of the Bridge

Partnership is central to our work and key partners during 2023-24 included: London Borough of Haringey, North Central London Integrated Care Board, Barnet, Enfield and Haringey Mental Health NHS Trust, GPs at the Laurels, Whittington Health, North Middlesex Hospital University NHS Trust, Haringey GP Federation, Primary Care Networks, Homes for Haringey, Mind in Haringey, Public Voice/Healthwatch Haringey, Jacksons Lane, Hope in Haringey, Citizen Advice Haringey, North London Partnership Consortium, Godwin Lawson Foundation, Father2Father, You Vs You, Every Parent and Child, Sewn Together/Gold & Silver Enterprises, Turkish Cypriot Community Association (TCCA), RISE Projects, HOPEC, ARK Resettlement Services, Dalmar Heritage and Family Development, Local Resident Associations and Local Primary and Secondary Schools.

The charity also continued to support New Deal for Communities legacy groups - such as Triangle Family Hub Management Advisory Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

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Financial review

Principal Funding Sources: The main income sources during the year included:

- a) Earned income from rent the Laurels Healthy Living Centre **290,025** (2023: £291,447. Chestnuts Centre venue rental income **£47,035** (2023: £37,093) and Community Hut rental income **£13,905** (2023: £14,221).
- b) Earned income from sales Whole Health Services **£79,036** (2023: £70,476) Other- **£24,225** (2023: £24,225) Service contracts from commissioners North Central London I **£72,797** (2023: £72,7974) and Barnet, Enfield and Haringey Mental Health Trust **£177,239** (2023: £145,078)
- c) Federated4Health **£319,932** (2023: £327,307) Haringey Council **£722,124** (2023: £677,500) and MIND IN HARINGEY **£82,598** (2023: £58,650)
- d) Grants from Charitable Funders and Trusts National Lottery Community Fund **£121,663** (2023: £99,609) Haringey Giving General Appeal **£15,727** (2023: £35,911)
- e) City Bridge Foundation **£482,450** (2023 £156,478) Linklaters **£30,000** (2023: £30,000) and LOCALITY **£10,000** (2023 £10,000)
- f) Mayor's Office for Policing and Crime **£24,729** (2023: £24,665) and Greater London Authority **£375,000** (2023: £385,759)
- g) Other major sources: North Middlesex University Hospital **£160,930**, Royal Free Charity **£17,394**, North Central London Cancer Alliance **£71,397** NCLICB- REN **£42,500**.

It is worth noting that Haringey Council's proportion of this year's turnover of £3,331,907 was **21.6% as** compared to relatively higher percentages of previous years.

Turnover for the year was **£3,331,907** (2023 £2,899,904) and expenditures of **£3,248,815** (2023 £2,732,694) resulting into a trading surplus of **£93,809** (2023: £167,810 including unrealised capital investment gain of **£10,708** (2023: (£7,357) loss).

The Statement of Financial Activities (SOFA) on page 38 of this report detailed the trading results for the financial year.

Investment Policy: Trustees have agreed an updated investment policy with the following main objectives:

- a) To produce the best financial return within an acceptable level of risk.
- b) To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the charity.
- c) To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.
- d) To ensure the financial investments take into account the charity's values and ethos. There is proven link between health inequalities and the consumption of alcohol, tobacco and poor diet.

The Finance and Investment Committee, chaired by the Treasurer, which meets as required, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the charity. In 2022/23

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financial year the Trustees having approved the disposal of the Aegon Ethical Cautious Managed Funds during the same financial year had subsequently approved CCLA Investment Deposit Account amount of **£85,000** and was placed on **06/07/2023**. These investments were valued at £96,652 at 31 March 2024 with Capital and Income growth of **£11,652**, please note 11 the accounts.

The total assets value of **£4,049,896** on the balance sheet includes the programme related investments of **£2,340,000** which form part of the total funds and represents property which cannot be readily realised.

Reserves policy and going concern: The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency expenditures and to build resources for future investments.

This year, the charity's funds have increased from £3,956,087 in 2023 (as restated) to **£4,049,896** of which **£1,033,808** were unrestricted reserves and **£21,179** restricted reserves details in note 18 to the accounts.

Purpose of reserve

Target £1,375m

- **Contingency Reserves:**
 - **£450k** to provide for short term solvency and stability in case of an extreme event.
 - Ensure the Charity can function while action is taken.
- **Working Capital Reserves:**
 - **275k** to manage the working capital requirements and ensure it can meet its operational costs.
- **External Financial Risks:**
 - **£500k** to provide level of mitigation against the financial risk of the loss of main tenant.
 - contingency for void at the Laurels through loss of income from main tenant tendering and void at the Laurels.
- **Strategic Reserves:**
 - **£150k** to explore the redevelopment of the Chestnuts Centre. It is anticipated funding could be secured that would reduce the strategic reserves substantially.
- **Unrestricted reserves:**

The unrestricted reserves amounted to **£1,033m** which is the same value as the free reserves. This was calculated taking into account fixed assets investments plus current assets less current liabilities. Please see note 20 to the accounts.
- **Designated Funds:**

The designated funds of **£2,995m** was made up of **£2,340m** programme related investment and **£655k** fixed assets including the current value of the Laurels office space which the Bridge occupies.

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As can be seen we are still working towards the target reserves of £1,375m. We wish to thank our funders and supporters for their interest in our work and the achievements we have made so far. We would very much appreciate your help towards achieving this target through your on-going commissioning for the benefit of our local and community groups.

Risk Management

A risk management strategy is in place comprising the charity and subsidiary company:

- Establishment and implementation of policies, systems and procedures to mitigate identified risks.

The following matters have been considered as part of the risk review by Trustees during the year:

- Board responsibilities and risks areas: Board development and training days have been held covering key areas such as risk management and financial management; and Register of Conflict of Interest for Trustees is kept up to date.
- Reputational risks ensure that key contractual services such as the Strategic Partner service/Community Impact Haringey are successfully delivered.
- Operational and staffing issues - Operational Risk Register used to identify and manage these risks.

Trustees receive quarterly strategic risk reports that provide assurances that the risk management strategy is being effectively implemented.

Trustees have also identified key risks and threats to the charity which include the need to diversify income sources to avoid overdependence on a few main sources of income and urgent redevelopment of Chestnuts Community Centre to improve its viability and sustainability. We are managing these through regular risk assessment. The viability of the Chestnuts Community Centre remains a concern in the short to medium term. We have started co-production work for a shared vision and long-term plan to deliver a modern and environmentally friendly community facility. We have employed a Bid Co-ordinator who support us to develop a business plan and submit bids to secure funding for the redevelopment in 2024-25.

Through our Financial Procedures, we are ensuring that internal financial and operational controls are monitored and improved. The Board of Trustees have previously reviewed and clarified the role of the Finance and Investment Committee. The Finance and Investment Committee has been focusing on reviewing financial policies and improving procedures to improve financial and operational processes.

PLANS FOR THE FUTURE

Our fourth Business Plan (2023-28) continues to steer our strategic, financial, and operational planning activities over the next year and beyond. We will continue to work collaboratively to support communities to continue to become more resilient and thrive during the next difficult years. Key future plans include:

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- Ongoing key stakeholder engagement to co-produce a vision and redevelopment framework including funding package for Chestnuts community Centre – as modern art and digital centre.
- Continue promoting healthier, stronger and safer communities through self-help initiatives and early help and preventive health and wellbeing services alongside residents.

Continue to provide leadership across the borough to ensure greater understanding of the disparities and promote equitable access to services

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

Directors and Trustees

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

Appointment of Trustees

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

We currently have 9 Board members. Each year we carry out skills audit to identify training and development needs. Currently we are running an open recruitment process to fill some skills gap that were identified during this process. This involves advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

Trustee induction and training

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision - making process by the Board. New Trustees also get to meet other Trustees and key employees. There is also peer support from fellow Trustees and opportunities to attend external training.

Organisation

The Board of Trustees meets quarterly, and the Finance and Investment Sub-Committee also meets as required. The Chief Executive is appointed by the Trustees to serve as the Company Secretary and to manage the day-to-day activities of the Charity.

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The Trading Company-Bridge Renewal Services Ltd

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2023-24 the company did not trade (dormant) following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2024-25 alongside the proposed development of a Healthy Living Pharmacy at the Laurels.

Staffing

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of Head of Healthier and Stronger Communities, Head of Safer and Stronger Communities, Director of Haringey Giving, Community Services & Facilities Manager, Community Empowerment Manager, and Finance and Monitoring Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2023-24, the workforce was comprised of 55 members of staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, Payroll and IT. In 2024-25, we will continue to review our leadership and operational capacities and take appropriate actions as necessary including the introduction of heads.

Pay policy for senior staff

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. In April 2024, Trustees approved a 2.5% cost of living pay rise for the entire work force with effect from 1 April 2024 to help mitigate the rising costs of living. This increase was informed by best practices within the sector – both locally and nationally. Overall remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Fundraising Policy

The charity understands its duty to protect the public, including vulnerable people from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. The charity employs a Director of Haringey Giving who leads on all fundraising matters including dealings with external online fundraising platforms. The charity does not currently use external fundraising agencies for either telephone or face-to-face campaigns. We raise funds in compliance with the Code of Fundraising Practice of the Fundraising Regulator in England, Wales and Northern Ireland.

Fundraising Complaints: none for the year (2022-23) none.

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditures, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP (FRS102-2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- 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 accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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AUDITORS

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Small Companies Exemption

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:

Rachel Hughes (Chair)



Rachel Hughes (Fri, 13th Dec 2024
11:00:35 GMT)

Date: 13 December 2024

Opinion

We have audited the financial statements of The Bridge Renewal Trust (the 'charitable company') for the year ended 31 March 2024 which comprise of the Statement of Financial Activities, the Charitable Company Balance Sheet, the Cash Flow Statement 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 2024, and of the charity's 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'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

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 trustees' 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.

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 (incorporating the directors' report) 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 our 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 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 and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.
- 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 trustees' report and from the requirements to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We also reviewed the latest risk register and legal fees in the period.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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. 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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)#

17 December 2024

For and on behalf of

Price Bailey LLP

Chartered Accountants and Statutory Auditors

3rd Floor

24 Old Bond Street, Mayfair,

London W1 4AP

The Bridge Renewal Trust

Statement of Financial Activities

(Incorporating the Income and Expenditure Account)

for year ended 31 March 2024

		2024 Restricted Fund	2024 Unrestricted Fund	2024 Total Funds	2023 Restricted Fund	2023 Unrestricted Fund As restated	2023 Total Funds As restated
	Notes	£	£	£	£	£	£
Income							
Laurels rent	2	-	290,025	290,025	-	291,447	291,447
Income from charitable activities:							
Promote and protect mental and physical health	3	1,120,825	1,873,011	2,993,836	746,851	1,828,755	2,575,606
Income from investments		-	33,290	33,290	-	1,775	1,775
Other trading income		-	14,756	14,756	-	31,076	31,076
		<u>1,120,825</u>	<u>2,211,082</u>	<u>3,331,907</u>	<u>746,851</u>	<u>2,153,053</u>	<u>2,899,904</u>
Expenditures							
Fundraising		-	88,801	88,801	-	106,900	106,900
Promote and protect mental and physical health	4,16	1,203,216	1,956,799	3,160,015	808,171	1,817,023	2,625,194
		<u>1,203,216</u>	<u>2,045,599</u>	<u>3,248,815</u>	<u>808,171</u>	<u>1,923,923</u>	<u>2,732,094</u>
Total expenditure							
167,810		<u>(82,391)</u>	<u>165,483</u>	<u>83,092</u>	<u>(61,320)</u>	<u>229,130</u>	<u>167,810</u>
Before gains/(losses) on investments		(82,391)	165,483	83,092	(61,320)	229,130	167,810
Net gains / (losses) on investments	11	-	10,718	10,718	-	(7,357)	(7,357)
		<u>(82,391)</u>	<u>176,200</u>	<u>93,809</u>	<u>(61,320)</u>	<u>221,773</u>	<u>160,453</u>
Total							
NET MOVEMENT IN FUNDS		<u>(82,391)</u>	<u>176,200</u>	<u>93,809</u>	<u>(61,320)</u>	<u>221,773</u>	<u>160,453</u>
Balance brought forward 1st April 2023 2023		<u>103,570</u>	<u>3,852,517</u>	<u>3,956,087</u>	<u>164,890</u>	<u>3,703,250</u>	<u>3,868,140</u>
PRIOR YEAR ADJUSTMENT	22	-	-	-	-	(72,506)	(72,506)
Total funds carried forward 31st March 2024	16,18,20	<u>21,179</u>	<u>4,028,717</u>	<u>4,049,896</u>	<u>103,570</u>	<u>3,852,517</u>	<u>3,956,087</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 30 to 41 form an integral part of these financial statements.

Balance sheet

as at 31 March 2024

			2024	As restated 2023
	Notes	£	£	£
Fixed assets:				
Tangible fixed assets	10		654,909	687,013
Investments	11		96,652	-
Programme related investments	12		2,340,000	2,340,000
			<u>3,091,561</u>	<u>3,027,013</u>
Current assets				
Debtors	14	409,009		145,128
Cash at bank and in hand		<u>1,072,823</u>		<u>1,165,289</u>
		<u>1,481,832</u>		<u>1,310,417</u>
Creditors				
Amounts falling due within one year	15	(523,497)		(381,343)
NET CURRENT ASSETS			<u>958,335</u>	<u>929,074</u>
TOTAL NET ASSETS			<u>4,049,896</u>	<u>3,956,087</u>
FUNDS:				
Restricted	16,20		21,179	103,570
Designated	18,20		2,994,909	3,027,013
Unrestricted	18,20		1,033,808	825,504
TOTAL FUNDS	20		<u>4,049,896</u>	<u>3,956,087</u>

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 13 December 2024 and signed on their behalf by:



Rachel Hughes (Fri, 13th Dec 2024
11:00:35 GMT)
Rachel Hughes
Chair

The Bridge Renewal Trust

Statement of Cash Flows

year ended 31 March 2024

	Notes	2024 Total Funds £	6 2023 Total Funds £
Cash flows from operating activities			
Cash generated from operations	1	(16,569)	79,366
Net Cash provided by (used in) operating activities		(16,569)	79,366
Cash flows from investing activities:			
Investment income		-	1,775
Disposal of assets		15,160	-
Disposal of investments		(944)	-
Purchase of investments		(85,000)	-
Purchase of tangible fixed assets		(5,113)	(26,818)
Net cash provided by (used in) investing activities		(75,897)	(25,043)
Change in cash and cash equivalents in the reporting period		(92,466)	109,532
Cash and cash equivalents at the beginning of the reporting period	2	1,165,289	1,055,757
Cash and cash equivalents at the end of the reporting period	2	1,072,823	1,165,289
1 RECONCILIATION OF NET MOVEMENT FUNDS TO NETCASH FLOW FROM OPERATING ACTIVITIES		2024 Total Funds £	2023 Total Funds £
Net income from operating activities (as per the statement of financial activities)		93,809	160,453
Adjustments for:			
Add back: Investment losses/deduct investment gains		(10,708)	7,357
Deduct: Investment income tax		(886)	(1,775)
Depreciation charge		22,057	39,552
(Increase) / Decrease in debtors		(263,881)	(70,229)
Increase / (Decrease) in creditors		143,040	(55,992)
Net cash provided by (used in) operating activities		(16,569)	79,366
2 ANALYSIS OF CASH AND CASH EQUIVALENTS		2024 £	2023 £
Cash at bank and in hand and short term deposits		1,072,823	1,165,289
		1,072,823	1,165,289
Analysis of changes in net debt			
Cash and Cash equivalents 01 04 2023		1,165,289	1,055,757
Cash flows		(92,466)	109,532
Other non cash changes		-	-
Cash and Cash equivalents 31 03 2024		1,072,823	1,165,289

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2024 (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

h) 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:

- Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.
- Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Support costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activity are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated are set out in note 4.

j) Operating leases

The charity classifies the lease of printing (photocopiers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straightline basis over the term of the lease.

k) Tangible fixed assets

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straightline
Computer equipment	25% straightline
Laurels long leasehold	2% straightline
Improvement to building	On the remaining leasehold duration

l) Investments

Investments are held at market value as at the Balance Sheet date

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited at cost.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

n) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of the acquisition or opening the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2024 (continued)

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The Investments note¹¹ details the historic cost of investments and the unrealised gains/(losses) to arrive at their fair value. The note also detailed the disposal of the investment during the year.

q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

The Bridge Renewal Trust
year ended 31 March 2024
Notes to the financial statements (continued)

	Restricted	Unrestricted	Total 2024	Restricted	Unrestricted as restated	Total 2023 as restated
	£	£	£	£	£	£
2 RENTAL INCOME						
Laurels Healthy Living Centre Lease Rental	-	290,025	290,025	-	291,447	291,447
3 INCOME FROM CHARITABLE ACTIVITIES						
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Community Hut	-	13,905	13,905	-	14,221	14,221
Whole Health Therapies	-	79,036	79,036	-	70,476	70,476
North London Partnership Consortium	-	3,750	3,750	-	6,250	6,250
The City Bridge Trust - Haringey Giving	114,100	-	114,100	101,600	4,878	106,478
The City Bridge Trust - Cornerstone Project	89,656	10,344	100,000	40,446	9,554	50,000
LOCALITY - Haringey Giving	10,000	-	10,000	10,000	-	10,000
Mayor's Office for Policing and Crime	19,055	5,674	24,729	19,055	5,600	24,655
The City Bridge Foundation-Youth Echo	268,350	-	268,350	-	-	-
GLA - Food Roots Incubator Grant	-	11,212	11,212	-	13,200	13,200
- MYENDS Project/Home Cooked Food	-	376,000	376,000	-	372,559	372,559
North Central London Cancer Alliance	-	71,397	71,397	-	102,769	102,769
ABC Parent Craft Project	160,930	-	160,930	163,667	-	163,667
Linklaters - Haringey Giving	20,000	10,000	30,000	20,000	10,000	30,000
TH DM NORTH ISLAND LTD - Haringey Giving	-	-	-	1,303	-	1,303
Charity Aid Foundation - Haringey Giving	-	-	-	600	-	600
Hollis Global Ltd - Haringey Giving	-	-	-	500	-	500
Robert & Evelyn Lyons Char Trust	-	-	-	1,000	-	1,000
General Donations- Haringey Giving	15,727	-	15,727	31,603	-	31,603
Charitable Giving	-	-	-	905	-	905
Volunteer Centre Camden PLUS	-	-	-	-	2,212	2,212
NCLICB Long Covid Referral	-	5,214	5,214	-	-	-
Claremont Communications Lunghealth Campaign	-	4,000	4,000	-	-	-
LondonPlus VCS Emergency Planning Grant	-	5,000	5,000	-	4,253	4,253
Inclusion Barnet-VCS borough representation lead	-	5,650	5,650	-	8,150	8,150
Royal Free Charity	17,394	-	17,394	34,788	-	34,788
The Whittington Health Hospital Carer Service	-	16,341	16,341	-	-	-
LB Haringey-Safer Neighbourhood Board	-	17,000	17,000	-	17,000	17,000
LB Haringey-Home From Hospital	-	150,000	150,000	-	150,000	150,000
LB Haringey-Community Impact Haringey	-	117,000	117,000	-	117,000	117,000
LB Haringey - Volunteer Centre Haringey	-	49,800	49,800	-	49,800	49,800
LB Haringey - NAVNET Project	-	60,000	60,000	-	40,000	40,000
LB Haringey - Family Hubs & Start For Life Project	-	42,000	42,000	-	27,000	27,000
LB Haringey - Inspire Project 2022	-	-	-	-	28,800	28,800
BEH - Community Engagement Sessions	-	20,761	20,761	-	-	-
LB Haringey- Communities and Link Worker	-	-	-	-	27,943	27,943
LB Haringey - Waste Engagement Project	-	12,500	12,500	-	24,028	24,028
LB Haringey - Residents Fund	-	4,333	4,333	-	-	-
LB Haringey - Haringey Giving	5,000	-	5,000	-	10,000	10,000
LB Haringey - COVID Marshals Support	-	-	-	-	-	-
LB Haringey - Food Network Co-ordinator	47,946	-	47,946	50,747	-	50,747
LB Haringey-Innovation Fund Haringey Giving	49,045	5,955	55,000	-	-	-
LB Haringey - Parent/Carer Champion Network	-	-	-	-	31,250	31,250
LB Haringey - Community Protect	-	59,997	59,997	30,000	-	30,000
LB Haringey-Somali Outreach Worker	-	20,000	20,000	-	20,000	20,000
LBH CVS On A Page Grant	-	2,500	2,500	-	-	-
LB Haringey - Special Educational Needs & Disabilities	73,204	-	73,204	77,379	-	77,379
NCLICB Small Communities Grant	-	11,500	11,500	-	-	-
Thrive Haringey - Arts Council	-	-	-	5,000	-	5,000

Sport England	7,605	-	7,605	-	-	-
North Central Primary Care Network	-	38,067	38,067	-	30,797	30,797
MIND IN HARINGEY - Mental Wellbeing	58,650	-	58,650	58,650	-	58,650
NCLICB Research Engagement Network (REN)	42,500	-	42,500	-	-	-
BEH Haringey Community Engagement Project	-	-	-	-	4,152	4,152
THE BIG LOTTERY COMMUNITY FUND	121,663	-	121,663	99,608	-	99,608
FEDERATED4HEALTH-Care Navigation	-	319,932	319,932	-	327,307	327,307
BEH NHS Trust - Winter Pressures	-	192,917	192,917	-	173,087	173,087
Public Voice- Haringey Partnership Approach	-	33,500	33,500	-	19,025	19,025
Bridge To Work - Haringey Council	-	23,344	23,344	-	17,053	17,053
DW&P - Kickstart Grant	-	-	-	-	7,937	7,937
Community Hub - Hotdesking	-	520	520	-	1,560	1,560
Bridge Therapy Suite - First Floor	-	2,880	2,880	-	1,800	1,800
MIND IN HARINGEY - Wellbeing Theme Project	-	23,948	23,948	-	-	-
Haringey Council - Wellbeing Theme Project	-	-	-	-	-	-
Chestnuts Community Centre	-	47,035	47,035	-	37,093	37,093
Total	1,120,825	1,873,011	2,993,836	746,851	1,786,755	2,533,606

4 Total expenditure

	Fundraising	Care navigators	Whole health services	Comm Empowerment	Hone From Hospital	Health@ The HUT	Chestnuts centre	MYENDS	Cancer Alliance	Comm Impact Harringey	ABC Parent	Support costs	Volunteer Centre Harringey	Winter Pressures	Youth Echo	Comm Protect2	Govern costs	Food Co-ordinator Network	Haringey Giving	2024 Total	2023
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	80,396	325,164	27,601	286,813	117,765	40,947	40,582	47,750	44,053	44,712	60,022	185,148	-	100,663	77,891	-	39,317	48,820	43,264	1,610,907	1,430,900
Other staff costs	-	2,931	-	5,527	4,429	490	445	895	1,637	1,507	4,268	9,239	-	4,202	3,346	-	-	-	2,625	41,540	21,508
Premises costs	1,206	2,412	9,648	14,713	7,236	2,412	-	-	4,824	1,206	-	12,060	-	7,236	7,236	2,412	1,447	-	9,648	83,695	52,668
Direct costs	-	6,603	64,509	110,365	5,956	38,690	90,140	294,155	29,473	15,088	110,687	-	39,637	9,844	78,856	57,853	-	-	32,276	984,130	983,702
Supplies and services	7,199	17,997	7,199	48,593	14,398	3,599	7,199	10,798	3,599	7,199	7,199	17,997	7,199	10,798	12,598	3,599	17,997	3,599	14,398	225,188	190,224
Depreciation	-	-	-	-	-	-	-	-	-	-	-	35,746	-	-	-	-	-	-	-	35,746	39,552
Other costs - governance-audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,261	-	-	16,261	13,540
Other costs - governance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,459	-	-	3,459	-
Grants & distributions payable	88,801	355,107	108,957	490,387	149,784	86,138	138,366	353,597	83,586	69,711	182,175	260,190	46,836	132,743	179,927	63,864	78,482	52,419	327,744	3,248,815	2,732,094
	-	33,878	10,395	46,784	14,290	8,218	13,200	33,734	7,974	6,651	17,380	(260,190)	-	12,664	12,664	6,093	-	5,001	31,267	-	-
Support costs	88,801	388,985	119,352	537,171	164,074	94,356	151,566	387,331	91,560	76,362	199,555	-	46,836	145,407	192,591	69,957	78,482	57,420	359,011	3,248,815	2,732,094

The charity initially identifies the costs of its support function. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken by the charity in the year. Support costs are allocated based on FTE (Full-time equivalent) of staff numbers for each charitable activity. Refer to the table above for the analysis of less support and governance costs. Support costs are central overheads (e.g. corporate/finance, audit, insurance but also some more direct/service costs, including volunteering, management, stationery, etc.)

The Bridge Renewal Trust
year ended 31 March 2024
Notes to the accounts (continued)

5 Total expenditure

Fundraising	Care navigators	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	MYENDS	Cancer Alliance	Comm Impact Haringey	ABC Parent	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect2	Govern costs	Food Co-ordinator Network	Haringey Giving	2023 Total	2022 Total as restated
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	105,075	285,748	25,955	163,333	125,297	38,589	58,342	45349	72,203	55,097	236,548	-	109,741	-	-	36,474	103,251	1,430,900	1,020,089
Other staff costs	-	4,165	-	1,787	5,978	-	758	77	530	2,827	2,612	-	2,226	-	-	-	418	21,508	19,957
Premises costs	-	1,688	6,752	11,143	5,064	1,688	-	3,376	-	-	8,440	53,396	5,064	-	1,688	-	6,752	52,668	141,877
Direct costs	-	-	-	232,865	-	59,829	254,593	48,588	-	50,417	-	9,126	10,704	-	30,000	-	68,821	983,702	1,009,412
Supplies and services	1,825	16,426	10,951	29,615	14,601	5,475	10,951	3,650	7,300	7,300	12,776	-	14,601	-	3,650	7,300	14,601	190,224	160,133
Depreciation	-	-	-	-	-	-	-	-	-	-	39,552	-	-	-	-	-	-	39,552	43,177
Other costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,540	12,000
Grants payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	81,323
Allocation of support costs	-	317,559	-	-	-	-	-	-	-	115,641	299,928	62,522	142,336	-	63,803	47,363	193,843	2,732,094	2,413,275
	-	39,980	14,022	61,185	20,429	13,492	40,567	13,223	11,499	14,450	(299,928)	-	-	4,715	-	5,918	25,419	-	-

The Bridge Renewal Trust
year ending 31st March 2024
Notes to the accounts (continued)

6 . Governance

	2024	2023
£	£	£
Staff costs	39,317	36,474
Services	17,997	12,776
Audit	16,261	13,540
Trustees' expenses	3,459	-
Other	1,447	1,013
Total	78,482	63,803

7. Net income/expenditure	2024	2023
This is stated after charging:		
	£	£
Depreciation of tangible fixed assets	35,746	39,552
Auditors' remuneration:		
- audit current year	16,261	13,540
- overprovision in previous year	4,003	1,105
- underprovision in previous year	-	-
- other services	-	1,184
Operating leases:		
- Photocopiers	45,268	45,268
- Telephone Systems	33,508	36,799

8. Staff costs and numbers

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	1,407,376	1,249,840
Social security costs	127,343	115,194
Pension costs	76,188	65,866
Sub-total	1,610,907	1,430,900
Other staff costs	41,540	21,508
Total staffing costs	1,652,447	1,452,408

	£	£
Redundancies	-	-

Employees who received emoluments - between £80,000 and £90,000	NIL	1
Employees who received emoluments - between £90,000 and £100,000	1	-

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2024	2023
	No.	No.
Charitable activities	49.8	44.5
Support activities	7.5	7.5
	57.3	52.0

The average monthly headcount of full and part time employees during the year was as follows:

2024	2023
No.	No.
57.3	39.2

KEY MANAGEMENT PERSONNEL

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Community Services and Facilities Manager, the Community Empowerment Manager, the Finance and Monitoring Manager, the Head of Partnership, the Director of Haringey Giving and the Head of Programme Delivery.

The charity trustees were not paid or received any benefits from employment with the charity in the year (2023:Nil). During the year, 3 trustees received benefits in kind relating to mobile phones (2023: 3).

No trustee received any reimbursement for expenses (2023:none).

The total remuneration, benefits and pensions paid to key management personnel in the year was:

	2024	2023
	£	£
Salaries	289,035	295,917
Employer NIC	32,251	34,372
Employer Pensions	17,342	17,755
Total	338,628	348,044

The Bridge Renewal Trust
year ended 31 March 2024
Notes to the financial statements (continued)

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Computers & equipment £	Laurels long lease £	Community Hut improvement £	Total £
Cost/valuation				
As at 1 April 2023	67,005	680,000	48,522	795,527
Disposal	(2,941)	-	-	(2,941)
Fully depreciated	(12,219)	-	-	(12,219)
Additions during year	5,113	-	-	5,113
As at 31 March 2024	56,958	680,000	48,522	785,480
Depreciation				
As at 1 April 2024	29,853	54,400	24,261	108,514
Disposal	(1,471)	-	-	(1,471)
Disposal of fully depreciated assets	(12,219)	-	-	(12,219)
Charge for year	17,294	13,600	4,852	35,746
As at 31 March 2024	33,457	68,000	29,113	130,570
Net book value				
As at 31 March 2024	23,501	612,000	19,409	654,910
As at 1st April 2023	37,152	625,600	24,261	687,013

FIXED ASSETS VALUATION

The property known as the Laurels, 256 St Ann's Road N15 5AZ, was valued as at 18 December 2019 by RES PROPERTY SURVEYORS on the basis of Open Market Rent for £3,020,000. The asset was donated to the charity and this valuation was the used as the basis of recording the donation in income and in fixed assets during that year. The £3,020,000 was split between property in fixed assets of £680,000 and programme related investments of £2,340,000.

11. FIXED ASSET INVESTMENTS

	2024 £	2023 £
Opening Market Value as at 1st April	-	62,565
Additions / (Disposal)	85,000	-
Realised / Unrealised Gain/(Loss)	944	(55,208)
	<u>10,708</u>	<u>(7,357)</u>
Market Value as at 31 March 2024	<u>96,652</u>	<u>-</u>

12. PROGRAMME RELATED INVESTMENTS

At cost	<u>2,340,000</u>	<u>2,340,000</u>
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This is the proportion of the property at 256 St Ann's Road, valued as at 18 December 2019 and used for community medical and health provision. Programme related investments are made in furtherance of the charity's objects and any return on investments is secondary to the purpose supported by the investments.

13. INVESTMENT IN SUBSIDIARY

The Bridge Renewal Services Limited
Company Number 07061456

The charity owns 100% of the voting equity. Net assets as at balance sheet date was £1.00. There were no liabilities. The Company is presently dormant and no trading profits / (losses).

The Bridge Renewal Trust
year ended 31 March 2024
Notes to the financial statements (continued)

	2024	As restated 2023
	£	£
14 DEBTORS:		
Trade	297,032	102,054
Accrued income	58,561	9,337
Other debtors	-	4,954
Prepayments	1,184	1,918
	<u>52,232</u>	<u>26,865</u>
	-	-
	<u>409,009</u>	<u>145,128</u>
15 CREDITORS:		
AMOUNTS FALLING DUE WITHIN ONE YEAR		
	2024	2023
	£	£
Trade	238,725	54,452
Social security and other taxes	33,358	28,522
Pensions	12,323	-
VAT	5,418	6,304
Accruals	70,218	57,544
Rent and service charge in advance	-	93,789
Deferred grants and contract income	161,070	138,537
Other	<u>2,385</u>	<u>2,195</u>
	<u>523,497</u>	<u>381,343</u>

Deferred income comprises grants and other income received for services which have not been delivered as at 31.03.2024 or which specifically relate to the next financial year.

	2024	2023
	£	£
MOVEMENT IN DEFERRED INCOME:		
Balance as at 1 April	138,537	134,150
Amount released to income	(138,537)	(134,150)
Amount deferred in the year	<u>161,070</u>	<u>138,537</u>
Balance as at 31 March 2024	<u>161,070</u>	<u>138,537</u>

MOVEMENT IN FUNDS

16 RESTRICTED FUNDS

	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
MIND IN HARINGEY	-	58,650	(58,650)	-	-
THE BIG LOTTERY FUND	-	121,663	(121,663)	-	-
LINKLATERS	11,141	20,000	(31,141)	-	-
THE CITY BRIDGE FOUNDATION STRATEGIC GRANT/CORE	-	114,100	(117,817)	-	(3,717)
LOCALITY	-	10,000	(10,000)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	5,334	19,055	(24,389)	-	-
THE CITY BRIDGE FOUNDATION - CORNERSTONE	30,892	89,656	(117,000)	-	3,548
ABC PARENTS CRAFT PROJECT (NORTH MIDDLESEX NHS TRUST)	3,850	160,930	(174,978)	-	(10,198)
THRIVE HARINGEY - ARTS COUNCIL	6,698	-	-	-	6,698
HARINGEY GIVING GENERAL DONATIONS	10,764	15,727	(26,491)	-	-
EQUAL START PROJECT	19,204	-	-	-	19,204
SPORT ENGLAND	-	7,605	-	-	7,605
HARINGEY COUNCIL HARINGEY GIVING CONTRIBUTION	-	5,000	(5,000)	-	-
HARINGEY COUNCIL INNOVATION FUND	-	49,045	(49,045)	-	-
HARINGEY COUNCIL- Special Educational Needs & Disabilities	15,687	73,204	(90,853)	-	(1,962)
HARINGEY COUNCIL FOODNETWORK CO-ORDINATOR	-	47,946	(47,946)	-	-
ROYAL FREE CHARITY	-	17,394	(17,394)	-	-
THE CITY BRIDGE FOUNDATION - YOUTH ECHO	268,350	-	(268,350)	-	-
NCLICB RESEARCH ENGAGEMENT NETWORK (REN)	42,500	-	(42,500)	-	-
	414,420	809,975	(1,203,216)	-	21,179

1. MIND IN HARINGEY funded the costs of the Wellbeing Project Manager and contributed to overheads - fully spent
2. The COMMUNITY FUNDS grant is the final of the 3 year funding of the (HEALTH@THEHUT) project - fully spent
3. The LINKLATERS funding is ongoing core and grant funding of the Haringey Giving Project's activities - unspent carried forward
4. The City Bridge Foundation strategic grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
5. LOCALITY grant specially support the HR Sports Academy (Together We Can Project of the Haringey Giving Project) - fully distributed
6. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey the fund was fully distributed during the 2023/24 financial year.
7. The City Bridge Foundation Cornerstone grant was to work with other London Giving organisations and led by the Haringey Giving Project - underspend carried forward
8. ABC PARENTCRAFT project is being funded by North Middlesex University Hospital NHS Trust working parents and families - ongoing
9. THRIVE HARINGEY Arts Council of England's funding was to fund health and wellbeing arts activities in Haringey and are ongoing
10. Haringey Giving Project's general public appeal during the year with funds directly received into the bank through The Stripe UK Ltd portal
11. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
12. Sport England fund was tennis coaching sessions and is ongoing
14. Haringey Council's Special Educational Needs & Disabilities (SEND) grant - overspend carried into first years fund in general reserves.
14. Haringey Council Food Network grant funded the salary and on costs of the Co-ordinator - funds used up
15. Haringey Council's Innovation Fund was specifically managed by the Haringey Giving Project for families in Haringey and fully spent
16. The Royal Free Charity grant was for tackling Covid-linked inequalities in North Central London - fully expended.

The Bridge Renewal Trust
year ended 31 March 2023
Notes to the financial statements (continued)

17 RESTRICTED FUNDS

31st March 2023	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
MIND IN HARINGEY	-	58,650	(58,650)	-	-
THE BIG LOTTERY FUND	-	99,608	(99,608)	-	-
LINKLATERS	19,250	20,000	(28,109)	-	11,141
THE CITY BRIDGE TRUST	-	101,600	(101,600)	-	-
LOCALITY	-	10,000	(10,000)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	8,620	19,055	(22,341)	-	5,334
CITY BRIDGE TRUST- CORNERSTONE	6,417	40,446	(15,971)	-	30,892
ABC PARENTS CRAFT PROJECT	30,998	163,667	(190,815)	-	3,850
THRIVE HARINGEY - ARTS COUNCIL	45,110	5,000	(43,412)	-	6,698
ROBERT & EVELYN LYONS CHAR TRUST - HARINGEY GIVING	-	1,000	(1,000)	-	-
TH DM NORTH ISLAND LTD - HARINGEY GIVING	-	1,303	(1,303)	-	-
CHARITY AID FOUNDATION- HARINGEY GIVING	-	600	(600)	-	-
HOLLIS GLOBAL LTD-HARINGEY GIVING	-	500	(500)	-	-
CHARITABLE GIVING - HARINGEY GIVING	-	905	(905)	-	-
HARINGEY GIVING GENERAL DONATIONS	35,291	31,603	(56,130)	-	10,764
EQUAL START PROJECT	19,204	-	-	-	19,204
HARINGEY COUNCIL LINK WORKER PROJECT	-	30,000	(30,000)	-	-
HARINGEY COUNCIL- Special Educational Needs & Disabilities	-	77,379	(61,692)	-	15,687
HARINGEY COUNCIL FOODNETWORK CO-ORDINATOR	-	50,747	(50,747)	-	-
ROYAL FREE CHARITY	-	34,788	(34,788)	-	-
	<u>164,890</u>	<u>746,851</u>	<u>(808,171)</u>	<u>-</u>	<u>103,570</u>

1. MIND IN HARINGEY funded the costs of the Wellbeing Consultant and contributed to overheads - fully spent
2. The COMMUNITY FUNDS grant was for the first full year funding (second grant) of the (HEALTH@THEHUT)project - fully spent
3. The LINKLATERS funding is ongoing core funding of the Haringey Giving Project's activities - unspent carried forward
4. The City Bridge Trust grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
5. LOCALITY grant was specifically to support the HR Sports Academy (Together We Can Project of the Haringey Giving Project) - fully distributed
6. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey any undistributed amount is carried forward in the accounts into the 2023/2024 financial year
7. The City Bridge Trust Cornerstone grant was to work with other London Giving organisations and led by the Haringey Giving Project - underspend carried forward
8. ABC PARENTCRAFT project is being funded by North Middlesex University Hospital NHS Trust working parents and families - ongoing
9. THRIVE HARINGEY Arts Council of England's funding was to fund health and wellbeing arts activities in Haringey and are ongoing
10. THE ROBERT & EVELYN LYONS CHARITABLE grant was to fund Haringey Giving Project's grant making activities - fully distributed
11. TH DM NORTH ISLAND LTD grant was in support of the Haringey Giving Project's activities - fully spent
12. The Charitable Aid Foundation funding was in support of the Haringey Giving Project's activities - fully spent
13. The HOLLIS GLOBAL LTD grant was in response to Haringey Giving Project's specific appeal - fully disbursed
14. Charitable Giving funding was in support of Haringey Giving Project's activities - fully spent
15. Haringey Giving Project's general public appeal during the year with funds directly received into the bank through The Stripe UK Ltd portal
16. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
17. Haringey Council's Link Worker grant was in respect of the campaign for increased vaccination take up - COVID -19 funds fully expended
18. Haringey Council's Special Educational Needs & Disabilities - SEND grant - underspend carried forward
19. Haringey Council Food Network grant funded the salary and on costs of the Co-ordinator - funds used up
20. The Royal Free Charity grant was for tackling Covid-linked inequalities in North Central London - fully expended.

18 SUMMARY OF FUNDS

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	103,570	1,120,825	(1,203,216)	-	21,179
Designated Assets Fund	3,027,013	-	-	(32,104)	2,994,909
Unrestricted funds	825,504	2,221,799	(2,045,599)	32,104	1,033,808
	<u>3,956,087</u>	<u>3,342,624</u>	<u>(3,248,815)</u>	<u>-</u>	<u>4,049,896</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

19 SUMMARY OF FUNDS 31 MARCH 2023

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	164,890	746,851	(808,171)	-	103,570
Designated Assets Fund	3,039,748	-	-	(12,735)	3,027,013
Unrestricted funds	663,502	2,153,053	(1,931,280)	12,735	898,010
	<u>3,868,140</u>	<u>2,899,904</u>	<u>(2,739,451)</u>	<u>-</u>	<u>4,028,593</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

20 Analysis of net assets between funds as at 31 March 2024

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	654,909	654,909
Investments	96,652	-	-	96,652
Programme related investments	-	-	2,340,000	2,340,000
Current assets	1,460,653	21,179	-	1,481,832
Current liabilities	(523,497)	-	-	(523,497)
	<u>1,033,808</u>	<u>21,179</u>	<u>2,994,909</u>	<u>4,049,896</u>

21 Analysis of net assets between funds as at 31 March 2023

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	687,013	687,013
Investments	-	-	-	-
Programme related investments	-	-	2,340,000	2,340,000
Current assets	1,279,353	103,570	-	1,382,923
Current liabilities	(381,343)	-	-	(381,343)
	<u>898,010</u>	<u>103,570</u>	<u>3,027,013</u>	<u>4,028,593</u>

22 PRIOR YEAR ADJUSTMENT

North Middlesex (ABC Project) irrecoverable debt of £72,506 was used to reduce restricted funds on 22/23 financial year but was not removed from debtors of that year. Debtors will therefore need to be reduced and unrestricted funds debited.

2022/23 Balances Restated	Debtors £	Unrestricted reserves £
31/03/23	217,634	898,010
North Middlesex	(72,506)	(72,506)
Adjusted	<u>145,128</u>	<u>825,504</u>

23 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or the previous year. There was no ultimate controlling party.

24 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2024
31 March 2023: (none)

25 COMMITMENTS

	2024	2023
Total commitments remaining on operating lease rentals:		
Photocopiers and Telephone Systems		
- Within 1 year - lease	£ 38,320	£ 38,520
- Between 2 and 5 years lease	<u>14,370</u>	<u>77,040</u>

THE BRIDGE RENEWAL TRUST

England & Wales - Charity number 1131941

Accounts



CHARITY NUMBER:
COMPANY NUMBER:

1131941
06949568

**THE BRIDGE RENEWAL TRUST
TRUSTEES REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2023**

THE BRIDGE RENEWAL TRUST
TRUSTEES ANNUAL REPORT
For the year ended 31 March 2023

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THE BRIDGE RENEWAL TRUST
TRUSTEES ANNUAL REPORT
For the year ended 31 March 2023

LEGAL AND ADMINISTRATIVE INFORMATION

For the year ended 31 March 2023

TRUSTEES

Rachel Hughes	Chair
Michele Eastmond	Vice Chair
Paul Birtill	Treasurer
Yvonne Denny	
Lorne Horsford	
Natasha Afflick	
Joe Baker	
Lucia das Neves	(Resigned 31st January 2023)
Glyn Clark	(Appointed 19th April 2022)
Mary Mason	(Appointed 18th April 2023)

CHIEF EXECUTIVE

Geoffrey Ocen

CHARITY NUMBER 1131941

DATE OF REGISTRATION 30 September 2009

COMPANY NUMBER 06949568

DATE OF INCORPORATION 1 July 2009

REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS

Laurels Healthy Living Centre
256 St Ann's Road
South Tottenham
London N15 5AZ

AUDITORS

Price Bailey LLP
3rd Floor,
24 Old Bond Street, Mayfair,
London W1S 4AP.

THE BRIDGE RENEWAL TRUST
TRUSTEES ANNUAL REPORT
For the year ended 31 March 2023

BANKERS

Unity Trust Bank
PO Box 7193
Planetary Rod
Willenhall
WV19DG

Barclays Bank PLC
P. O. Box 299
Birmingham
B1 3PF

EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS

NatWest Mentor
The Royal Bank of Scotland plc.
36 St Andrew Square
Edinburgh EH2 2YB

THE BRIDGE RENEWAL TRUST

TRUSTEES ANNUAL REPORT

For the year ended 31 March 2023

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. 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 October 2019).

OUR AIMS AND OBJECTIVES

Our aims

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London (“the Area of Benefit”); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

Our Objectives

- Objective 1: People are healthier and live independent active and fulfilling lives.
- Objective 2: People make healthier life choices.
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission’s general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

Our Values

At the heart of what we do is the way that we work with people. Our starting point for identifying the priorities for what we should do are underpinned by how we want to work.

THE BRIDGE RENEWAL TRUST

TRUSTEES ANNUAL REPORT

For the year ended 31 March 2023

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

Our Approach

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects in four specific and two cross cutting programme areas:

Specific

- Whole health services
- Community empowerment including home from hospital, care navigation, safer communities and response to Covid-19
- Community facilities
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey
- Haringey Wellbeing Network
- Haringey Giving

Cross cutting

- Strategic Partnerships
- Communications and marketing

Our programme areas are co-designed with service users to complement one another and offer a joined-up approach to working individually and collaboratively with the community and key partners to tackle drivers of health inequalities and building stronger communities.

The Charity produced a fourth Business Plan in February 2023 which is intended to steer our strategic, financial, and operational planning activities over the next 5 years. The Covid pandemic

THE BRIDGE RENEWAL TRUST
TRUSTEES ANNUAL REPORT
For the year ended 31 March 2023

and cost of living crisis have affected the way we work and live our lives. The plan not only builds on our achievements over the last 13 years but also takes learning from the pandemic and cost of living crisis to set out how we will work collaboratively to support communities to continue to recover and thrive during the next difficult years.

ACHIEVEMENTS AND PERFORMANCE

How our activities deliver public benefit

During 2022-23, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by Trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

- Community facilities.
- Whole health services.
- Community empowerment including home from hospital, care navigation, safer communities.
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey.
- Haringey Wellbeing Network.
- Haringey Giving.

THE BRIDGE RENEWAL TRUST

TRUSTEES ANNUAL REPORT

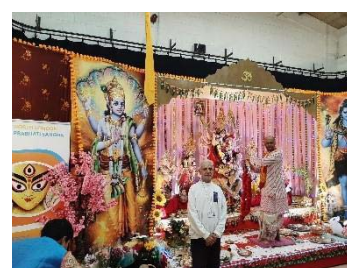
For the year ended 31 March 2023

Facilities

Throughout 2022-23 we continued to prioritise the safe use of our spaces. We anticipated a sharp uptake in the use of our facilities as our clients returned to a sense of normality. Through a combination of the placement of Bridge related projects and actively seeking certain activities, we finished 2022-23 with participation levels that were higher than the pre-COVID period.

We have successfully managed to broaden the range of activities and services on offer to a wider client group. Below is a list of regular activities that take place within the Chestnuts Community Centre:

Adults – General	Bereavement support Digital skills. Crafting: sewing, pattern cutting, crochet, book binding, slow stitch Adult Choir Parent & Child talking therapies and Zumba.	Women's Fit/Women's Box Fit Food Hub Yoga Hula Hoop fitness Capoeira fitness Belly Dance fitness Martial Arts – Wing Cheun
Adult – Recovery	Creative writing Talking groups Music & Dance Therapy Men's Walking Group.	Baking Art Therapy Crafting: pottery
Over 50's	Chair based exercises.	Talking groups
Children – Under 5's	Parent & Baby sensory.	Ballet
Children – Primary	Haringey choir Ballet Drama Contemporary dance Chess Club.	Beavers & Cubs Cricket training Football training Tennis coaching
Children – 11 plus	Haringey Choir Creative art for Autistic children.	Scouts Home schooling networks
Culturally specific	Bulgarian Folk Dancing Bengali Hindu Group.	Nigerian Elders Fundraising Group Ghanaian Elders Fundraising Group Bengali Muslim Group



The North London Probhati Sanga have used Chestnuts Community Centre for the past 7 years for a range of activities including the week-long Dura Purga, Hindu Festival.

THE BRIDGE RENEWAL TRUST

TRUSTEES ANNUAL REPORT

For the year ended 31 March 2023

The increase in programmed activities has made it more challenging to accommodate private hire such as parties and receptions. These bookings have been moved more towards evenings and weekends, but we are satisfied that we are moving towards a more balanced programme.

Whole Health

Our Complementary Health Clinic, based at the Laurels Healthy Living Centre, continues to be popular. Regular clients are incorporating the treatments on offer as part of the general self-management of their health. Despite increases in costs of materials we have decided to keep the cost of a treatment at £40.00. We may have to revisit this decision in 2023-24, but our aim is to continue to provide low-cost affordable treatments to the residents of South Tottenham.

We face the challenge of recruiting new therapists who understand and are willing to work within our business model; however, in 2023-24 we will be looking to add to our range of therapies on offer.

IT Infrastructure

We built on the work started in 2021-22 and continued to develop our IT infrastructure to support more flexible ways of working, plus facilitate the safe return to the office. The increase in staff members since 2020 does mean that not all members of staff can come into work at the same time; however, managers can now explore hybrid working options with their teams.

Community Empowerment Programme

Our community empowerment programme aims to support the local communities to have more control over their lives, including helping them continue to recover from the severe effects of the Covid and the Cost-of-Living crisis. Between April 2022 and March 2023, the community empowerment programme provided the local community the resources, abilities, knowhow, and experiences they required, enabling them to have more influence over their life. The charity provided the following services to enable residents increase control, over their lives: Health@theHut, Home from Hospital Service, Tottenham Talking, Haringey Wellbeing Network and Community Outreach & Engagement (Somali speaking).

Home from Hospital Service: The project, which is funded by Haringey Council and North Central London ICB, aims to provide residents aged 18 and older with practical and emotional support so they can safely return home after being discharged from the hospital. In 2022-23, we supported **517** Haringey patients aged over 18 years old (annual target **500**), exceeding our annual target by **3.7%**.

We promoted the services through outreach and engagement that included handing out publicity materials in outpatient clinics, hospital wards including A&E, discharge teams at Middlesex and Whittington Hospitals, GP surgeries and pharmacies.

THE BRIDGE RENEWAL TRUST

TRUSTEES ANNUAL REPORT

For the year ended 31 March 2023

A summary of key activities in 2022-23 included:

- Total number of patients supported = **517** (including existing patients and Information provided to patients about community activities and services) (2022:347)
- Patients received face to face contact on day of discharge = **11** (2022: Nil)
- Total number of patients escorted = **3** (2022 Nil)
- Total number of home visits = **1,297** (2022:867)
- Total number of hours support provided = **5,674** (2022:3,912)
- Total number of calls to families/patients = **3,520** (2022:2,721)
- Total number of calls to professionals = **145** (2022:177)

The breakdown of the Haringey patients who benefited from the service between 1 April 2022 and 31 March 2023 is shown in the charts below.

Chart 1: 281 (54%) female and 236 (46%) male patients received essential practical and wellbeing support in the last twelve months.

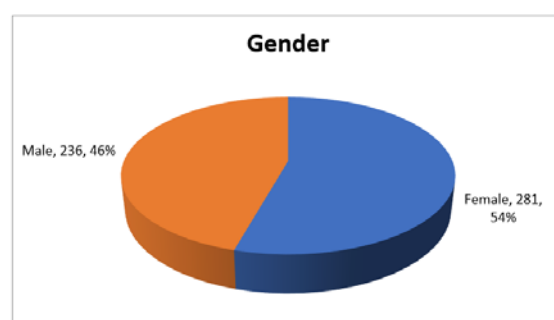


Chart 2: 485 (94%) were elderly people between the age of 60 to 100 and **32 (6%)** were aged between 18 to 60 years old.

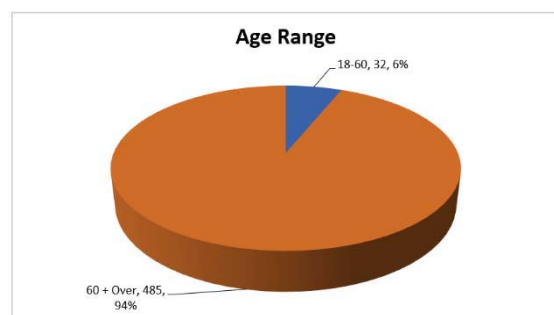
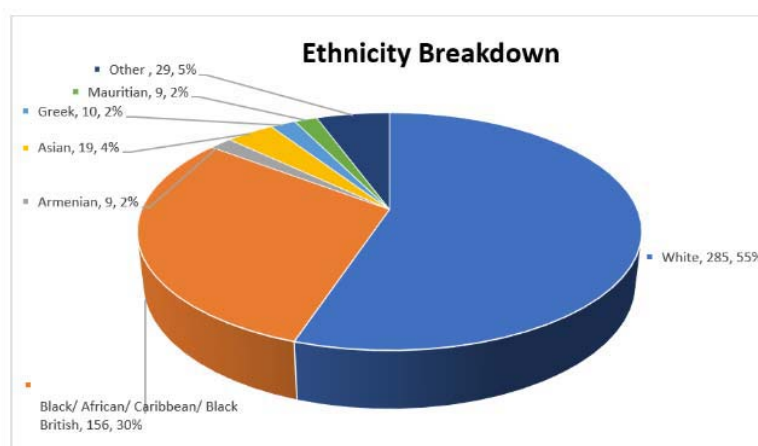


Chart 3: The project supported **55%** of patients who were White, **30%** Black/African/Caribbean/Black British, **4%** Asian, **2%** Greek, **2%** Armenian, **2%** Mauritian, and **5%** other ethnic background, according to the ethnicity breakdown. The breakdown by ethnicity was made Based on how service users described themselves.



In 2023 -24, our project team will continue to carry out our publicity and promotion including hospital wards, pharmacies, doctors' surgeries, care homes and libraries and the emerging Haringey Locality Working model to increase referrals.

Health@theHut Project: The project, funded by the National Lottery Reaching Communities, aims to enhance the health and wellbeing of

local residents by enhancing their diets, increasing their physical activity, growing their social networks, and learning how to take control of their own health. The project promoted healthy lifestyle changes in young people, helped parents and children develop healthy eating habits, and helped older people get physically fit and healthy so they could continue to live independently.

THE BRIDGE RENEWAL TRUST

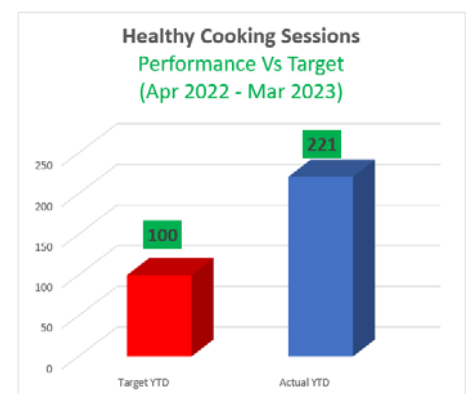
TRUSTEES ANNUAL REPORT

For the year ended 31 March 2023

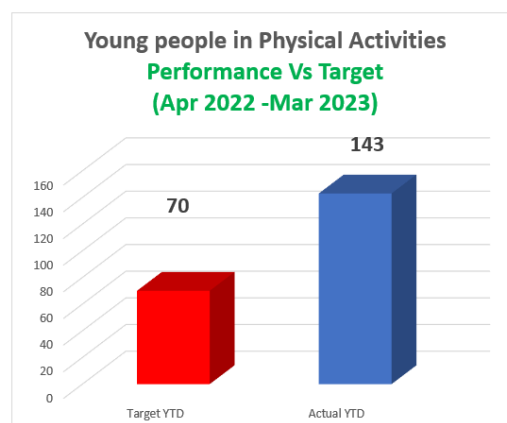
In 2022-23, we successfully developed closer links and shared best practises through partnership working with the NHS, social service providers, Care Homes, Faith groups, Mind in Haringey, local schools and other organisations. The project has been extensively promoted through outreach activities, door-to-door leafleting, local schools, word-of-mouth, and visits to other voluntary and community organisations. Key achievements in 2022-23 included:

- We successfully engaged **843** residents (12 months target: **350**), exceeding our target by **140%**. The project assisted residents in strengthening their connections to other generations and community groups through attending cost-of-living crisis workshops, community events and enjoying homemade fresh food while spending time out in a family environment at our Saturday Cafe@theHut where the community comes together as one whole family.
 - We have successfully recruited and engaged **37** local residents as volunteers (12month target **20**), exceeding our target by **85%**. They have been working closely with the project team helping with the delivery of the healthy cooking sessions, cafe@theHut and different physical activities. Volunteers have actively taken part in a variety of roles whilst building their confidence and learning new skills including, youth-focused physical activity sessions, healthy cooking classes and participating in Project Steering group meetings.

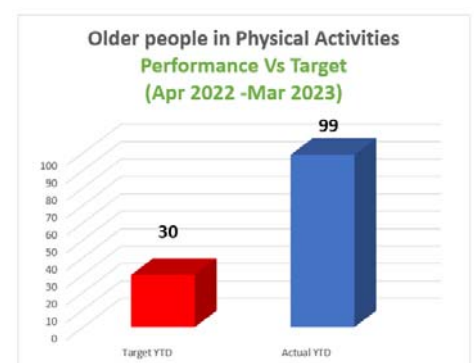
- We have successfully recruited and engaging **221** parents and children (12 months target **100**), exceeding our target by **121%**. Parents and children gained practical cooking skills and other essential skills such as teamworking, customer service, and communication.



- The project engaged **143** young people (12 months target **70**), exceeding target by 104%. Participants actively participated in the following physical activities: multisport games, football, boxing, volleyball, circuit training in the gym, archery, Zumba and belly dancing. A 15-year-old



boy said: “the boxing sessions have helped me to manage my anger because I can punch the boxing pads as hard as I could and when I go home the gone.”



feeling of punching something is

- The project engaged **99** older people in physical activity sessions (12 months target: **30**), exceeding target by 230%. A variety of physical activities were delivered such as: women's fit, men's fit 50, chair-based exercise, yoga and mindfulness, belly dance and calisthenics and body weight.

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- We also delivered additional new activities to promote and improve health and well-being, including:
 - **Nutrition for Life sessions:** We have delivered 8 weeks Nutrition for life workshops. 12 participants have attended eight-week sessions. By the end of the 8 weeks, participants reported an increase in nutritional knowledge; an awareness of food labelling, better understanding of balanced diet as well as awareness of how to prevent certain diseases with a healthy lifestyle.
 - **Easter Party:** We successfully had the Easter party on Wednesday 5 April 2023 in which a total of 90 people including parents and children attending the activity. Every child had the opportunity to bake their own carrot cake, cook their own pasta and look for Easter eggs hiding around the Hut community centre. It was a great day full of happy people spending time together in a healthy and safe environment.
 - **Volunteer festive meal:** We celebrated the Volunteer Festive Meal on the 10 December 2022 at Chestnut Community Centre to thank volunteers for their hard work, passion and collaboration to us and to the community. More than 60 volunteers attended and received certificates of appreciation.



In 2023-24, we plan to carry out the following activities:

- Continue to promote the project by carrying out intensive marketing, outreach activities, door to door, attending meetings with GPs and visiting other voluntary and community organisations.
- Engage participants and run a minimum of 5 physical activities and sessions per week for young people, older people and families.
- Run weekly healthy cooking and eating workshops, community café and inter-generational gardening sessions and hold three community events.
- Continue to engage Local residents volunteering to become Community Champions.

Tottenham Talking: Tottenham Talking, funded by NHS Inequality Fund, has been running since November 2021. We offer a range of group and 1:1 which aim to enhance service users' mental wellbeing. The current team consists of: a Project Co-ordinator, an Occupational therapist, 6 Mental Health Peer Support Workers, a Psychologist, an Art Therapist and a Psychotherapist. We also have 2 volunteers.



The group activities we offer include a mix of therapy groups, Peer Led activities and groups that focus on Leisure, Self-care and Productivity. The programme is currently running 11 face-to-face groups and activities.

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In 2022-23, we received a total of **279** referrals for our project of whom **177** are female, **109** are male and **1** non-binary. There were **106** self-referrals. We are running 3 groups in collaboration with other organisations and at alternative locations (Broad Water Farm Healthcare Centre and Clarendon Recovery College) - this is set to increase as we are planning on offering groups with sessional workers as we have done in the past. We have also worked with a Film Director and created a film in which participants shared their stories in a safe and supportive environment.

Client Testimonial

"I have found the classes put on by Tottenham Talking to be an invaluable service which has been able to help me through an especially testing time, and massively improved my emotional and mental wellbeing. Since leaving rehab for prescription medication dependency, I had been experiencing rebound anxiety, depression and low self-esteem and self-worth...These cooking sessions give me a reason to get out of my house and go to a place where I know I am safe, the staff is amazing. I love the idea to prepare different dishes from around the world."



In 2023-24, we will continue to work collaboratively with local organisations and experts by experience to deliver an accessible and effective programme, supporting a diverse population and in-particular, Black and Minority Ethnic (BAME) men in the borough. The programme will continue to complement NHS mental health service, supporting people to achieve their personal goals, manage their wellbeing and helping them with the motivation for change rather than taking medications - in particular achieving long term goals around employment, enhancing community connection and belonging, and improved mental health and wellbeing.

Haringey Wellbeing Network Service: The project funded by Haringey Council (in partnership with Mind in Haringey) has had a successful year. We are pleased to report that we have achieved and exceeded our implementation/ delivery plan objectives across all Key Performance Indicators for the full year. Throughout this year, we have ensured that all planned capacity building and asset development activity remains fluid and flexible, with the offer of both online and face to face provision. Key achievements during the year included:

- **Individuals** (staff and volunteers) engaged, trained and/or supported= 327 (target 125), 261% met. These were group leaders, managers, staff, volunteers and service users from Black, Asian, Minority Ethnic Group) BAME, Voluntary and Community Sector (VCS), statutory, faith and sport-based organisations.



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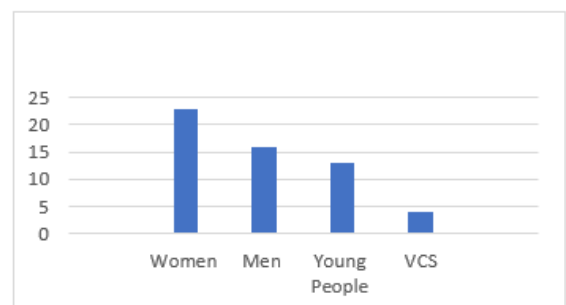
Groups Capacity Building:

- **55 groups** (target 30) organisations across the borough have been supported with fundraising, governance, policy in practice and other guidance. These organisations often work across multiple demographics and intervention. All work with BAME communities and in areas of multiple deprivation. A full list of Organisations is available on request.
- **Working with statutory and health agencies:** Out of the 55 groups, 13 of them were from statutory and health agencies. A key focus of our work is to facilitate joined referral pathways by linking up community groups with voluntary and statutory wellbeing service.
- This involves partnership working with these agencies so that they have increased knowledge of community organisations and how they can develop joint referral pathways to improve access for marginalised community groups – including running joint projects.
- Connecting with organisations and mapping capacity building needs, the project promoted good practice and raised awareness.
- **Fundraising Support: £95,267** (Target £31,500) raised (302% met), for 16 projects benefiting grass roots and faith-based organisations and their communities. Funders include Enfield Voluntary Action, Lottery Reaching Communities, Enfield Voluntary Action, London Catalyst, Black and Minorities Women's Fund and the CCG, among others. We had 16 successful funding outcomes for 4 organisations totalling £95,267. In 2023-24, we will continue to conduct further needs assessments with each group we work with and prepare action plans for support during the year. We will explore opportunities for funding, targeting black and minority ethnic groups, faith based and voluntary sector organisations. It is important that frontline groups understand and play their part in delivering preventative and early help.
- **Mental health resources:** Increasing awareness about mental health and wellbeing, through joint working. We have produced and posted on the Bridge Website, Video Training Resources (as part of Great Mental Health Project), that can be used by grassroots community groups. We will progress new referrals and connect with existing organisations to map capacity building needs, making plans for 2023-24 delivery including bid writing.

Community Outreach & Engagement (Somali speaking): The Somali project, funded by the Home Office and Haringey Council, aims to support Somali groups who can influence and shape the borough in which they live and work. The strategy aims to create a more transparent dialogue with the council and local Somali community to achieve meaningful outcomes in areas that impact their daily lives. We have worked with the local Somali community and have agreed on the outcomes below:

- Somali community to have influence on issues that affect them in the borough.
- Create activities that involve communities which are focused and purposeful.

In the last year, we have successfully engaged with **4** Somali organisations and **52** individuals who have passion for change in their communities.



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Somali Community VCS Mapping: With the current high cost of living, we focused on Somali community mapping in Haringey to seek solutions to the problems arising, we also wanted to find out if there are any other problems in the community. During this mapping exercise we engaged with **34** residents, businesses, and community groups - adding six new active VCS groups into our community directory. Some of the key points picked up from our conversation:

- Residents are worried about not being able to make ends meet as the price of food and energy have rocketed.
- Some of the residents have seen cuts at work and are anxious about job security.
- Business owners are frustrated about the lack of support from the local authority and government. Almost all fixed cost has increased in recent months with no external support.
- Parents have resorted to buying food with reduced sticker labels often expiring within days of purchase. Some warned that local food banks are running out of supply as local donors are feeling the hit too. Others are sometimes left with the difficult choice of heating or eating especially for those using pay as go top up for energy.

Somali Community early years outreach/ Workshop: Working alongside Haringey Early years team we put together workshop to educate Somali parents about the importance of early education for their children. We also invited several other partners including, Cabinet member Counsellor's, Haringey connected communities, Haringey Works, and the NHS CCG to engage around early immunisation. The workshop was successful.

Supplementary schools' network: To celebrate the hard work and dedication of our supplementary school's network members, we organised a workshop reflecting on some of the highlights of the past year. Looking back at some of the great work our members achieved through our dedicated support. We also used the opportunity to offer training around funding and bid writing. The session was also attended by some of our partners from Haringey Council.

Strategic Partner Service (Community Impact Haringey)

Our Head of Partnerships oversees this service, delivering capacity building support to Haringey's Voluntary and Community Sector.

We continue to either meet or exceed our targets in key areas. Our communications, networking and convening functions are particularly valued by both voluntary and statutory sector partners. Within the service sits a Capacity Building Manager and Communications Officer, together with the Volunteer Centre Haringey.

Expected Outcomes

The service is delivered to meet the following three key strategic outcomes set by Haringey Council's commissioners:

- A vibrant, inclusive, viable and self-sufficient voluntary and community sector in Haringey
- A strong partnership between the Council and the sector, and between members within the sector, to deliver shared priorities.
- The reputations of the Voluntary and Community Sector and Haringey Council are enhanced by sharing good partnership working practice.

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The achievements of these outcomes are measured against five main key performance indicators with targets given by Haringey Council commissioners. This year we exceeded all the targets:

- **Capacity Building** - we registered 350 organisations this year.
- **Fundraising Service** – through our capacity building service, we provided one-to-one support to voluntary sector organisations to enable them to submit high-quality funding applications to grant making trusts and bodies, totalling £3,063,353.
- **Collaborations** - we supported the establishment of 55 collaborative agreements and projects between voluntary organisations and statutory bodies.
- **Our customer satisfaction** - conducted through a survey showed 97% satisfaction.
- **Events** - We facilitated 11 events: 7 Voluntary and Community Sector Forums, 1 meet the funder event, the launch of the Haringey Trustee Network, the Volunteer recognition event, and the Haringey Community Expo 2022. In line with our hybrid approach, our events are being delivered either online or in person, based on a best outcome assessment. Overall, we had over 600 attendees and 23 guest speakers this year.

Capacity Building

We have once again helped to lever in over £4m of funds to the voluntary sector in the most recent reported year for the Strategic Partner Service (February 2022-January 2023). In the seven years that we have held the Strategic Partner Contract, we have now helped to bring over £20m of funds into the voluntary sector in Haringey.

Over the course of this year, our Voluntary Sector Development Manager handled over 300 enquiries from community groups and charities in the borough, with a diverse range of support given – from starting an organisation to assisting with organisation strategy.

We continue to work closely with funders, most prominently the National Lottery, with whom we regularly delivery funding workshops to help voluntary sector groups learn more about the fundamentals of bid writing and successful grant funding.

Volunteer Centre Haringey

In the last year, we have continued to promote volunteering opportunities across the borough through our dedicated resource pages on our website.

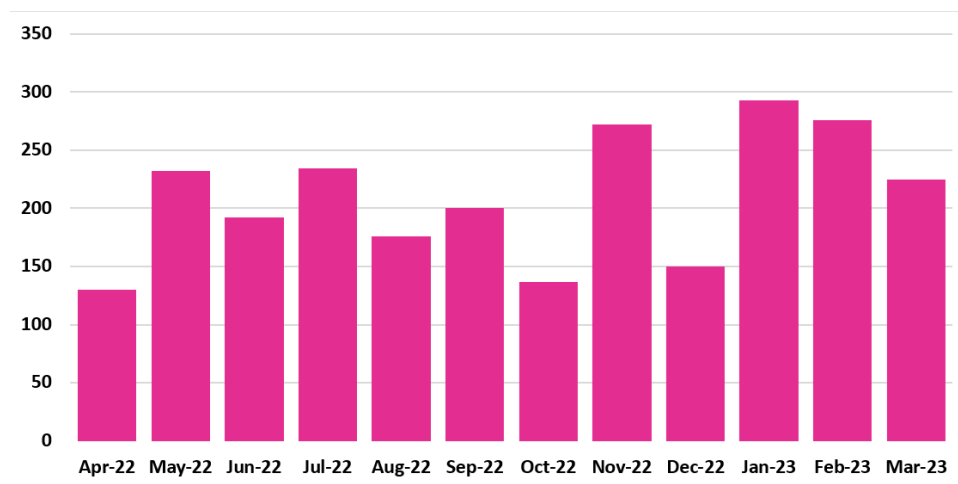
Through our Volunteering Best Practice Service, we supported 24 Volunteer Involving Organisations (VIOs) with their volunteering needs through face-to-face and online meetings.

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Website statistics for Volunteering 2022-23



Total Page Views for the year – 3,247. Average time on Volunteering page – 7m 53s minutes

Best Practice Support

- 55 new volunteering opportunities registered on website.
- 23 best practice support meetings with Volunteer Involving organisations.

Volunteers' Week - June 2022

This year, we issued 280 certificates to local volunteers, who were nominated by 20 local organisations for their outstanding contribution and for giving their time to help Haringey good causes.

Haringey Basic Safeguarding Awareness Training

We continued to provide open access to basic online safeguarding awareness training through our dedicated webpage. The training is promoted to the voluntary and community sector in Haringey through our weekly bulletin and at meetings we attend.

- 183 people took part in our Online Basic Safeguarding Awareness Training.
- Staff or volunteers from 24 organisations were represented during this period.

Voluntary and Community Sector Forums (VCSF)

The forums continue to be a valued opportunity for the Haringey Council, the local NHS Trusts and the North Central London Integrated Care Board (NCL ICB) to engage the voluntary sector in productive and meaningful discussions on a range of issues. Themes included: Mental Health, Digital Inclusion, Cost-of-Living Crisis, and Safeguarding Adults. Forums also included updates and consultations on the initiatives: NHS NCL ICB Community Chest fund, North Middlesex Hospital Anchor Organisation Programme, and Haringey Council's Household Support Fund.



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Haringey Community Expo 2022

We have once again successfully delivered our Haringey Community Expo on 1 December 2022 at Tottenham Green Pools & Fitness. Over 350 people joined us throughout the day to celebrate our vibrant Voluntary and Community Sector. The event feedback was fantastic, from both stall holders and attendees, which included local community groups, Haringey councillors and members of staff, other statutory partners, and residents. Activities included:

- **VCS Exhibition Stalls** - attendees visited the 70 stalls run by local community groups and enjoyed taster activities.
- **Panel Discussion** – we heard from panellists working on the frontline to support residents through the cost-of-living crisis, including a representative from schools, Haringey Council, the voluntary sector, and Haringey Community Food Network.
- **Community Impact Awards ceremony** – this was the highlight of the event in which the public voted for the winner of the “Outstanding Community Organisation” award.



Communications

Through our communication channels and events, we continued to engage residents, local community organisations and partners, disseminating timely information and promoting Bridge projects.

Community Impact Bulletin: The weekly bulletin is a consolidated communication channel in Haringey and a valuable resource for local organisations to promote their services and events, as well as receive updates and information that contribute to their work with the community. For this 12-month reporting period, we have: sent out 50 editions of the weekly bulletin and 24 Impact News, which is a standalone item; received 399 requests to include information in the bulletin: 46.8% from VCS organisations, 38.8% from statutory partners, 5.5% from other partners and 8.7% from other Bridge programmes; our engagement rate remains around 50% which means our subscribers are highly engaged and often open and click on our emails. That is more than twice the average ‘open rate’ for the not-for-profit industry (around 25%).

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Promoting funding opportunities: We have promoted 152 funding streams through our communications channels, including opportunities from the funders: National Lottery Community Fund, Gov.UK, Mayor of London, Lloyd's Foundation, Clarion Futures, City Bridge Trust, Sport England, The London Community Foundation, BBC Children in Need, The Henry Smith Charity, Esmée Fairbairn Foundation, and many others.

Bridge Renewal Trust Website: Continuing work to ensure the website reflects the work we do, including developing webpages for new projects and keeping the existing webpages up to date, as well as providing relevant information and resources. The top 5 most accessed pages on our website in this reporting period are: Featured Volunteering Opportunities, Jobs, Chestnuts Community Centre, Funding Opportunities and Tottenham Talking.

Communications Internal Support: Ongoing digital support to Bridge staff to use Zoom, SharePoint, MS Teams, Outlook, Eventbrite, Canva and Mailchimp. Also provided communications support and guidance, including the creation of webpages, leaflets, banners, videos, newsletters, adverts, and social media content.

Cost of Living & State of the Sector Support: We have been in constant contact with the sector to understand the impact of the cost-of-living crisis on the local VCS organisations, their staff, volunteers, and beneficiaries. We asked groups to complete a state of the sector survey to better understand the challenges and had table discussions in one of our forums to help gather feedback on what support would be useful and productive from three primary sectors: the VCS, Council and Private sector. Following this, we created a resource hub on our website with useful information for organisations and residents, and shared updates via bulletin.

NavNet Programme

This community of knowledge has continued to thrive over the past year, with the membership having grown to over 200. The programme provides those working in resident-facing support roles with near-instant community-based answers and support via a WhatsApp group chat, in addition to regular networking opportunities and more.

We are delighted to have secured funding during this financial year to recruit a fulltime Project Manager to help drive forward the programme, increase engagement and deliver a more frequent programme of events to help members connect, network, and learn. Funding has been awarded until February 2024 when it will be reviewed. As part of our new delivery schedule, we will also be forming a leadership group formed of colleagues from the voluntary sector, council, and health sectors to help look at the longer-term strategy of NavNet.

Haringey Food Network

Our support to the Food Network this year has focussed on development of Haringey Community Food Network (HCFN) as part of continued strategic development of the Network. In addition, we have achieved the following:

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- Supported HCFN Management Committee (MC) to create structures for operating a constituted membership community group and develop an action plan to work towards shared goals. We have supported the delivery of this plan, which included capacity building support.
- We secured funding from the Greater London Authority (GLA) and their Food Roots Stretch Grant enabled us to deliver a three month Healthy Start project with support from Haringey Council's Public Health team to increase the uptake of the scheme among guests at four food banks. Additionally, the project worked to raise awareness of the scheme more generally and assist with the switch to a new digital system. We gathered feedback from this to identify potential barriers facing residents locally, feeding this data back to the NHS Healthy Start team and with Sustains Healthy Start network.
- The funding additionally included a 'Partnership Incubator' support element that covered workshops and advice sessions with experienced organisations such as Food Matters and Sustain, bringing valuable expertise to the HCFN Management Committee and the wider network. This enables them to develop their aspirations for the network and a road map to achieve them.
- We have worked to support HCFN in securing funding from The National Lottery's Awards for All programme, for a Volunteer Picnic to celebrate volunteers as part of Mayor of London's Community Weekend in June 2023.
- We supported the development and launch of a dedicated website for the Haringey Community Food Network, complete with a Food Support Map of groups wishing to share their information publicly for residents to access support. The map acts as a contact point for residents to locate food services in the borough.
- From an organisational perspective, the map includes access to Time to Spare's platform which food banks can use for monitoring impact, registering guests, managing volunteers and monitoring stock levels. We have encouraged use of this platform by food banks as part of a longer-term aspiration of being able to monitor spikes in demand for food aid throughout the year and across the borough.
- Over the course of this year, we have planned and delivered Food Network open meetings every six weeks with three in-person. We have facilitated bi-weekly HCFN Management Committee meetings, established, and maintained a food network mailing list to facilitate peer-to-peer support, knowledge, and information sharing, and maintained the Food Network Open WhatsApp group for more responsive communications.

In 2023-24, we will continue to deliver the Strategic Partner Service a currently set up. It is expected that a newly configured service will be retendered during the year by Haringey Council.

Care Navigation and Social Prescribing

In 2022-23, we recruited 9 social prescribers and/or care navigators by working in partnerships with Primary Care Network, Haringey GP Federation and Whittington Health. Support services delivered related to diabetes, frailty, weight management and heart health.

In 2023-24, we will continue the partnership working and develop a Care Navigation framework to support service delivery.

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Haringey Giving

Haringey Giving is a partnership administered by the Bridge Renewal Trust that brings together local residents, community organisations, local businesses and funders across Haringey. We are making a difference to the lives of residents and supporting our community organisations. We raise funds to invest in our borough, encourage others to volunteer their time and enable people in Haringey to take action on the things that matter to them.

A new and relatively small but ambitious giving scheme, we are punching above our weight and are focused on our next stage of development. We are a proactive member of the London's Giving network, leading on the Cornerstone project - the first strategic partnership in the region.

Our vision is for an equal and inclusive Haringey where all people live fulfilled lives.

Our Mission is to increase opportunity and wellbeing in Haringey by enabling residents to work with others and take action on the issues that matter to them.

Our priorities include:

- **Children and young people** with reference to community safety, knife and gun crime.
- **Mental health** including people experiencing social isolation.
- **Skills and enterprise** with reference to people living in Haringey who are refugees or from migrant communities.

Our activities:

- **Fundraising** - Leveraging funds and in-kind resources to support people and communities in Haringey.
- **Distribution of funds and resources** - Agile and accessible funding through our core grant programmes; distribution of resources via our community partners.
- **Corporate volunteering** - Skilled corporate and employee volunteering to build community capacity, in co-ordination with Volunteer Centre Haringey.

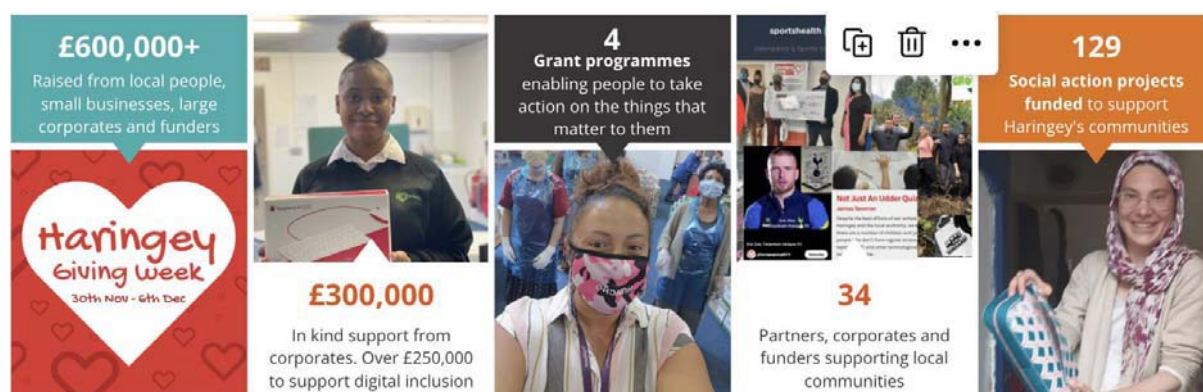
In addition, Haringey Giving has a convening role around our priorities, bringing together communities and stakeholders across sectors to tackle underlying issues and make more effective use of resources, locally.

Since 2019 Haringey Giving has been a lifeline to the borough, raising and distributing over £600,000 in grant funding to 129 local grass roots community projects supporting thousands of our most vulnerable people and communities. We have leveraged in-kind resources of an estimated value of £300,000 which have been donated directly to local community organisations in Haringey by our corporate partners.

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The Haringey Giving Board is grateful to our corporate donors and funders who contributed towards core operating costs, grant making, tailored projects and other in kind support available during the year including City Bridge Trust, The Cornerstone Fund, Haringey Council, Linklaters LLP, Raspberry Pi, The Bloomfield Trust, LHC Community Benefit Fund, Related Argent LLP, The London Communications Agency, The Two Magpies Fund, Woodley Coles LLP, Techrelate, IT Guys, The Orp Foundation and the Robert and Evelyn Lyons Charitable Trust.

We would also like to thank the many local residents and businesses who have helped spread awareness of Haringey Giving, raised funds, volunteered and donated to support our appeals and activities.



Distribution of funds and resources

Haringey Giving has two core grant programmes which are designed to enable people to overcome challenges in their lives and to come together to take action on the things that matter to them. We are an agile and accessible 'stepping-stone' funder. We aim to enable people and communities to make change happen and improve their lives, even if they have never thought they could do this before.

- Changing Lives Fund.** These are micro-grants between £10 to £500 which can be accessed quickly and easily by local people experiencing disadvantage to help them get vital and timely support to achieve their aspirations and ambitions. Funds are distributed to partner organisations who are supporting people through transition and change. Here is an example of how the programme supports people to overcome challenges in their lives:

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"I was very happy to have had the opportunity to be a part of the program as I received plumbing tools through the Changing Lives fund. I was able to use my tools to practice through volunteering and working with professional plumbers to learn and develop my knowledge and skills and develop ways that will safely and effectively help me to become a more skilled and experienced plumber. I am very happy to share that I have now secured a maintenance job and have been working for the last 6 months in a very famous department store in central London."

- **Together We Can Fund.** These are grants up to £10,000 to support projects that:
 - are developed and delivered by local people.
 - focus on issues which are important for local people and groups.
 - help address underlying causes of these matters, and
 - help share and develop local knowledge, skills, ideas and capacity.

We are delighted to have made ten awards totalling £45,000, during the November 2022 round of our Together We Can grants programme. The ten awards made in this round demonstrate strength and diversity of community action in Haringey: all have been developed by local people working together to address pressing issues and generously share local knowledge, skills, ideas and capacity.

- [Alevi Cultural Centre and Cemevi](#) **£4,920.** 'Alevi Bridges' project will deliver 24 themed workshops and events over a period of six months to support young people, older people, women and the wider community to learn, build confidence and participate in engaging activities. The themes, co-produced by the community, address different issues such as social isolation, health conditions and mental health.
- [Community Cook Up](#) **£3,376.** 'Community Lunch' will during the next five months bring together local people at Eirc Allin Community Centre, Northumberland Park Estate to share freshly made hot lunch each Thursday. Providing a focal point for the week for many people who attend, nutritious food, friendly company and signposting to other activities and support, strengths local offer of mutual aid and provide volunteering opportunities for local people.
- [Generation Exchange](#) **£4,431.** 'Generation Meet, Share, Exchange' is food and cost of living focused mental health support project based in the Pavilion Café in Bruce Castle Park. A series of Batch Cooking Sessions alternated by mental health support sessions will be happening regularly over the next ten months. The activities aim to reduce social isolation, provide a supportive environment for learning new skills and create a calm and inclusive environment for local people in need of respite from increasing daily challenges and distress.
- [Sewn Together](#) **£5,000.** Sewn Together are a voluntary community group made up of women from diverse grassroots organisation, who use craft, culture, creativity, green & sustainable topics to design, deliver and promote events and activities, share skills and build community networks. 'Create Your Lifestyle' project includes regular visits to green spaces, light exercises, courses and other activities helping to reduce loneliness and social isolation, access pathways to greater selfcare, skills transfer and helping towards volunteering, further education, employment or start up enterprise.
- [Haringey Play Association](#) **£5,000.** 'Saturday Food bank & Play sessions' will offer a 26-weeks long free-of-charge, safe and stimulating play space for children of all ages, alongside food donations for their families. Children will be able to enjoy play activities, learn new skills and improve their physical, social, emotional mental, health and well-being.

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Families from the Northumberland Park area will be additionally supported through Saturday's opening of the food bank, to respond to increased demand.

- [Homegrown in Tottenham](#) **£3,376**. 'Christmas Hampers' will support about 50 households with a choice of vouchers to help with the most pressing household items and energy bills. Supported by local volunteers who will deliver outreach and logistics, these tokens will help the Homegrown's network of families and local people during a winter festive season and demonstrate care and mutual support from the local community for the local community.
- [Paths Through Change](#) **£4,981**. 'C.O.A.C Youth Club' will support children aged 7-10 years old who are currently or have recently experiencing divorce or relationship breakdown in their families. The project will help children during unsettling time, connect them with peers from similar area who share similar experiences and create a regular, reliable physical space to attend, such supporting their mental health and wellbeing. The project has been piloted in Haringey during 2022.
- [Polish and Eastern European Christian Family Centre](#) **£5,000**. 'PEEC Support Club' will be a new support club where people could come on a regular weekly basis to access mental health support and help to address social isolation. The club will offer a friendly and welcoming space, and a series of coproduced activities and resources to support those in need of mental health support, socialisation and practical advice and signposting.
- [Sister System](#) **£5,000**. 'Cost-of-Living Empowerment Programme' is a six-months long resilience building and community safeguarding programme for girls and young women aged 13-24 years who are in and/or are leaving care. Based on Sister System's tried and tested coproduction model, the project creates opportunities for participating girls and young women to develop meaningful relationships of mutual support and care, support their mental health and wellbeing and develop skills.
- [Wild About Our Woods](#) **£3,915**. 'Nature Nurturing Northumberland Park' will deliver a weekly Friday after school programme of 'Forest Fridays' for children aged 5-15 years from the Northumberland Park area and series of 'Adventure Days' in Tottenham Marshes for their families. Children and families will engage in learning, play and social activities and enjoy green open spaces, aiding their health and wellbeing, reducing social isolation and improving their practical outdoor skills.

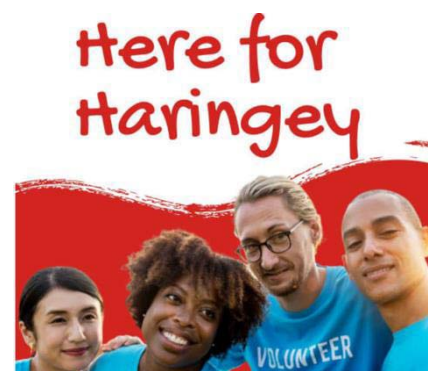


Corporate employee volunteering

During the year, we were grateful to Linklaters and Business in the Community for their support in scoping an initial pilot for skilled corporate employee volunteering in Haringey. In 2023-24, we will develop the concept and leverage support for initiative, in co-ordination with Volunteer Centre Haringey and our corporate partners.

Growing our impact

Haringey Giving is scaling up our reach and activities, building capacity and focusing on our priorities in 2023-24. We have refreshed our governance and policy framework to support good



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practice and enable effective growth and development. We are securing investment including 3-year Strategic Development funding from City Bridge Trust and 3-year Cornerstone Funding to support equitable participatory grant making.

- **Donor Development.** A new full-time Development Manager and P/T Communications Officer to support donor engagement and significantly increase funding and resources leveraged.
- **Equitable grant making.** A new Head of Grants role to deliver accessible and equitable grant making. Leading a 3-year 'Givings Together' partnership funded by a range of partners to test out participatory approaches.
- **Corporate employee volunteering.** We are continuing to engage with corporates around our pilot project to build capacity of volunteering organisations through skilled employee volunteering.

Further Programme Delivery

Recruitment of Head of Programme Delivery

In October 2022, Bridge recruited a Head of Programme Delivery. This is a new role focusing on the development and delivery of high-quality services; the embedding of co-production values and principles across our work; and leading on impact measurement. This role has overseen the delivery of the following services:

Home Cooked

The Bridge Renewal Trust are leading on a consortium with Mind in Haringey, Father2Father, The Godwin Lawson Foundation and the North London Partnership Consortium (NLPC). We were awarded £750,000 funding (April 2021- March 2023) by the Greater London Authority to develop a local impactful and inclusive partnership to tackle serious youth violence in the Tottenham Hale ward area. It is part of the My Ends Programme run by the Violence Reduction Unit.



In 2022/23 the project worked with 614 young people through activities, workshops, and mentoring. We trained 156 professionals working with young children in Youth Mental Health First Aid and Trauma Informed practice. We supported 122 parents and carers through workshops on healthy family relationships and parenting skills. Over 700 local residents attended our events, quarterly forums and presentations.



In June 2023, the My Ends Programme won the prestigious MJ Achievement Award for Delivering Better Outcomes.

We are now starting an extension year to run the project from April 2023 until June 2024. The activities to be delivered remain unchanged. We anticipate that there will be a retender of the service before June 2024.

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NHS Charities Together

NHS Charities Together is a project that works with people from the most deprived wards in the Tottenham area. It has three areas of work: mental health support for young people; long Covid support; and digital inclusion. It is delivered in partnership with nine grassroots organisations. The project has exceeded targets for the first two of those themes: providing 444 young people with mental health support, and 366 people with long Covid support. It is on target with the delivery of digital inclusion sessions to 330 people.



Barnet, Enfield and Haringey Mental Health NHS Trust: Haringey Community Engagement

The Bridge Renewal Trust and BEH Mental Health NHS Trust have formed this partnership to carry out research into how residents from different Haringey communities' access and experience community mental health services. It will identify any real and/or perceived access restrictions due to ethnicity, age, gender, etc. It builds on community feedback sessions in 2021 to continue to support the 'Transformation of Community Mental Health Services in Haringey'. This is a new project that started on 1 March 2023 and will run initially for 9 months.

Safer Neighbourhood Board

Funded through the Mayor's Office for Police and Crime (MOPAC), the Safer Neighbourhood Board meets every quarter. It includes representatives from the local Police, Councillors, local authority and VCS organisations. It also distributes up to £19,000 each year to six grassroots organisations through a grant programme.

Each year, the Safer Neighbourhood Board in Haringey sponsor their **Annual Youth Summit**. This year it was held in Tottenham Hotspurs Stadium with over 350 young people attending.



NHS Inequalities Fund

The North Central London Integrated Care Board (formerly CCG) funded projects to support grassroots community organisations to deliver services to address health inequalities in East Haringey. The following projects are part of that funding group:

ABC Parents: ABC Parents is a project run in partnership with the North Mid University Hospital. Through free parent education activities, it aims to educate and improve parents' confidence to deal with childhood injuries and illnesses, reduce anxiety-related and avoidable A&E visits, and increase social support structures, reduce isolation and give resources that empower parents. Between July 21 and March 23, over 800

"I liked that we had the chance to share our stories and to openly talk about anything baby and breastfeeding related and that our tutor was very passionate and patient with each one of us. We could talk about good and the nasty and we have been even more inspired to be passionate about breastfeeding and helping mums even just by listening to them."

instances of training were provided to parents. Online peer support and workshops were facilitated by multidisciplinary professionals. 11 Breastfeeding Helpers and 34 Community Champions, recruited from previous participants, offer peer support in-person and through WhatsApp to address isolation, language/cultural barriers and offer practical help.

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Empowering Local People (Co-Production) Theme: The Bridge is working in partnership with Public Voice and grassroots organisations to develop, share and embed co-production practices and values into their services. It is a cross-cutting theme to support co-design and co-delivery of collaborative solutions in the other themes in the Healthy Neighbourhoods programme. The project began in October 2022 and has worked with seven grassroots organisations representing a range of local communities. It has created a Co-Production Toolkit based on the work of those organisations. This is to be launched in July 2023. It has engaged over 150 people through workshops, events and one to one interview.



Wellbeing Theme: This programme provides community-based interventions and initiatives to improve the mental well-being of Haringey residents. It started in February 2022, and has secured funding for the next financial year until 31 March 2024.



Over the year, the project has worked with a total 534 people. This against a planned target of 400. There were 221 sessions run with a total of 2,362 attendees. Activities include sports and physical activities; peer support groups; arts and crafts.

Cancer Community Development: In partnership with the NHS, this project works closely with grassroots organisations to increase awareness of the importance of early cancer screening. It targets ten communities in Haringey and Enfield with an historic poor take up of cancer screening. The project is working with eight grassroots organisations and has recruited ten champions representing the communities including eastern European residents, Spanish, Turkish, Black and Caribbean, and Italian communities.

The project has engaged and informed more than 2000 women of cervical and breast screening options. All groups have reported an increase in screening awareness. A survey to better understand the barriers to taking up screening services has been completed by over 300 women. The data from the survey was used to design ongoing tailored interventions.



Childhood Obesity and the Henry Programme: This is a partnership between Haringey GP Federation and the Bridge. It identifies and offers brief interventions to overweight children and their families. It is aimed at parents of children aged 5 to 12. The team assesses the child with their parents and offers an appropriate referral to an intervention service. The Bridge employs a social prescriber and two facilitators to deliver the Henry Programme, a course specifically aimed at supporting parents to reduce obesity. In 2023-24, the Henry Programme aspect of the project will be discontinued due to the low referral numbers from primary care.

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Community Action Research

Commissioned by North Central London Integrated Care Board, this project undertakes community action research around priority areas to support open conversations with local communities to identify and explore key inequalities around reach, access, outcomes and experiences. The Bridge Renewal Trust is working with a group of 6 grassroots organisations to support the research ambition around the defined priority areas: older people; Long-term conditions; Young people; Complex needs: Employment in health & social care.



131 residents have taken part in focus groups and one-to-one interviews, exceeding the original target of 120. The final report was published in May 2023. The findings are being put into action by Bridge and statutory partners including feeding into the emerging Haringey Health and Wellbeing Strategy.

North Central London Integrated Care Board partnership and Engagement Board

The ICB Engagement Board meets once a quarter. It is an opportunity for stakeholders from the local community, NHs and voluntary sector to share ideas, knowledge and good practice. Bridge was commissioned by the ICB to host the meetings for the year. This has now been taken in-house by the ICB in 2023-24.

Youth Voice

Bridge was successful in its bid to run a Youth Voice project in Haringey in partnership with NLPC Ltd and Godwin Lawson Foundation. Funded by City Bridge Trust through Propel, the project aims to address the racial inequity faced by Haringey's Black and Minority Ethnic young people by strengthening their voices, empowering system change and supporting sustainability within the youth sector. The project is due to start by the autumn of 2023. Over three years this £1.1 million project will engage 1800 young people, create 360 peer leaders in the community and support 135 grassroots organisations working with young people. It starts in July 2023.

Children with Special Education Needs and Disabilities (SEND) Parent Carers Forum

SEND Power is now firmly established as the recognised body for Local Authority engagement with parents and carers of children and young people with Special Educational Needs and Disabilities (SEND) in Haringey. We have three key purposes:

1. Provide the parents' and carers' voice at Local Authority meetings to help shape local services for children and young people with SEND.
2. Run regular meetings and information sharing and engagement events on topics relevant to our members.
3. Provide opportunities for parent - to - parent support.

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Representation: SEND Power's Steering Group of 10 local Haringey parents provides regular representation at over 20 regular meetings with the Local Authority and Health teams. This includes strategic planning meetings as well as task and finish groups.

Events

Monthly Walk and Talk - We have continued with our popular Walk and Talks, which take place on the first Monday of every month – rain, sleet, snow or heatwave. In order to reach different Haringey communities, we move around the borough, visiting different Haringey Parks.



Voices Day - We have run numerous events throughout the year, on wide ranging topics including Sleep, Speech and Language Therapy, SEND Funding and the Safety Valve, and ADHD. The highlight of all these was undoubtedly the



Voices Day, which we co-produced with Haringey Council, and which was held in March 2023.

Parents, young people and professionals came together to focus on co-production, and how we can develop our work together as equal partners. Most importantly, we had lots of fun!

SEND First Annual General Meeting, November 2022 - Our first AGM was held in November 2022. The Chair, Vice Chair and Steering Group members were elected, and our constitution was amended and ratified. We also used the meeting to reflect on how far we had come since we started up in November 2021.

Communications: We now produce a monthly newsletter, which contains a wealth of useful information for families. We have also set up our social media, with a SEND Power Twitter account https://twitter.com/SEND_Power (Twitter handle: @SEND_Power) and a Facebook page <https://www.facebook.com/sendpowerinharingey/>

We have also just launched our new website [Home - SEND Power in Haringey | Haringey's Parent Carer Forum](#)

Membership: In June 2022, we had 86 members and 4 associate members. A year on, we have more than doubled our membership, with 206 full members and 18 associate members. We have members from all parts of Haringey, and our membership is diverse, with members from a number of different communities, and with different disabilities represented. We continue to work hard on increasing the membership with visits to schools, settings, and community groups, as well as through our events, leafleting, social media and publicity.

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Partnerships and Friends of the Bridge

Partnership is central to our work and key partners during 2022-23 included: London Borough of Haringey, North Central London Integrated Care Board, Barnet, Enfield and Haringey Mental Health NHS Trust, GPs at the Laurels, Whittington Health, North Middlesex Hospital University NHS Trust, Haringey GP Federation, Primary Care Networks, Homes for Haringey, Mind in Haringey, Public Voice/Healthwatch Haringey, Jacksons Lane, Hope in Haringey, Citizen Advice Haringey, North London Partnership Consortium, Godwin Lawson Foundation, Father2Father, You Vs You, Every Parent and Child, Selby Trust, Sewn Together/Gold & Silver Enterprises, Turkish Cypriot Community Association (TCCA), RISE Projects, HOPEC, ARK Resettlement Services, Dalmar Heritage and Family Development, Home-Start Haringey, Hackney and Waltham Forest, Local Resident Associations and Local Primary and Secondary Schools.

The charity also continued to support New Deal for Communities legacy groups - such as Triangle Family Hub Management Advisory Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

Financial review

Principal Funding Sources: The main income sources during the year included:

- a) Earned income from rent the Laurels Healthy Living Centre **£291,447** (2022: £314,247 as restated) Chestnuts Centre venue rental income **£37,093** (2022: £45,533) and Community Hut rental income **£14,221** (2022: £4,393).
- b) Earned income from sales Whole Health Services **£70,476** (2022: £64,634) Other **£24,225** (2022: £56,331)
- c) Service contracts from commissioners North Central London ICB **£72,797** (2022: £91,384) and Barnet, Enfield and Haringey Mental Health Trust - **£177,239** (2022: £145,078)
- d) Federated4Health **£327,307** (2022: £197,192) Haringey Council **£677,500** (2022: £1,001,742) and MIND IN HARINGEY-**58,650** (2022: £58,650)
- e) Grants from Charitable Funders and Trusts National Lottery Community Fund **£99,608** (2022: £49,804) Haringey Giving COVID 19 and General Appeal **£35,911** (2022: £67,132) City Bridge Trust **£156,478** (2022: £105,000) Linklaters **£30,000** (2022: £1,000) and LOCALITY-**£10,000** (2022 £10,000)
- f) Mayor's Office for Policing and Crime **£24,665** (2022: £24,905) and Greater London Authority **£385,759** (2022: £400,404)
- g) Other major sources: North Middlesex University Hospital **£163,667**, Royal Free Charity **£34,788**, North Central London Cancer Alliance **£102,769** and Arts Council England **£5,000**.

Turnover for the year was **£2,899,904** (2022: (£2,788,711 as restated) and expenditure of **£2,732,094** (2022 £2,413,275 as restated) resulting into a trading surplus of **£167,810** (2022: £375,436 including realised capital investment loss of **(£7,357)** (2022: (£3,284) loss).

The Statement of Financial Activities (SOFA) on page 38 of this report detailed the trading results for the financial year.

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Investment Policy: Trustees have agreed an updated investment policy with the following main objectives:

- a) To produce the best financial return within an acceptable level of risk.
- b) To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the charity.
- c) To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.
- d) To ensure the financial investments take into account the charity's values and ethos. There is proven link between health inequalities and the consumption of alcohol, tobacco and poor diet.

The Finance and Investment Committee, chaired by the Treasurer, which meets as required, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the charity. In September 2014, Trustees agreed an investment of **£50,000** of the Bridge Renewal Trust Deposit funds into an Investment Funds. The value of the fund stood at **£62,565** at **31/03/2022**. The Finance and Investment Committee reviewed the performance of Aegon Ethical Cautious Managed Fund and concluded it was unsatisfactory and recommended to the Trustee Board that the agreement be terminated and to move the funds to COIF CCLA Investment Account. The Trustees decided in their meeting of 19/07/2022 to terminate Aegon's agreement and realise the investment. The market value on the disposal was **£55,208** received 24/03/2023 resulting to realised capital loss of **(£7,357)** as reported in the *(Sofa)* Statement of Financial Activities. The Trustee Board's approved CCLA Investment Deposit Account amount of **£85,000** was made on **06/07/2023**. There were no Investments held as at 31/03/2023.

The long lease value of **£2,965,600** on the balance sheet which includes the programme related investments of **£2,340,000** form part of the total funds balance of **£4,028,593** and represents property which cannot be readily realised.

Reserves policy and going concern: The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency expenditure and to build resources for future investments.

This year, the charity's funds have increased from £3,868,140 in 2022 to **£4,028,593** of which **£898,010** was unrestricted and **£103,570** restricted, an increase of **£160,453** the details of which are given in note 18 to the accounts.

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Purpose of reserve

Target £1,350m

- **Contingency Reserves:**
 - **£450k** to provide for short term solvency and stability in case of an extreme event.
 - Ensure the Charity can function while action is taken.
- **Working Capital Reserves:**
 - **£250k** to manage the working capital requirements and ensure it can meet its operational costs.
- **External Financial Risks:**
 - **£500k** to provide level of mitigation against the financial risk of the loss of main tenant.
 - Contingency for void at the Laurels through loss of income from main tenant. tendering and void at the Laurels.
- **Strategic Reserves:**
 - **£150k** to finance redevelopment of the Chestnuts Centre.

Risk Management

A risk management strategy is in place comprising:

- Annual review of the principal risks faced by the charity and subsidiary company.
- Establishment and implementation of policies, systems and procedures to mitigate identified risks.

The following matters have been considered as part of the risk review by Trustees during the year:

- Board responsibilities and risks areas: Board development and training days have been held covering key areas such as risk management and financial management; and Register of Conflict of Interest for Trustees is kept up to date.
- Reputational risks – ensure that key contractual services such as the Strategic Partner service/Community Impact Haringey are successfully delivered.
- Operational and staffing issues - Operational Risk Register used to identify and manage these risks.

Trustees receive quarterly strategic risk reports that provide assurances that the risk management strategy is being effectively implemented.

Trustees have also identified key risks and threats to the charity which include the need to diversify income sources to avoid overdependence on a few main sources of income. We are managing these through regular risk assessment and post-pandemic community centre sustainability review. The viability of the Chestnuts Community Centre remains a concern in the short to medium term. As we move out of the pandemic, there are indications that activities and rental income are rising again. In 2023-24, we will commence work to co-produce a vision and long-term plan to deliver a modern

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and environmentally friendly community facility. This will include community engagement and development of a funding package to deliver the vision.

Through our Financial Procedures, we are ensuring that internal financial and operational controls are monitored and improved. The Board of Trustees have previously reviewed and clarified the role of the Finance and Investment Committee. The Finance and Investment Committee has been focusing on reviewing financial policies and improving procedures to improve financial and operational processes.

PLANS FOR THE FUTURE

Our fourth Business Plan (2023-28) will steer our strategic, financial, and operational planning activities over the next year and beyond. We will take learning from the pandemic and cost of living crisis and continue to work collaboratively to support communities to continue to recover and thrive during the next difficult years. Key future plans include:

- Undertaking key stakeholder engagement to co-produce a vision and redevelopment framework including funding package for Chestnuts community Centre – possibly as an art and digital hub.
- Continue promoting healthier, stronger and safer communities through self-help initiatives and early help and preventive health and wellbeing services alongside residents.
- Continue to provide leadership across the borough to ensure greater understanding of the disparities and promote equitable access to services – particularly in relation to groups disproportionately affected by the impact of COVID-19 such as Black, Asian and Minority Ethnic groups and other deprived communities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

Directors and Trustees

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

Appointment of Trustees

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

We currently have 9 Board members. Each year we carry out skills audit to identify training and development needs. Currently we are running an open recruitment process to fill some skills gap

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that were identified during this process. This involves advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

Trustee induction and training

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision - making process by the Board. New Trustees also get to meet other Trustees and key employees. There is also peer support from fellow Trustees and opportunities to attend external training.

Organisation

The Board of Trustees meets quarterly, and the Finance and Investment Sub-Committee also meets as required. The Chief Executive is appointed by the Trustees to serve as the Company Secretary and to manage the day-to-day activities of the Charity.

Related party and co-operation with other organisations

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or a senior manager of the charity must be disclosed to the full Board of Trustees. In 2022-23, no such related party transactions were reported.

The Trading Company-Bridge Renewal Services Ltd

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2022-23 the company did not trade (dormant) following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2023-24 alongside the proposed development of a Healthy Living Pharmacy at the Laurels.

Staffing

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of Head of Partnership, Head of Programme Delivery, Director of Haringey Giving, Community Services & Facilities Manager, Community Empowerment Manager, and Finance and Monitoring Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2022-23, the workforce was comprised of 55 members of staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, Payroll and IT. In 2023-24, we will continue to review our leadership and operational capacities and take appropriate actions as necessary.

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Pay policy for Senior Staff

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. In February 2023, Trustees approved a 2.25% cost of living pay rise for the entire work force with effect from 1 April 2023 to help mitigate the rising costs of living. This increase was informed by best practices within the sector – both locally and nationally. Overall remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Fundraising Policy

The charity understands its duty to protect the public, including vulnerable people from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. The charity employs a Director of Haringey Giving who leads on all fundraising matters including dealings with external online fundraising platforms. The charity does not currently use external fundraising agencies for either telephone or face-to-face campaigns. We raise funds in compliance with the Code of Fundraising Practice of the Fundraising Regulator in England, Wales and Northern Ireland.

We received no fundraising complaints during the year (2022-23: Nil).

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditures, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP (FRS102-2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- 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 accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to

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ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Small Companies Exemption

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:

Rachel Hughes (Chair)



Date: 21 September 2023

Independent Auditor's Report to the Members of The Bridge Renewal Trust

Opinion

We have audited the financial statements of The Bridge Renewal Trust (the 'charitable company') for the year ended 31 March 2023 which comprise of the Statement of Financial Activities, the Charitable Company Balance Sheet, the Cash Flow Statement 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 2023, and of the charity's 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'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.

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 trustees' 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.

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 (incorporating the directors' report) 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 our 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 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 and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.
- 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 trustees' report and from the requirements to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts. 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 gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We also reviewed the latest risk register and legal fees in the period.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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. 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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)



For and on behalf of

Price Bailey LLP

Chartered Accountants and Statutory Auditors

3rd Floor

24 Old Bond Street, Mayfair,

London W1 4AP

18 October 2023

The Bridge Renewal Trust

Statement of Financial Activities

(Incorporating the Income and Expenditure Account)

for year ended 31 March 2023

		2023 Restricted Fund	2023 Unrestricted Fund	2023 Total Funds	2022 Restricted Fund	2022 Unrestricted Fund as restated	2022 Total Funds as restated
	Notes	£	£	£	£	£	£
Income							
Laurels rent	2	-	291,447	291,447	-	314,247	314,247
Income from charitable activities:							
Promote and protect mental and physical health	3	746,851	1,828,755	2,575,606	762,647	1,689,654	2,452,301
Income from investments		-	1,775	1,775	-	1,044	1,044
Other trading income		-	31,076	31,076	-	21,120	21,120
		<u>746,851</u>	<u>2,153,053</u>	<u>2,899,904</u>	<u>762,647</u>	<u>2,026,065</u>	<u>2,788,712</u>
Expenditure							
Fundraising		-	106,900	106,900	-	105,230	105,230
Promote and protect mental and physical health	4,16	808,171	1,817,028	2,625,199	718,438	1,589,607	2,308,045
Total expenditure		<u>808,171</u>	<u>1,923,929</u>	<u>2,732,100</u>	<u>718,438</u>	<u>1,694,837</u>	<u>2,413,275</u>
NET INCOME		<u>(61,320)</u>	<u>229,124</u>	<u>167,804</u>	<u>44,209</u>	<u>331,228</u>	<u>375,437</u>
Before gains/(losses) on investments		(61,320)	229,124	167,804	44,209	331,228	375,437
Net gains / (losses) on investments	11	-	(7,357)	(7,357)	-	(3,284)	(3,284)
Total		<u>(61,320)</u>	<u>221,768</u>	<u>160,448</u>	<u>44,209</u>	<u>327,944</u>	<u>372,153</u>
NET MOVEMENT IN FUNDS		<u>(61,320)</u>	<u>221,773</u>	<u>160,448</u>	<u>44,209</u>	<u>327,944</u>	<u>372,153</u>
RECONCILIATION OF FUNDS							
Total funds brought forward as previously stated		<u>164,890</u>	<u>3,703,250</u>	<u>3,868,140</u>	<u>120,681</u>	<u>3,375,306</u>	<u>3,495,987</u>
Prior year adjustment	22	-	-	-	-	-	-
Adjusted opening balance		<u>164,890</u>	<u>3,703,250</u>	<u>3,868,140</u>	<u>120,681</u>	<u>3,375,306</u>	<u>3,495,987</u>
Total funds carried forward 31st March 2023	16,18,20	<u>103,570</u>	<u>3,925,023</u>	<u>4,028,593</u>	<u>164,890</u>	<u>3,703,250</u>	<u>3,868,140</u>

All activities of the charitable company are continuing.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 41 to 52 form an integral part of these financial statements.

The Bridge Renewal Trust (limited by guarantee) Number: 06949568

Balance sheet

as at 31 March 2023

			2023	2022
Fixed assets:	Notes	£	£	£
Tangible fixed assets	10		687,013	699,748
Investments	11		-	62,565
Programme related investments	12		2,340,000	2,340,000
			<u>3,027,013</u>	<u>3,102,313</u>
Current assets				
Debtors	14	217,634		147,405
Cash at bank and in hand		<u>1,165,289</u>		<u>1,055,757</u>
		<u>1,382,923</u>		<u>1,203,162</u>
Creditors				
Amounts falling due within one year	15	(381,343)		(437,335)
NET CURRENT ASSETS			<u>1,001,580</u>	<u>765,827</u>
TOTAL NET ASSETS			<u>4,028,593</u>	<u>3,868,140</u>
FUNDS:				
Restricted	16,20		103,570	164,890
Designated	18,20		3,027,013	3,039,748
Unrestricted	18,20		898,010	663,502
TOTAL FUNDS	20		<u>4,028,593</u>	<u>3,868,140</u>

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 21 September 2023 and signed on their behalf by:



Rachel Hughes
Chair

The Bridge Renewal Trust

Statement of Cash Flows

year ended 31 March 2023

	Notes	2023 Total Funds £	2022 Total Funds £
Cash flows from operating activities			
Cash generated from operations	1	79,366	564,874
Net Cash provided by (used in) operating activities		79,366	564,874
Cash flows from investing activities:			
Programme related investments		-	(974)
Investment income		1,775	1,044
Purchase of tangible fixed assets		(26,818)	(27,967)
Net cash provided by (used in) investing activities		(25,043)	(27,898)
Change in cash and cash equivalents in the reporting period		109,532	536,977
Cash and cash equivalents at the beginning of the reporting period	2	1,055,757	518,780
Cash and cash equivalents at the end of the reporting period	2	1,165,289	1,055,757
1 RECONCILIATION OF NET MOVEMENT FUNDS TO NETCASH FLOW FROM OPERATING ACTIVITIES		2023 Total Funds £	2022 Total Funds £
Net income from operating activities (as per the statement of financial activities)		160,453	372,153
Adjustments for:			
Add back: Investment losses/deduct investment gains		7,357	3,284
Deduct: Investment income shown in investing activities		(1,775)	(1,044)
Depreciation charge		39,552	43,177
(Increase) / Decrease in debtors		(70,229)	128,732
Increase / (Decrease) in creditors		(55,992)	18,572
Net cash provided by (used in) operating activities		79,366	564,874
2 ANALYSIS OF CASH AND CASH EQUIVALENTS			
		2023 £	2022 £
Cash at bank and in hand and short term deposits		1,165,289	1,055,757
		1,165,289	1,055,757
Analysis of changes in net debt			
Cash and Cash equivalents 01 04 2022		1,055,757	518,780
Cash flows		109,532	536,977
Other non cash changes		-	-
Cash and Cash equivalents 31 03 2023		1,165,289	1,055,757

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2023

1. Accounting policies

The charity is a company limited by guarantee and has no share capital.

Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

The company is incorporated in England and Wales with registered office at 256 St Ann's Road, London N15 5AZ.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 the Republic of Ireland (FRS 102) (effective 1st October Reporting 2019 - Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102), the Charities Act 2011 and Companies Act 2006. The financial statements have been prepared under the historic cost convention. The functional currency is £ sterling.

The financial statements comply with the requirements of FRS102.

The Bridge Renewal Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Preparation of accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grant have been met, it is probable the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition are have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of service is deferred until the criteria for income recognition are met.

d) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

e) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with Charities (SORP 102) the general volunteer time is not recognised and to refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2023 (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

h) 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:

- Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.
- Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Support costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activity are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated are set out in note 4.

j) Operating leases

The charity classifies the lease of printing (photocopiers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straightline basis over the term of the lease.

k) Tangible fixed assets

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straightline
Computer equipment	25% straightline
Laurels long leasehold	2% straightline
Improvement to building	On the remaining leasehold duration

l) Investments

Investments are held at market value as at the Balance Sheet date

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited at cost.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

n) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of the acquisition or opening the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2023 (continued)

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The Investments note¹¹ details the historic cost of investments and the unrealised gains/(losses) to arrive at their fair value. The note also detailed the disposal of the investment during the year.

q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

The Bridge Renewal Trust
year ended 31 March 2023
Notes to the financial statements (continued)

	Restricted	Unrestricted	Total 2023	Restricted	Unrestricted as restated	Total 2022 as restated
	£	£	£	£	£	£
2 RENTAL INCOME						
Laurels Healthy Living Centre Lease Rental	-	291,447	291,447	-	314,247	314,247
3 INCOME FROM CHARITABLE ACTIVITIES						
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	£	£	£	£
Community Hut	-	14,221	14,221	-	4,393	4,393
Whole Health Therapies	-	70,476	70,476	-	64,634	64,634
North London Partnership Consortium	-	6,250	6,250	-	8,100	8,100
The City Bridge Trust - Haringey Giving	101,600	4,878	106,478	70,000	10,000	80,000
The City Bridge Trust - Cornerstone Project	40,446	9,554	50,000	25,000	-	25,000
LOCALITY - Haringey Giving	10,000	-	10,000	10,000	-	10,000
Mayor's Office for Policing and Crime	19,055	5,600	24,655	19,055	5,850	24,905
GLA - Food Roots Incubator Grant	-	13,200	13,200	-	22,963	22,963
- MYENDS Project/Home Cooked Food	-	372,559	372,559	-	377,441	377,441
North Central London Cancer Alliance	-	102,769	102,769	-	36,384	36,384
ABC Parent Craft Project	163,667	-	163,667	56,569	-	56,569
Linklaters - Haringey Giving	20,000	10,000	30,000	1,000	-	1,000
TH DM NORTH ISLAND LTD - Haringey Giving	1,303	-	1,303	-	-	-
Charity Aid Foundation - Haringey Giving	600	-	600	-	-	-
Hollis Global Ltd - Haringey Giving	500	-	500	-	-	-
Robert & Evelyn Lyons Char Trust	1,000	-	1,000	-	-	-
General Donations- Haringey Giving	31,603	-	31,603	46,482	-	46,482
The Childhood Trust	-	-	-	5,000	-	5,000
THE ORP FOUNDATION	-	-	-	10,000	-	10,000
Muswell Hill Methodist Church Society	-	-	-	450	-	450
Charitable Giving	905	-	905	1,176	-	1,176
The Social Bite Fund	-	-	-	2,764	-	2,764
Aldeburgh Contemporary Arts	-	-	-	1,260	-	1,260
Volunteer Centre Camden PLUS	-	2,212	2,212	-	-	-
LondonPlus VCS Emergency Planning Grant	-	4,253	4,253	-	-	-
Inclusion Barnet-VCS borough representation lead	-	8,150	8,150	-	-	-
Royal Free Charity	34,788	-	34,788	-	17,394	17,394
The Whittington Health Hospital Carer Service	-	-	-	-	6,360	6,360
LB Haringey-Safer Neighbourhood Board	-	17,000	17,000	-	17,000	17,000
LB Haringey-Home From Hospital	-	150,000	150,000	-	150,000	150,000
LB Haringey-Community Impact Haringey	-	117,000	117,000	-	117,000	117,000
LB Haringey - Volunteer Centre Haringey	-	49,800	49,800	-	49,800	49,800
LB Haringey - NAVNET Project	-	40,000	40,000	-	-	-
LB Haringey - Family Hubs & Start For Life Project	-	27,000	27,000	-	-	-
LB Haringey - Inspire Project 2022	-	28,800	28,800	-	-	-
LB Haringey - DIGITAL INTERNSHIP GRANT	-	-	-	67,950	-	67,950
LB Haringey - FACTS Link Worker Grant	-	-	-	61,206	-	61,206
LB Haringey - Safeguarding Training Grant	-	-	-	-	7,500	7,500
LB Haringey- Communities and Link Worker	-	27,943	27,943	110,611	-	110,611
LB Haringey - Waste Engagement Project	-	24,028	24,028	-	-	-
LB Haringey - EUSS	-	-	-	-	6,975	6,975
LB Haringey - Haringey Giving	-	10,000	10,000	-	10,000	10,000
LB Haringey - COVID Marshals Support	-	-	-	-	30,162	30,162
LB Haringey - Food Network Co-ordinator	50,747	-	50,747	100,670	-	100,670
LB Haringey - Parent/Carer Champion Network	-	31,250	31,250	-	-	-
LB Haringey - Head of Partnership Grant	-	-	-	-	8,000	8,000
LB Haringey - Community Protect	30,000	-	30,000	-	75,000	75,000
LB Haringey - Vaccination Uptake Campaign	-	-	-	-	2,500	2,500
LB Haringey-Somali Outreach Worker	-	20,000	20,000	-	17,065	17,065
LB Haringey - Great Mental Health Project	-	-	-	-	90,000	90,000
LB Haringey - Special Educational Needs & Disabilities	77,379	-	77,379	-	62,803	62,803
Public Health - Cervical Screening Project	-	-	-	-	7,500	7,500
Thrive Haringey - Arts Council	5,000	-	5,000	55,000	-	55,000
Claremont - NCL Cancer Awareness Campaign	-	-	-	-	2,500	2,500
West Central Primary Care Network	-	-	-	-	31,167	31,167
North Central Primary Care Network	-	30,797	30,797	-	-	-
MIND IN HARINGEY - Mental Wellbeing	58,650	-	58,650	58,650	-	58,650
North Central London ICB	-	42,000	42,000	-	55,000	55,000
BEH Haringey Community Engagement Project	-	4,152	4,152	-	-	-
THE BIG LOTTERY COMMUNITY FUND	99,608	-	99,608	49,804	-	49,804
FEDERATED4HEALTH-Care Navigation	-	327,307	327,307	-	197,192	197,192
BEH NHS Trust - Winter Pressures	-	173,087	173,087	-	139,745	139,745
BEH NHS Trust - Mental Health Co-ordinator	-	-	-	-	5,333	5,333
Public Voice- Haringey Partnership Approach	-	19,025	19,025	-	-	-
Equal Start Project	-	-	-	10,000	-	10,000
Bridge To Work - Haringey Council	-	17,053	17,053	-	-	-
DW&P - Kickstart Grant	-	7,937	7,937	-	3,522	3,522
Community Hub - Hotdesking	-	1,560	1,560	-	520	520
Bridge Therapy Suite - First Floor	-	1,800	1,800	-	885	885
MIND IN HARINGEY - Wellbeing Theme Project	-	-	-	-	1,960	1,960
Haringey Council - Wellbeing Theme Project	-	-	-	-	4,839	4,839
Chestnuts Community Centre	-	37,093	37,093	-	45,533	45,533
Total	746,851	1,828,755	2,575,606	762,647	1,689,654	2,452,301

The Department for Work and Pensions grant was in respect of Kickstart worker programme

The Bridge Renewal
year ended 31 March 2023
Notes to the accounts (continued)

4 Total expenditure

	Fundraising	Care navigators	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	MYENDS	Cancer Alliance	Comm Impact Haringey	ABC Parent	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect 2	Govern costs	Food Co-ordinator Network	Haringey Giving	2023 Total	2022 Total as restated
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	105,075	285,748	25,955	163,333	125,297	38,589	35,039	58,342	45,349	72,203	55,097	236,548	-	109,741	-	36,474	39,936	103,251	1,430,900	1,020,089
Other staff costs	-	4,165	-	1,787	5,978	-	130	758	77	530	2,827	2,612	-	2,226	-	-	-	418	21,508	19,957
Premises costs	-	1,688	6,752	11,143	5,064	1,688	-	-	3,376	-	-	8,440	-	5,064	1,688	1,013	-	6,752	52,668	141,877
Direct costs	-	9,532	58,980	232,865	5,370	59,829	88,488	254,593	48,588	11,992	50,417	-	53,396	10,704	30,000	-	127	68,821	983,702	1,009,412
Supplies and services	1,825	16,426	10,951	29,615	14,601	5,475	7,300	10,951	3,650	7,300	7,300	12,776	9,126	14,601	3,650	12,776	7,300	14,601	190,224	160,133
Depreciation	-	-	-	-	-	-	-	-	-	-	-	39,552	-	-	-	-	-	-	39,552	43,177
Other costs - governance-audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,540	-	-	13,540	12,000
Grants & distributions payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	81,323
	106,900	317,559	102,638	438,743	156,310	105,581	130,957	324,644	101,040	92,025	115,641	299,928	62,522	142,336	35,338	63,803	47,363	193,843	2,732,094	2,413,275
	-	39,980	14,022	61,165	20,429	13,492	16,364	40,567	13,223	11,499	14,450	(299,928)	-	18,683	4,715	-	5,918	25,419	-	-
Support costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	106,900	357,539	116,660	499,908	176,739	119,073	147,321	365,211	114,263	103,524	130,091	-	62,522	161,019	40,053	63,803	53,281	219,262	2,732,094	2,413,275

The charity initially identifies the costs of its support function. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken by the charity in the year. Support costs are allocated based on FTE (Full-time equivalent) of staff numbers for each charitable activity. Refer to the table above for the analysis of less support and governance costs. Support costs are central overheads (e.g. corporate/finance, audit, insurance but also some more direct/service costs, including volunteering, management, stationery, etc.)

The Bridge Renewal Trust
year ended 31 March 2022
Notes to the accounts (continued)

5 Total expenditure

	Cost of raising funds	Care navigators	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	MYENDS	Cancer Alliance	Comm Impact Haringey	ABC Parent	Support costs	Volunteer Centre Haringey	Winter Pressure s	Comm Protect	Govern costs	Food Co-ordinator Network	Haringey Giving	2022 Total as restated	2021 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	103,338	165,671	26,192	138,683	121,321	20,490	12,839	53,869	-	72,829	-	129,422	-	70,098	34,306	33,147	37,882	69,592	1,020,089	765,799
Other staff costs	-	3,560	-	2,003	5,964	-	-	-	-	80	-	5,486	-	704	861	-	807	492	19,957	17,382
Premises costs	-	4,793	19,173	46,014	19,173	-	-	-	-	-	-	16,776	2,397	14,379	4,793	4,793	-	9,586	141,877	119,829
Direct costs	-	24,841	54,134	243,149	987	22,858	81,621	228,673	-	6,233	-	53	50,336	9,523	147,631	2,283	51,039	86,051	1,009,412	392,755
Supplies and services	1,892	20,817	3,785	47,693	15,140	5,677	7,570	-	-	7,570	-	10,247	3,785	15,140	7,570	1,892	3,785	7,570	160,133	131,468
Depreciation	-	-	-	-	-	-	-	-	-	-	-	43,177	-	-	-	-	-	-	43,177	33,581
Other costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,000	-	-	12,000	8,496
Grants payable	-	-	-	3,826	-	-	-	-	-	-	-	-	-	-	-	-	-	77,497	81,323	40,715
	105,230	219,682	103,284	481,368	162,585	49,025	102,030	282,542	-	86,712	-	205,161	56,518	109,844	195,161	54,115	93,513	250,788	2,413,275	1,510,025
Allocation of support costs	-	21,095	9,918	46,223	15,612	4,708	9,798	27,131	-	8,327	-	(205,161)	-	10,548	18,740	-	8,980	24,082	-	-
	105,230	240,777	113,202	527,591	178,197	53,733	111,828	309,673	-	95,039	-	-	56,518	120,392	213,901	54,115	102,493	274,870	2,413,275	1,510,025

	2023	2022
	£	£
Staff costs	36,474	33,147
Services	12,776	3,372
Audit	13,540	12,000
Trustees' expenses	-	4,540
Other	1,013	1,057
Total	63,803	54,116

7. Net income/expenditure	2023	2022
This is stated after charging:		
	£	£
Depreciation of tangible fixed assets	39,552	43,177
Auditors' remuneration:		
- audit current year	13,540	12,000
- overprovision in previous year	1,105	2,770
- underprovision in previous year	-	-
- other services	1,184	768
Operating leases:		
- Photocopiers	45,268	45,268
- Telephone Systems	36,799	32,795

8. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	1,249,840	899,674
Social security costs	115,194	74,118
Pension costs	65,866	46,296
Sub-total	1,430,900	1,020,088
Other staff costs	21,508	19,957
Total staffing costs	1,452,408	1,040,045

	£	£
Redundancies	-	-

Employees who received emoluments - between £60,000 and £70,000	NIL	Nil
Employees who received emoluments - between £80,000 and £90,000	1	1

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2023	2022
	No.	No.
Charitable activities	44.5	33.5
Support activities	7.5	4.5
	52.0	38.0

The average monthly headcount of full and part time employees during the year was as follows:

	2023	2022
	No.	No.
	51.8	39.2

KEY MANAGEMENT PERSONNEL

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Community Services and Facilities Manager, the Community Empowerment Manager, the Finance and Monitoring Manager, the Head of Partnership, the Director of Haringey Giving and the Head of Programme Delivery.

The charity trustees were not paid or received any benefits from employment with the charity in the year (2022:Nil). During the year, 3 trustees received benefits in kind relating to mobile phones (2022: 3).

No trustee received any reimbursement for expenses (2022:none).

The total remuneration, benefits and pensions paid to key management personnel in the year was:

	2023	2022
	£	£
Salaries	295,917	271,220
Benefits	-	-
Employer NIC	34,372	30,106
Employer Pensions	17,755	16,273
Total	348,044	317,599

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Computers & equipment £	Laurels improvement £	Laurels long lease £	Community Hut improvement £	Total £
Cost/valuation					
As at 1 April 2022	67,603	125,858	680,000	48,522	921,983
Disposal	(27,416)	(125,858)	-	-	(153,274)
Additions during year	26,818	-	-	-	26,818
As at 31 March 2022	67,005	-	680,000	48,522	795,527
Depreciation					
As at 1 April 2022	36,169	125,858	40,800	19,409	222,236
Disposal	(27,416)	(125,858)	-	-	(153,274)
Charge for year	21,100	-	13,600	4,852	39,552
As at 31 March 2023	29,853	-	54,400	24,261	108,514
Net book value					
As at 31 March 2023	37,152	-	625,600	24,261	687,013
As at 1st April 2022	31,434	-	639,200	29,114	699,748

FIXED ASSETS VALUATION

The property known as the Laurels, 256 St Ann's Road N15 5AZ, was valued as at 18 December 2019 by RES PROPERTY SURVEYORS on the basis of Open Market Rent for £3,020,000. The asset was donated to the charity and this valuation was the used as the basis of recording the donation in income and in fixed assets during the year. The £3,020,000 was split between property in fixed assets of £680,000 and programme related investments of £2,340,000.

11. FIXED ASSET INVESTMENTS

	2023 £	2022 £
Opening Market Value as at 1st April	62,565	64,875
Additions / (Disposal)	(55,208)	974
Realised / Unrealised Gain/(Loss)	(7,357)	(3,284)
Market Value as at 31 March 2023	-	62,565

12 PROGRAMME RELATED INVESTMENTS

At cost	2,340,000	2,340,000
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This is the proportion of the property at 256 St Ann's Road, valued as at 18 December 2019 and used for community medical and health provision. Programme related investments are made in furtherance of the charity's objects and any return on investments is secondary to the purpose supported by the investments.

13 INVESTMENT IN SUBSIDIARY

The Bridge Renewal Services Limited
Company Number 07061456

The charity owns 100% of the voting equity. Net assets as at balance sheet date was £1.00. There were no liabilities. The Company is presently dormant and no trading profits / (losses).

The Bridge Renewal Trust
year ended 31 March 2023
Notes to the financial statements (continued)

14 DEBTORS:	2023	2022
	£	£
Trade	174,560	113,478
Accrued income	9,337	13,669
Other debtors	4,954	-
Rent deposits and advances	1,918	-
Prepayments	26,865	20,258
	<u>217,634</u>	<u>147,405</u>

15 CREDITORS:	2023	2022
AMOUNTS FALLING DUE WITHIN ONE YEAR	£	£
Trade	54,452	60,236
Social security and other taxes	28,522	24,220
Pensions	-	712
VAT	6,304	10,127
Accruals	57,544	111,249
Contract income in advance	-	-
Rent and service charge in advance	93,789	95,559
Deferred grants and contract income	138,537	134,150
Other	2,195	1,082
	<u>381,343</u>	<u>437,335</u>

Deferred income comprises grants and other income received for services which have not been delivered as at 31.03.2023 or which specifically relate to the next financial year.

MOVEMENT IN DEFERRED INCOME:	2023	2022
	£	£
Balance as at 1 April	134,150	242,452
Amount released to income	(134,150)	(242,452)
Amount deferred in the year	<u>138,537</u>	<u>134,150</u>
Balance as at 31 March 2023	<u>138,537</u>	<u>134,150</u>

16 MOVEMENT IN FUNDS

RESTRICTED FUNDS

	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
MIND IN HARINGEY	-	58,650	(58,650)	-	-
THE BIG LOTTERY FUND	-	99,608	(99,608)	-	-
LINKLATERS	19,250	20,000	(28,109)	-	11,141
THE CITY BRIDGE TRUST	-	101,600	(101,600)	-	-
LOCALITY	-	10,000	(10,000)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	8,620	19,055	(22,341)	-	5,334
CITY BRIDGE TRUST- CORNERSTONE	6,417	40,446	(15,971)	-	30,892
ABC PARENTS CRAFT PROJECT	30,998	163,667	(190,815)	-	3,850
THRIVE HARINGEY - ARTS COUNCIL	45,110	5,000	(43,412)	-	6,698
ROBERT & EVELYN LYONS CHAR TRUST - HARINGEY GIVING	-	1,000	(1,000)	-	-
TH DM NORTH ISLAND LTD - HARINGEY GIVING	-	1,303	(1,303)	-	-
CHARITY AID FOUNDATIONN- HARINGEY GIVING	-	600	(600)	-	-
HOLLIS GLOBAL LTD-HARINGEY GIVING	-	500	(500)	-	-
CHARITABLE GIVING - HARINGEY GIVING	-	905	(905)	-	-
HARINGEY GIVING GENERAL DONATIONS	35,291	31,603	(56,130)	-	10,764
EQUAL START PROJECT	19,204	-	-	-	19,204
HARINGEY COUNCIL LINK WORKER PROJECT	-	30,000	(30,000)	-	-
HARINGEY COUNCIL- Special Educational Needs & Disabilities	-	77,379	(61,692)	-	15,687
HARINGEY COUNCIL FOODNETWORK CO-ORDINATOR	-	50,747	(50,747)	-	-
ROYAL FREE CHARITY	-	34,788	(34,788)	-	-
	164,890	746,851	(808,171)	-	103,570

1. MIND IN HARINGEY funded the costs of the Wellbeing Consultant and contributed to overheads - fully spent
2. The COMMUNITY FUNDS grant was for the first full year funding (second grant) of the (HEALTH@THEHUT) project - fully spent
3. The LINKLATERS funding is ongoing core funding of the Haringey Giving Project's activities - unspent carried forward
4. The City Bridge Trust grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
5. LOCALITY grant was specifically to support the HR Sports Academy (Together We Can Project of the Haringey Giving Project) - fully distributed
6. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey any undistributed amount is carried forward in the accounts into the 2023/2024 financial year
7. The City Bridge Trust Cornerstone grant was to work with other London Giving organisations and led by the Haringey Giving Project - underspend carried forward
8. ABC PARENTCRAFT project is being funded by North Middlesex University Hospital NHS Trust working parents and families - ongoing
9. THRIVE HARINGEY Arts Council of England's funding was to fund health and wellbeing arts activities in Haringey and are ongoing
10. THE ROBERT & EVELYN LYONS CHARITABLE grant was to fund Haringey Giving Project's grant making activities - fully distributed
11. TH DM NORTH ISLAND LTD grant was in support of the Haringey Giving Project's activities - fully spent
12. The Charitable Aid Foundation funding was in support of the Haringey Giving Project's activities - fully spent
13. The HOLLIS GLOBAL LTD grant was in response to Haringey Giving Project's specific appeal - fully distributed
14. Charitable Giving funding was in support of Haringey Giving Project's activities - fully spent
15. Haringey Giving Project's general public appeal during the year with funds directly received into the bank through The Stripe UK Ltd portal
16. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham
17. Haringey Council's Link Worker grant was in respect of the campaign for increased vaccination take up - COVID-19 funds fully expended
18. Haringey Council's Special Educational Needs & Disabilities - SEND grant - underspent carried forward
19. Haringey Council Food Network grant funded the salary and on costs of the Co-ordinator - funds used up
20. The Royal Free Charity grant was for tackling Covid-linked inequalities in North Central London - fully expended.

The Bridge Renewal Trust
year ended 31 March 2022
Notes to the financial statements (continued)

17 RESTRICTED FUNDS

31st March 2022	Opening funds	Income	Expenditure	Transfers /gains	Closing funds
	£	£	£	£	£
MIND IN HARINGEY	-	58,650	(58,650)	-	-
THE CHILD TRUST	-	5,000	(5,000)	-	-
THE BIG LOTTERY FUND	-	49,804	(49,804)	-	-
LINKLATERS	19,250	1,000	(1,000)	-	19,250
THE CITY BRIDGE TRUST	-	70,000	(70,000)	-	-
LOCALITY	-	10,000	(10,000)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	15,280	19,055	(25,715)	-	8,620
CITY BRIDGE TRUST- CORNERSTONE	-	25,000	(18,583)	-	6,417
THE ORP FOUNDATION	-	10,000	(10,000)	-	-
THRIVE HARINGEY - ARTS COUNCIL	-	55,000	(9,890)	-	45,110
ABC PARENTS CRAFT	-	56,569	(25,571)	-	30,998
THE SOCIAL BITE FUND	-	2,764	(2,764)	-	-
ALDE CONT ARTS	-	1,260	(1,260)	-	-
MUSWELL HILL METHODIST CHURCH	-	450	(450)	-	-
HARINGEY GIVING GENERAL DONATIONS	55,101	47,658	(67,468)	-	35,291
OTHER	7,160	-	(7,160)	-	-
EQUAL START PROJECT	23,890	10,000	(14,686)	-	19,204
HARINGEY COUNCIL LINK WORKER PROJECT	-	110,611	(110,611)	-	-
HARINGEY COUNCIL DIGITAL INTERSHIP	-	67,950	(67,950)	-	-
HARINGEY COUNCIL FOODNETWORK CO-ORDINATOR	-	100,670	(100,670)	-	-
HARINGEY COUNCIL LINK WORKER PROJECT	-	61,206	(61,206)	-	-
	<u>120,681</u>	<u>762,647</u>	<u>(718,438)</u>	<u>-</u>	<u>164,890</u>

1. MIND IN HARINGEY funded the costs of the Wellbeing Consultant and contributed to overheads - fully spent
2. The CHILD TRUST grant funded Haringey Giving Project's grant making activities - fully distributed
3. The COMMUNITY FUNDS grant was towards the funding of the first six months of a new three year project of the (HEALTH@THEHUT) - fully spent
4. The LINKLATERS funding is ongoing core funding of the Haringey Giving Project's activities - unspent carried forward
5. The City Bridge Trust grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
6. LOCALITY grant was specifically to support the HR Sports Academy (Together We Can Project of the Haringey Giving Project) - fully distributed
7. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey any undistributed amount is carried forward in the accounts into the 2023/24 financial year
8. The City Bridge Trust Cornerstone grant was to work with other London Giving organisations and led by the Haringey Giving Project
9. THE ORP FOUNDATION grant was to fund Haringey Giving Project's grant making activities - fully distributed
10. THRIVE HARINGEY Arts Council of England's funding was to fund health and wellbeing arts activities in Haringey and are ongoing
11. ABC PARENT CRAFT project is being funded by North Middlesex University Hospital working with parents and Every Parent & Child organisation - ongoing
12. THE SOCIAL BITE grant was a response to Haringey Giving Project's specific appeal - funds fully distributed
13. THE ALDE CONT ARTS grant was a response to Haringey Giving Project's specific appeal - funds fully disbursed.
14. The Muswell Hill Methodist Church grant was made against Haringey Giving Project's Afghanistan Refugee appeal- funds fully distributed
15. Haringey Giving Project's general public appeal during the year with funds directly received into the bank through The Stripe UK Ltd portal
16. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
17. Haringey Council Link Worker grant was in respect of the campaign for increased vaccination take up - COVID -19 funds fully expended
18. Haringey Council Digital Intership grant was to facilitate digital awareness to Communities in Haringey who digitally disadvantaged - grant fully disbursed
19. Haringey Council Food Network grant funded the salary of the Co-ordinator and the purchase of food and other expenditures for the network - funds used up
20. Haringey Council Community Link Worker FACT - was final funding for distribution of leaflets, and other forms of information to inform residents about COVID - 19 protection - funds fully spent.

18 SUMMARY OF FUNDS

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	164,890	712,063	(773,383)	-	103,570
Designated Assets Fund	3,039,748	-	-	(12,735)	3,027,013
Unrestricted funds	663,502	2,899,903	(2,678,130)	12,735	898,010
	<u>3,868,140</u>	<u>3,611,966</u>	<u>(3,451,513)</u>	<u>-</u>	<u>4,028,593</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

19 SUMMARY OF FUNDS 31 MARCH 2022

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	120,681	701,441	(657,232)	-	164,890
Designated Assets Fund	3,054,958	-	-	(15,210)	3,039,748
Unrestricted funds	320,348	2,441,195	(2,113,251)	15,210	663,502
	<u>3,495,987</u>	<u>3,142,636</u>	<u>(2,770,483)</u>	<u>-</u>	<u>3,868,140</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

20 Analysis of net assets between funds as at 31 March 2023

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	687,013	687,013
Investments	-	-	-	-
Programme related investments	-	-	2,340,000	2,340,000
Current assets	1,279,353	103,570	-	1,382,923
Current liabilities	(381,343)	-	-	(381,343)
	<u>898,010</u>	<u>103,570</u>	<u>3,027,013</u>	<u>4,028,593</u>

21 Analysis of net assets between funds as at 31 March 2022

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	699,748	699,748
Investments	62,565	-	-	62,565
Programme related investments	-	-	2,340,000	2,340,000
Current assets	1,038,272	164,890	-	1,203,162
Current liabilities	(437,335)	-	-	(437,335)
	<u>663,502</u>	<u>164,890</u>	<u>3,039,748</u>	<u>3,868,140</u>

22 PRIOR YEAR ADJUSTMENT

Incorrect grossing up of rent was corrected to the amount of £74,693 and has reduced income by £74,693 and reduced expenditure by £74,693. This has had £Nil effect on the funds brought forward.

23 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or the previous year. There was no ultimate controlling party.

24 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2023
31 March 2022: (none)

25 COMMITMENTS

Total commitments remaining on operating lease rentals:
Photocopiers and Telephone Systems

	2023	2022
	£	£
- Within 1 year - lease	38,520	40,840
- Between 2 and 5 years lease	<u>77,040</u>	<u>96,219</u>

Accounts



CHARITY NUMBER:
COMPANY NUMBER:

1131941
06949568

**THE BRIDGE RENEWAL TRUST
TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2022**

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2022

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THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2022

LEGAL AND ADMINISTRATIVE INFORMATION

For the year ended 31 March 2022

TRUSTEES

Rachel Hughes	Chair (Appointed 12th March 2011)
Michele Eastmond	Vice Chair (Appointed (30th October 2018)
Paul Birtill	Treasurer (Appointed 19th July 2012)
Yvonne Denny	(Appointed 12th March 2011)
Lorne Horsford	(Appointed 12th March 2011)
Natasha Afflick	(Appointed (30th October 2018)
Joe Baker	(Appointed 16 July 2019)
Lucia das Neves	(Appointed 20th July 2021)
Glyn Clark	(Appointed 19th April 2022)
Jemma Moulard	(Resigned 26th October 2021)
Olamide Fagbamila	(Resigned 25th January 2022)

CHIEF EXECUTIVE

Geoffrey Ocen

CHARITY NUMBER 1131941

DATE OF REGISTRATION 30 September 2009

COMPANY NUMBER 06949568

DATE OF INCORPORATION 1 July 2009

REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS

Laurels Healthy Living Centre
256 St Ann's Road
South Tottenham
London N15 5AZ

AUDITORS

Price Bailey LLP
3rd Floor,
24 Old Bond Street, Mayfair,
London W1S 4AP.

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2022

BANKERS

Unity Trust Bank
PO Box 7193
Planetary Rod
Willenhall
WV19DG

Barclays Bank PLC
P. O. Box 299
Birmingham
B1 3PF

EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS

NatWest Mentor
The Royal Bank of Scotland plc.
36 St Andrew Square
Edinburgh EH2 2YB

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2022

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. 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 October 2019).

OUR AIMS AND OBJECTIVES

Our aims

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London (“the Area of Benefit”); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

Our objectives

- Objective 1: People are healthier and live independent active and fulfilling lives
- Objective 2: People make healthier life choices
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission’s general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2022

Our Values

At the heart of what we do is the way that we work with people. Our starting point for identifying the priorities for what we should do are underpinned by how we want to work.

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

Our approach

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects in four specific and two cross cutting programme areas:

Specific

- Whole health services
- Community empowerment including home from hospital, care navigation, safer communities and response to Covid-19
- Community facilities
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey
- Haringey Wellbeing Network
- Haringey Giving

Cross cutting

- Strategic Partnerships
- Communications and marketing

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Our programme areas are co-designed with service users to complement one another and offer a joined-up approach to working individually and collaboratively with the community and key partners to tackle drivers of health inequalities and building stronger communities.

The charity produced a refreshed two-year business plan in February 2022 which outlined how we would deal with radically changing times in terms of the impact of Covid, the needs of local residents and what commissioners and funders will support. Covid pandemic brought new business opportunities – for example – new contracts to deliver community engagement to support contact tracing, Covid Marshalls, food network development and other responsive services.

ACHIEVEMENTS AND PERFORMANCE

How our activities deliver public benefit

During 2021-22, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by Trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

- Response to Covid-19 pandemic
- Community facilities
- Whole health services
- Community empowerment including home from hospital, care navigation, safer communities and response to Covid-19
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey
- Haringey Wellbeing Network
- Haringey Giving

Response to Covid -19 pandemic

The charity played a strategic and operational lead role in bringing statutory and community partners together to address the impact of Covid-19 on Haringey's residents. Key activities in 2021-22 included:

- **Community Protect:** With funding from Haringey Public Health, we further developed and led a partnership programme together with Public Voice and Mind in Haringey and supported a network of over 20 grassroots community organisations who delivered community-based health messaging and increased the take up of Covid vaccinations within

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Haringey's Black, Asian and Ethnic Minority (BAME) communities that were disproportionately impacted on by Covid -19.

- **Haringey Food Network:** With funding from Haringey Council, we strengthened the operation of a co-ordinated network of over 20 food banks / food providers. Key achievements included establishment of a management committee, co-ordinated sourcing of food and essential supplies that were distributed by the food outlets to reach Haringey residents most in need in an equitable and fair manner.
- **Haringey Giving:** Haringey Giving undertook several campaigns that raised about £67,232 towards Covid-19 relief and emergency support.

Community facilities

The charity holds the lease for three community buildings – Laurels Healthy Living Centre (long lease) Chestnuts Community Centre and Bridge Community Hut.

Our Main Offices are located within the Laurels Healthy Living Centre, which we share with several other GP and health related services. Despite the pandemic, essential staff continued to operate from the Laurels and ensured delivery of our critical services such as Home from Hospital, Tottenham Talking, Complementary Health, Special Education Needs and Disability (SEND) Parent Carer Forum and Finance.

Over 2021-22 we had to balance the use of our spaces to ensure that we could continue to serve the public, yet at the same time ensure that we remained safe and compliant with COVID regulations. Our spaces provide vital hubs for the local community. We experienced a huge spike in demand for space as soon as the lockdown restrictions were eased, particularly from local residents. Key activities delivered from our facilities included:

- The 3rd Annual Go Green Eco Festival at the Chestnuts Community Centre. The festival was a nine-day event with the bulk of activities being delivered from Chestnuts.
- Several community events to address barriers to digital inclusion such as support to help older people to participate in online forums over Zoom Meeting or Microsoft Teams.
- Healthy cooking classes at the Bridge Community Hut
- Range of activities to promote mental wellbeing – such as Tottenham Talking and events to support Black History month.



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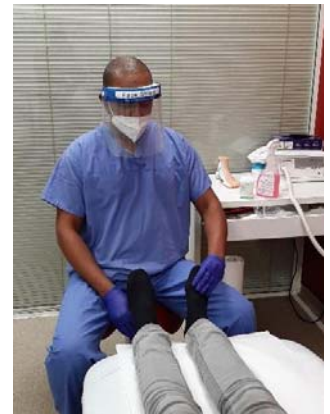
In 2022-23, our priorities for the community facilities will include:

- Organising a public event to promote the full re-opening of Chestnuts centre following the pandemic and encourage residents to access a range of inclusive activities to tackle isolation and other challenges.
- Enhance activities targeted at the most vulnerable members of the community adversely affected by Covid including isolated BAME people, older people, people with mental health problems, young people, parents and families and long-term unemployed people.
- Build on recent successes and achieve higher levels of community use of the centres compared to pre-Covid period.

Whole Health

Our complementary Health Clinic is located on the Laurels ground floor and offers a range of complementary therapies. We are pleased that we were able to continue providing complementary therapies from our Complementary Health Centre at the Laurels Healthy Living Centre. The therapies provide a valuable service for clients to self-manage their various conditions. Over 60% of our clients are returning clients. Whilst it is challenging financially, we have kept the cost of a basic treatment at £40 to ensure that local residents have access to affordable treatments including:

- Basic Nail Cutting (primarily for elderly and disabled clients)
- Deep Tissue Massage
- Podiatry
- Reflexology
- Sports Rehabilitation



In 2022-23, we will continue the recovery of take up of the complementary health therapies and undertake recruitment of additional therapists to meet increasing demands.

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Community Empowerment Programme

Our community empowerment programme is about enabling communities to increase control over their lives including recovering from the disproportionate impact of Covid and Cost of Living. In the period between April 2021 – March 2022, the community empowerment programme enabled the local community to increase control over their lives as it equipped them with the resources, skills, tools and experiences they need. The charity continued to play its part in reducing health inequalities and building stronger communities as it helped the local residents to lead a healthy lifestyle and made record improvements in wellbeing for themselves and their beloved families and neighbours. The achievements over the last year in each of the community-led empowerment programmes are reported below under the following service areas: Health@theHut, Home from Hospital Service, Connected Communities, Tottenham Talking, Mental Health community engagement, Community Outreach & Engagement (Somali speaking), Covid Marshall Community Support and Escape Pain:

Health@theHut Project: Following our successful Big Lottery Community Fund application, we started delivering this new project on 1 October 2021. The project aims to improve local people's health and well-being by improving their diets, increasing their physical activity, expanding their social networks, and learning how to manage their own health. The project encouraged young people in making healthy lifestyle changes, as well as parents and children establish good eating habits, and help older people increase their fitness and confidence so they can continue to live independently.

During October 2021-March 2022, the following activities and outcomes were successfully achieved:

- We successfully engaged 200 local residents who were supported to increase their connections with other community groups and different generations. The Saturday's Cafe@theHut created opportunities for local residents to make connections with other community groups and to have a homemade fresh food, spend some time out in a family environment (Annual target 200; 6 months target 100) exceeding our target by 50%.

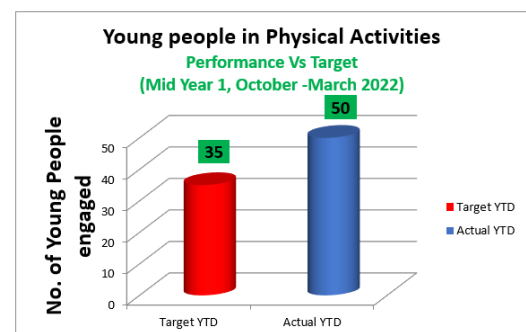
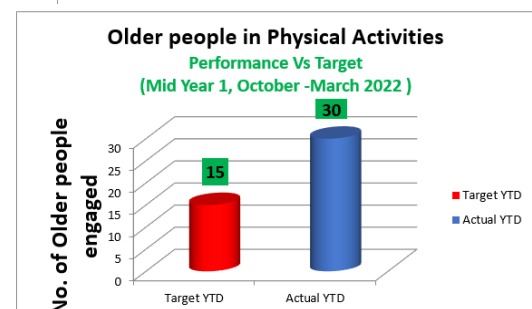
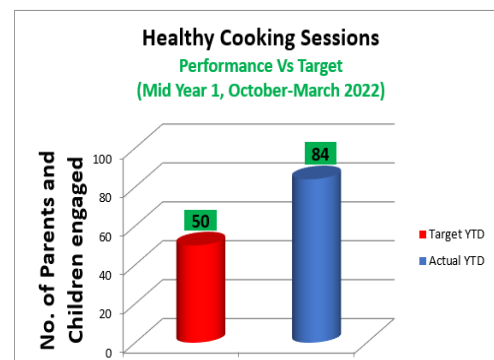


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- Recruited and engaged 84 parents and children for Healthy cooking sessions (annual target 100; 6 months target 50) exceeding our target by 68%. Parents and children were provided practical skills to prepare and cook healthy food. The main areas of focus were providing participants with practical Cooking Skills, providing healthy eating knowledge and team working skills. The participants gained food hygiene, use of cooking knives safely including chopping techniques and cooking healthy foods using fresh ingredients.
- Recruited and engaged 30 older people for the Physical Activities sessions (Annual target 30; 6 months target 15) exceeding our target by 100%. During the last 6 month, the project successfully delivered physical activities sessions such as: general fitness sessions, Yoga and chair- based sessions.
- Recruited and engaged 50 young people (annual target 70; 6-month target 35) exceeding our target by 42.8 %). During the last 6 months, the project delivered physical activities sessions such as: boxing dancing class, belly dance, women fit sessions, football sessions, kids boxing classes and sports/fitness sessions for young people.
- Recruited and engaged 14 local residents as volunteers at the Hut (Annual target 20; 6-months target 10) exceeding our target by 40%). The volunteers participated in various roles within the project – including customer service and catering assistants, outreach assistants and signposting participants to appropriate activities such as cookery and other project activities to help them reduce social isolation and develop social networks.
- Recruited and engaged 6 volunteers who have been supported to become community champions (annual target 10; 6-months target 5) exceeding our target by 20%). The community champions have been actively supporting and referring participants into the project activities. We also conducted additional new activities to promote and improve health and well-being, including:
 - Nutrition for Life sessions: We have delivered 6 weeks Nutrition for life workshops for 15 residents.
 - Gardening sessions: 18 children participated in the gardening sessions.



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- On Friday, 15 April 2022, we held a fantastic Spring Day event at the Hut to mark the end of the Mid-Year One project implementation phase and to celebrate the accomplishments of the participants, volunteers, community champions, and staff. The event drew a total of 150 families, including children, teenagers, and the elderly.



In 2022-23, we plan to carry out the following activities:

- Continue to promote the project by carrying out intensive marketing, outreach activities, door to door, attending meetings with GPs and visiting other voluntary and community organisations.
- Engage participants and run a minimum of 5 physical activities and sessions per week for young people, older people and families
- Run weekly healthy cooking and eating workshops, community café and inter-generational gardening sessions and hold three community events
- Continue to engage Local residents volunteering to become Community Champions.

Home from Hospital Service: The project, funded by Haringey Council and North Central London CCG, aim to provide practical and emotional support to residents aged 18 and over so that they can return home safely after being discharged from the hospital. During the last 12 months period, we have supported 336 Haringey patients aged 18 over (annual target 500; 12 months target 500).

In order to increase patient referrals to the Home from Hospital Service, which has been affected since the start of the Covid Pandemic, we have been carrying out intensive marketing and publicity activities using various methods such as promotional activities at Whittington, North Middlesex Hospitals, St Ann's Road Surgery and at various GP Surgeries in Haringey, and liaising with Bridge Care Navigators, Social Prescribers and Haringey Circle.

Due to the impact of the pandemic, key activities delivered included:

- Increased the number of home visits to patients to help with shopping and prescriptions collections
- Provided extended number of hours of wellbeing support to families
- We have also helped/advised several patients on accessing funds and in contacting British Gas and PH Jones for Gas/Electricity issues. This has taken a lot of time as services have been restricted, waiting times on the phone have increased.

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Below is a summary of outputs achieved:

- Total number of patients supported = 336 (including existing patients and Information provided to patients about community activities and services)
- Patients received face to face contact on day of discharge = None
- Total number of patients escorted = None
- Total number of home visits = 705
- Total number of support hours support provided = 3297
- Total number of calls to families/patients = 2256
- Total number of calls to professionals = 95

The following Charts shows a breakdown of Haringey patients supported by Home from Hospital Service between 1 April 2021 and 31 March 2022:

Chart 1: The monitoring record showed that 210 (62%) female patients and 126 (38%) male patients benefited from the service.

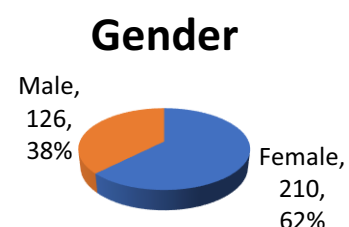


Chart 2: The monitoring record showed that we have supported **300 (89%)** elderly people between the age of 65 to 100 and **36 (11%)** were between the age range of 18 to 64 years old.

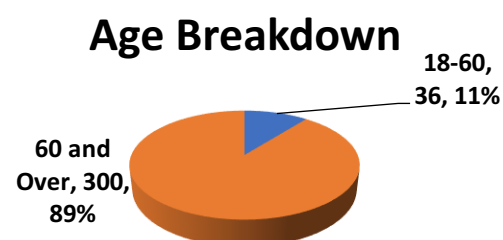
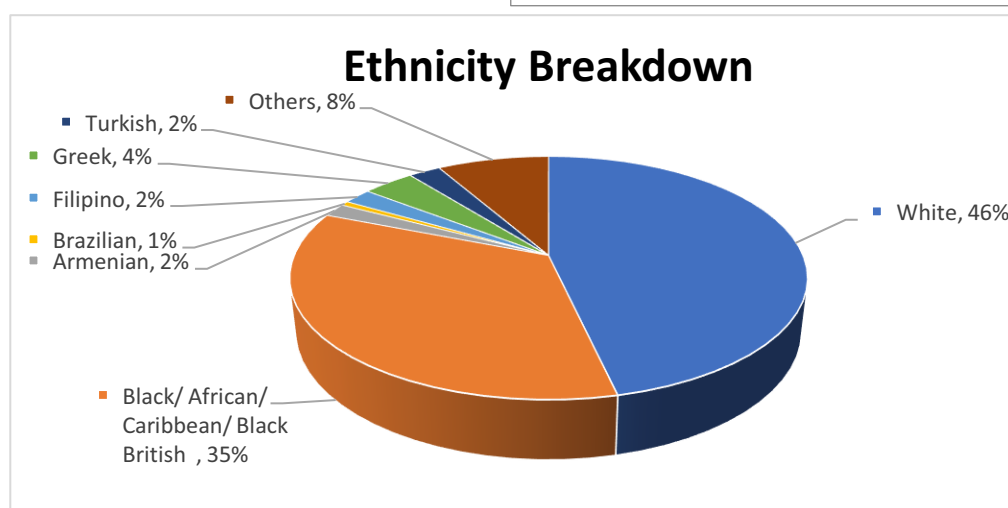


Chart 3: The ethnicity breakdown showed that **46%** of patients were White, **35%** are Black/ African/ Caribbean/ Black British, **4%** are Greek, **2%** Turkish, **2%** Armenian, **2%** Filipino, **1%** Brazilian, and **7%** others. The ethnicity breakdown is based on how service users described themselves.



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Conclusion

The last 12 months have been extremely challenging due to the impact of the pandemic. Our staff were recognised as key workers and had to continue providing practical support to the most vulnerable and lonely members of our community. Although there were fewer admissions and therefore discharge for non-Covid cohorts of patients, our staff had to provide more intensive support to discharged patients who were at risk of readmission.

In 2022 -23, we will continue to promote the service to pharmacies, doctors' surgeries, care homes and libraries and connect with the emerging Haringey Locality Working model to increase referrals.

Tottenham Talking: The project, funded by NHS North Central London CCG through the Inequalities Fund, aims to engage BAME young people in a range of therapeutic group activities including art, drama, talking therapy, poetry, creative writing, dance, yoga and Zumba. Other activities include cooking, physical activities including using the outdoor gym, walking, creative writing, arts and crafts and drumming. We started the project on 1 October 2022.

We have received a total of 112 referrals, of which 50 are active clients accessing a range of activities. Of the 112 referrals (81 women and 32 men), 73 have had welcome chat inductions. These referrals include 22 self-referrals, our self-referral process opened on January 10th, 2022. Of the 73 completed welcome chat inductions we have 50 active clients.

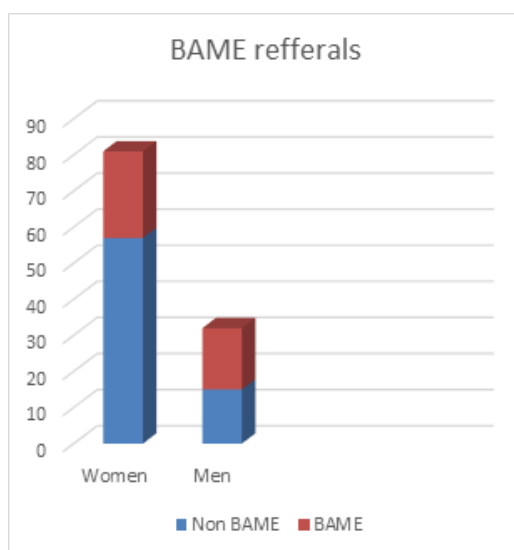
Our referrals come from the following sources. 1 Psychological pathway, 5 MAP Team professionals, 11 Early intervention service, 1 MIND in Haringey professional, 4 PTSD (Post Traumatic Stress Disorder) Pathway, 2 RET (Recovery Enablement Track), 4 Social prescriber link workers, 5 Care coordinators, 2 Trainee mental health worker, 5 clinical psychologists, 32 locality teams professionals, 6 GPs, 1 Reach and Connect, 2 Crisis resolution home treatment team. 22 Self referrals have come through also.

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We have been delivering a range of activities including a women's group, creative writing, baking, spoken



word and poetry, movement for the soul (dance), drama therapy, art therapy, online art therapy, online guided meditation, gardening group, BAME men's talking therapy group and a creative space group.

We have been working with a variety of health care professionals including, BEH early intervention service, dual diagnosis team, central locality team, west locality team, crisis home treatment team, northeast locality team, southeast locality team, children and adolescents' mental health service and community occupational therapists.

We are in the process of co-production planning with the following organisations with whom we are organising meetings:

- MIND – We have met with Mind in Haringey who intend to support us in co-producing a new talking therapies group.
- Clarendon – We will begin a new group in collaboration with Clarendon recovery college which is a celebration of culture. This group will started in April of 2022 and continue into the new site for the college in Canning crescent.
- Connected Communities – We have met with professionals from this organisation and intend to use the community space in Broadwater farm to run a new group that started in April 2022.

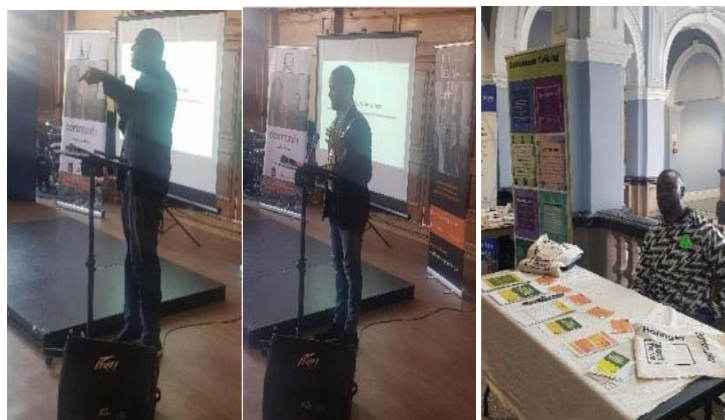
Recent promotional events include a celebration of international women's day run in partnership with Sewn Together on the 18th of March 2022, which had 42 attendees. One of our peer workers presented her experiences as a female student with dyslexia and how her accomplishments have empowered her going forward.

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Tottenham Talking were also present at the black thrive event which took place at Tottenham town hall on the 26th of March 2022, attended by 60 people, several of which were provided with information about the project, 11 people showed an interest in being referred. The promotional event was attended by guest speakers including but not limited to, the Mayor of Haringey Cllr Adam Jogee and Shadow Secretary of State for Foreign, Commonwealth and Development Affairs David Lammy.



Community Outreach & Engagement (Somali speaking): The project, funded by Haringey Council, aims to engage and support marginalised Haringey residents from the Somali community to develop, in supportive environments, the knowledge and skills they need to live happy, safe and fulfilling lives. In the last year, the Outreach and Engagement Officer facilitated effective integration by identifying and addressing barriers and fostering meaningful engagement between the Somali community and other communities in Haringey to improve community cohesion as outlined below:

- **Good Management Training Course with Supplementary Schools:** We have supported 10 Haringey Supplementary Schools to complete The Good Management Course delivered by the NRCSE. The purpose of the three-day course was to help providers of out-of-school activities for children preparation a School Management Pack. All the schools will be eligible to receive the NRCSE Quality Assurance.
- **Children Safeguarding Training for Mosques and Understanding the Role of LADO (Local Authority Designated Officer):** Working with the Haringey LADO, we have engaged with local mosques to understand the role of Haringey LADO and to increase knowledge and ability to act on concerns about the safety and welfare of children in Islamic institutions. Mosques have received training around the process of managing allegation and the LADO Process and creating safer organisation.
- **Youth mentoring:** The Outreach and Engagement Officer mentored 47 Somali boys and girls. He has extended the mentoring program to the wider BAME community and have attracted 12 non-Somali youths in Haringey.
- **Somali Community housing session with Haringey Council:** we organised a housing surgery to support Somali residents with housing and repair issues in Haringey. This was held in Wood Green Library. A total of 60 residents attended the sessions.

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- Supplementary Schools Celebration:** On 22 of March 2022, we organised the Haringey Supplementary Schools Forum annual celebration event. This enabled local Supplementary Schools from across the borough to come together, network, meet and out information that may be useful for their setting.
- Workshop to Raise Awareness of Prevent (WRAP) Training for Probation Services:** In the last year, we delivered WRAP training to 40 probation service staff in Haringey and Enfield. Frontline staff explored key issues relating to radicalisation and extremism, who can be more vulnerable to it, what we can do to prevent it and most importantly how to report a concern.
- Supplementary schools listening session with Councillor Dogan:** We held a listening session for supplementary schools to meet Councillor Erdal Dogan to help identify challenges faced by Supplementary school leaders and to find out how we could better support schools in Haringey. Participants had an opportunity to raise their concerns and to also share some of the success they've enjoyed over the years. This was the first time an elected Councillor met with the out of school setting leaders and really goes to show the ever-growing strength of Supplementary schools in Haringey.
- Somali families Support session:** We have organised a session for Somali families to provide information about the services available for children, young people, and their families. Surgery was held in Marcus Garvey Library. The focus was on early years and early help provision to raise awareness of what is available and increase uptake of services for Somali families.



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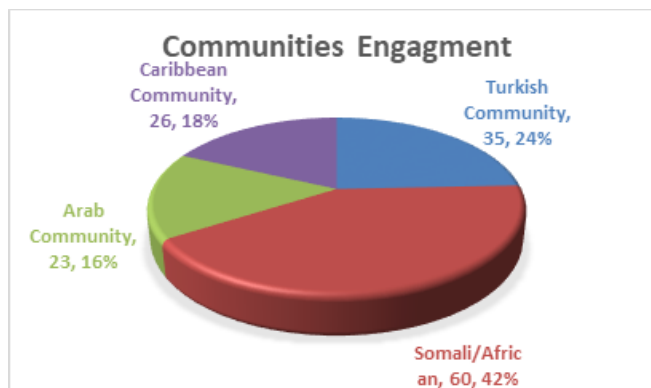
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Wider Community

Engagement: The chart shows the different communities we have engaged and provide support on needs.



various

Partnerships Service

Our Head of Partnerships has continued to develop and maintain productive and effective working relationships with Haringey Council and the Voluntary and Community Sector during the year including jointly managing the VCS Support Team – a co-delivered service with Haringey Council that provides valuable capacity building support to the Voluntary Sector, overseeing Community Impact Haringey (Strategic Partner Service), Volunteer Centre Haringey, Community Protect, NavNet, Bridge Communications, Haringey Food Network and the delivery of our online Basic Safeguarding Awareness training. The Strategic Partner Service is central to our partnership work and involves working alongside the Council to ensure the local Voluntary and Community Sector (VCS) is stronger, able to attract more external funding and best placed to support communities and meet the needs of all residents.

Community Impact Haringey Service (Strategic Partner service)

Expected Outcomes: The service is delivered to meet the following three key strategic outcomes set by Haringey Council commissioners:

- A vibrant, inclusive, viable and self-sufficient voluntary and community sector in Haringey
- A strong partnership between the Council and the sector, and between members within the sector, to deliver shared priorities.
- The reputations of the Voluntary and Community Sector and Haringey Council are enhanced by sharing good partnership working practice.

The achievements of these outcomes are measured against 5 main key performance indicators with targets given by Haringey Council commissioners. This year we exceeded all the targets as shown below:

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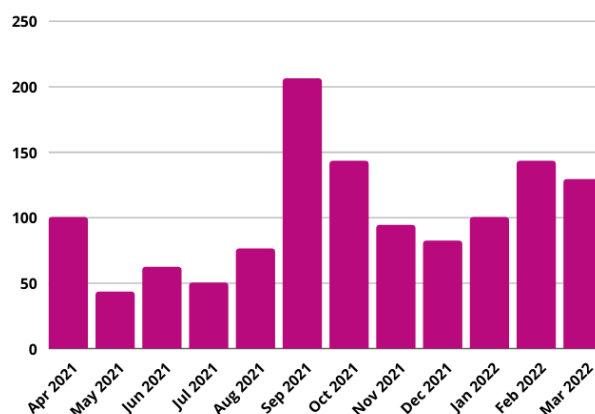
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- **Capacity Building** - we registered 350 organisations this year
- **Fundraising Service** – through our capacity building service, we provided one-to-one support to voluntary sector organisations to enable them to submit high-quality funding applications to grant making trusts and bodies, totalling £3,063,353.
- **Collaborations** - we supported the establishment of 55 collaborative agreements and projects between voluntary organisations and statutory bodies
- **Our customer satisfaction** - conducted through a survey showed 98% satisfaction.
- **Events** - We facilitated 20 events: 9 Voluntary and Community Sector Forums, 6 meet the funder events, 2 capacity building workshops (bid writing and accessing Fingertips), 1 BAME meeting, the Volunteer recognition event and the Haringey Community Expo 2021.

Voluntary and Community Sector Forums (VCSF): Since switching to a monthly format, we have continued to develop and deliver high-quality themes and content for a voluntary sector forums. Working with colleagues from across the statutory sectors, including Haringey Council and the local NHS Trusts and the CCG, we have worked to engage the voluntary sector in productive and meaningful discussion on a range of issues: April 2021: Parks and open spaces - 37 attendees, June 2021: Meet the new Leader of Haringey Council & planning session on the Government roadmap out of lockdown- 67 attendees, July 2021: Working together through networks and partnerships - 53 attendees, September 2021: NHS NCL CCG Inequalities Fund and Community Chest - 59 attendees, October 2021: Hate crime - 32 attendees, December 2021: VCS Strategy update & feedback session - 41 attendees, January 2022: Strengthening the partnership between the NHS NCL CCG and the VCS - 56 attendees, February 2022: LGBTQIA History Month and Women's History Month - 30 attendees and March 2022: Mental Health - 37 attendees.

Volunteer Centre Haringey



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In the last year, we continued to promote high quality volunteering opportunities across the borough, predominantly through our 'featured opportunities' listing pages on the Bridge website. This is the second most visited page, overall, on the entire website. Furthermore, our Volunteering Best Practice service supported the development of 51 new volunteering opportunities, alongside 4 new recruitment campaigns and 22 meetings with Volunteer Involving Organisations (VIOs). We have also resumed the delivery of our popular Volunteer Manager Forums with two events held.

- **6 May 2021:** 35 Attendees, Volunteer Recognition (Volunteers Week), Volunteer Passports
- **29 March 2022:** 21 Attendees, Volunteer Recruitment Post Covid & Trustee Recruitment

Volunteering Website Key Stats: included 2,949 pageviews – Featured volunteering opportunities (second most accessed page), 2,046 unique pageviews – Featured volunteering opportunities, 1,736 pageviews – Want to volunteer, 913 pageviews – Volunteer Centre, 1228 unique downloads (pdf files), 1,385 total downloads (pdf files) and 00:05:20 Avg. Time on Page.

NavNet

This network of community knowledge continues to grow and thrive, both in terms of its reach and impact. The community population has grown to 142 this year, an almost 50% increase. We are working with Council and NHS colleagues to secure longer term funding for this important resource, to enable us to develop it at both strategic and operational levels, including the recruitment of a Project Co-ordinator.

Communications

This year we have continued to engage with residents, local community organisations and partners through our communications channels and events. This work consists of helping to disseminate key and timely information, alongside the promotion of all Bridge services.

- **Community Impact Bulletin** -The weekly bulletin is a valuable resource for local organisations to discover opportunities available to them and it is also a platform to promote services and events offered by the VCS in Haringey. For this 12-month reporting period, we have: sent out 50 editions of the weekly bulletin and 39 Impact News, which is a standalone item; received 489 requests to include information in the bulletin: 49% from VCS organisations, 32.5% from statutory partners, 12% from other partners and 6.5% from other Bridge programmes; and increased our engagement rate from 42% to 55%, which means that we now have more than 770 subscribers highly engaged and that often open our emails and click on the links provided.
- **Promoting funding opportunities** - We have promoted 105 funding streams through our communications channels, including opportunities from the funders: Gov.UK, Mayor of London, Lloyd's Foundation, City Bridge Trust, Sport England, The London Community Foundation, BBC Children in Need, The Henry Smith Charity, Esmée Fairbairn Foundation, and many others.

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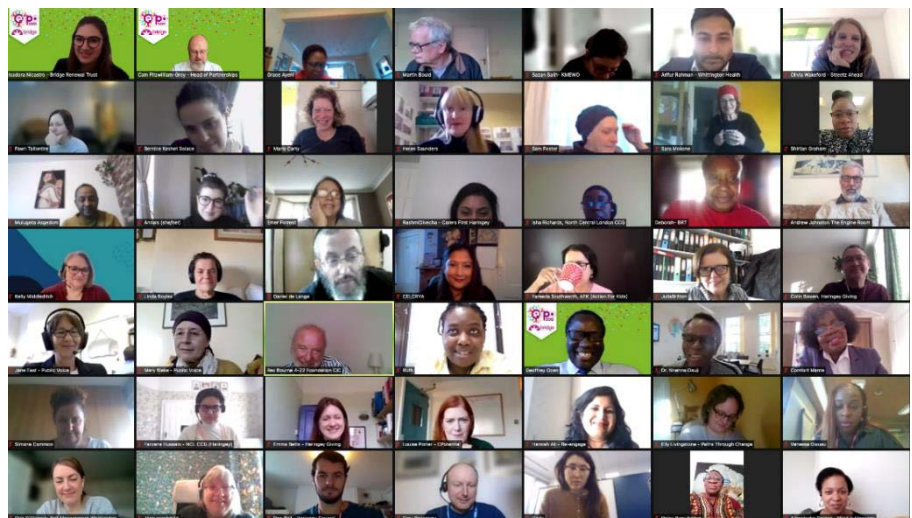
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- **The Bridge Renewal Trust Website** – Along with keeping the existing webpages up to date, we introduced new content regarding funding support, organisational development, volunteering, guidance and resources.

Haringey Community Expo 2021: Due to the ongoing challenges presented by the COVID pandemic and out of an abundance of caution to our more vulnerable residents, we once delivered the Community Expo 2021 online. Over 150 people attended the different activities which formed this year's event, including a breakfast networking session, a workshop discussion on Violence Against Women and Girls (VAWG), and the flagship Community Impact Awards ceremony.

- **Breakfast Networking:** The learning we gained from delivering online events over the past two years led us to explore further our options and introduce the networking element of the Expo with a fun and productive breakfast speed dating event. Colleagues from the VCS, Haringey Council and the NHS were in attendance. This session was hugely successful, and we have plans to embed further networking sessions throughout the year ahead.
- **Workshop Discussion:** This event was planned in partnership with the Violence Against Women and Girls (VAWG) team at Haringey Council, as we marked the International Day for the Elimination of Violence against Women. We worked together to invite Haringey frontline organisations to facilitate the discussions and we secured a tailored recorded message from the Domestic Abuse Commissioner for England and Wales to introduce the event.
- **Community Impact Awards ceremony:** another huge success and a chance for us all to celebrate the fantastic achievements of voluntary and community sector's hard work.



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Haringey Food Network

Our support to the Food Network this year has focussed on both operational delivery of key areas around resources distribution and distinct projects, together with the strategic development of the network.

- With funding from Haringey Council, we worked closely with members of the Haringey Food Network to successfully plan and implement the distribution of resources to many of Haringey's emergency food providers during times of greatest need.
- Funding from the GLA's 'Food Roots' enabled us to deliver the Advice First Aid pilot project, in conjunction with Citizens Advice Haringey and Bounds Green Food Bank which enabled us to deliver advice sessions directly within a food bank setting.
- As a result of the success of our 'Advice First Aid' project, we were invited to deliver a 3-month extension project, building on the successes of the pilot.
- During the year, we worked with Council and Public Health colleagues to raise awareness of the Healthy Start scheme in local, independent food retailers across the borough by engaging with Food Network members and their neighbourhood shops.

Thrive Haringey

This twelve-month programme, funded by the Arts Council of England and the National Academy of Social Prescribers (NASP) aims to increase the uptake of social prescribing activities across the borough through the funding of new and innovative projects delivered by voluntary sector groups. Working with partners in Haringey Council, the NHS and the voluntary sector, several groups have now been funded to deliver exciting programmes to encourage residents to take part in activities to improve their health and wellbeing. These have included:

- Access to professional recording studio to develop creative sounds and music performance
- Creative writing skills workshops
- Music therapy
- Sewing, knitting, cooking, crotchet and art classes
- Circus Skill for family members and their carers.

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Community Protect & The Great Mental Health Project

This flagship public health programme, led by the Bridge in partnership with Public Voice and Mind in Haringey, was set up in October 2020 to deliver a range of public health information and safety messages to residents across the borough. The programme utilised over 20 local, voluntary sector delivery partners to convey a range of messages which were developed in partnership with Haringey Council and public health during the height of the COVID-19 pandemic.

During this year, Community Protect has engaged in other initiatives, including The Great Mental Health Project. This is an ambitious and exciting programme comprising of a diverse range of activities, initiatives and resources to support Haringey residents of all ages to maintain good mental health and wellbeing.

The programme wants residents to be supported in achieving whatever great mental health means to them and to empower people to continue to support others within the community.

Haringey Basic Safeguarding Awareness Training

We continued to provide access to basic online safeguarding awareness training through our website. The training is promoted to the voluntary and community sector in Haringey through our E bulletin and at meetings we attend. Over the course of this year, the following numbers of people have taken part in the training:

- 301 people took part in our Online Basic Safeguarding Awareness Training
- 286 people completed the training and received a certificate
- Staff or volunteers from 40 organisations completed the training.

In 2022-23, we will continue to strengthen our strategic partnership working across all the workstreams. We will focus on capacity building for smaller grassroots organisations and promote the training and networking to support and bring groups together and foster peer support.

Community Development: Health, Mental Health and Wellbeing

We are pleased to report that we have exceeded all our contractual targets with The Haringey Wellbeing Network, and have increased in number, our Social Prescribing and Care Navigation staff team cohort.

Haringey Wellbeing Network Service (in partnership with Mind in Haringey), has had a successful year. Key achievements in 2021-22 included:

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- **Support: 317** (Target 150) group leaders, managers, staff, volunteers and service users from Black, Asian, Minority Ethnic Group) BAME, (Voluntary and Community Sector) VCS, Statutory, faith and sport-based organisations, have engaged with our Capacity Building information sharing and training programmes (see chart below). Evaluation and Funders Reports, Information/ Resource Packs and Slide Decks for all our programmes, can be



provided on request.

- **Capacity Building: 33** (Target 30) organisations across the borough have been supported with fundraising, governance, policy in practice and other guidance. These organisations often work across multiple demographics and intervention. All work with BAME communities and in areas of multiple deprivation. A full list of Organisations is available on request.
- **Fundraising Support: £217,000** (Target £31,500) raised across 10 funding streams, benefiting 3 grass roots and faith-based organisations and their communities. Funders include Enfield Voluntary Action, Lottery Reaching Communities, Enfield Voluntary Action, London Catalyst, Black and Minorities Women's Fund and the CCG, among others.
 - **The HWBN Partnership Forum Meeting-** the first in two years, was hosted at Mind in Haringey. The event showcased the work of the service and successes achieved by one of the beneficiary groups (The People's Christian Fellowship).

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- In September 2021, The Bridge Community Development Manager presented at a **World Suicide Prevention Day Event** attended by over 20 beneficiaries and practitioners. The presentation was from the perspective of Suicide First Aid, Community capacity building and multi-disciplinary approaches (blue light services and communication) - mindful of cultural/ community diversity and equitable access to early intervention.
- We initiated partnership working with the **Alevi Community (AC)** in February during the Hizir Orucu Festival and will explore areas of support including project development and fundraising support. In 2022-23, we will also be working with the Centre to develop Child Protections and Safeguarding Vulnerable Adult Policy and Practice.
- **Other key activities** included presentations to Haringey Adult Learning Service students on wellbeing referral pathways, Haringey Housing Related Practice Development Forum attended by 80 representatives from across 30 Housing associations on our service offer, The Haringey Safeguarding Children's' Partnership Group attended by over 50 delegates.
- **Video and Website Development:** We have created several video testimonials from beneficiaries of our services on our Bridge Website and mental health resources this year. They speak to new learning, improved access to services and 'myth busting' when understanding Safeguarding, Mental Health, Addiction and Domestic Violence among other areas.



Care Navigation and Social Prescribing

In 2021-22, we recruited six social prescribers and/or care navigators by working in partnerships with Primary Care Network, Haringey GP Federation and Whittington Health.

To support staff development, we have delivered a range of in-house training including MHFA 2 Day (Adult) Mental Health Course and adults safeguarding to frontline staff from the Bridge and partner organisations.

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"The safeguarding training was engaging and really relevant to our work with vulnerable homeless people. Thanks for making it comfortable and real" (Haringey Streets Kitchen Volunteer, Tottenham branch).



Haringey Giving

Haringey Giving is the local place-based giving scheme for the borough. It is an independent partnership administered by the Bridge Renewal Trust. The initiative aims to inspire and enable Haringey's residents, communities, businesses and funders to give their time, talents and funds to support good causes in our borough.

Haringey Giving's vision is for an equal and inclusive Haringey where all people live fulfilled lives.

Our Mission is to increase opportunity and wellbeing in Haringey by enabling residents to work with others and take action on the issues that matter to them.

Haringey Giving has three main areas of activity:

- Generating and helping people raise funds and in-kind donations to enable people to take action on the things that matter to them
- Grant giving to support our outcomes
- Enabling people and businesses to give their time and skills in the borough.

Priorities include:

- **Children and young people** with reference to community safety, knife and gun crime
- **Mental health** including people experiencing social isolation
- **Skills and enterprise** with reference to people living in Haringey who are refugees or from migrant communities.

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Key achievements in 2021-22 included:

Fundraising and in-kind donations: Haringey Giving raised funds and in-kind donations through various appeals in order to support our core activities and to enable community responses to key issues in the borough. These included: i) Haringey COVID-19 Appeal – £13,955 was raised to support communities impacted by the pandemic across Haringey. ii) Haringey Digital Divide Appeal - £1,550 was donated to support children and young people impacted by digital exclusion in Haringey. Haringey Giving attracted significant wider support from corporates including Raspberry Pi and The Bloomfield Trust with estimated value of £150,000 between January 2021 and March 2022. The devices were distributed by the corporate supporters directly to local schools and community organisations who had identified individual children who were experiencing digital exclusion. The appeal was co-ordinated in partnership with Haringey Council and over 2,100 children and young people were supported. Local IT firm Techrelate also provided support around online safety for beneficiaries. iii) Haringey Champions for Children Appeal raised £10,010 during June 2021 to support children and young people who had been disproportionately impacted by COVID-19. Donations included £5,000 of match funding from The Childhood Trust. iv) Our second Haringey Giving Week ran from 30 November to 6 December 2021 and raised over £6,300 in donations to help tackle inequality and support people in need in the borough. Further donations were received through the Haringey Giving website throughout the year. v) Haringey Refugee Crisis Appeal – in response to the emerging crisis in Afghanistan, Haringey Giving worked with the Council to set up a public appeal, which raised over £17,500 to help ensure refugees are welcomed and can rebuild their lives in safety here in Haringey. vi) West Green Trees for Cities Appeal – Haringey Giving enabled local people to raise £1,500 plant 6 trees through Trees for Cities, in recognition of staff and teachers at Belmont Infant School, Belmont Primary School, Harris Primary Academy Philip Lane, The Brook School, The Grove School and The Willow Primary School.

- **Grant Making: i) Haringey Digital Divide Fund** - 6 September 2021 - Haringey Giving awarded a total of £24,760 in grants to local community projects to enable children and young people to overcome digital exclusion. The funding was targeted towards children and young people who would otherwise not have received devices or internet access through other initiatives or through Haringey Giving's partnership with Raspberry Pi and The Bloomfield Trust. Grantees included, Earlsmead School, Stroud Green Primary School, Tiverton Primary School, Groundswell Arts, The O.K Foundation, Action for Kids, You Vs You, Breadline London, Haringey Shed and RISE Projects. ii) **Together We Can programme** – 23 November 2021 - Using funds raised from the Haringey Champions for Children Appeal, and grant income from LHC Community Benefit Fund and Linklaters LLP, seven grants were awarded to provide support for children and young people from disadvantaged backgrounds who had been disproportionately impacted by the COVID-19 pandemic. Grantees included: London Reading Centre, Groundswell Arts, Dalmar, Haringey Basketball for All, HR Sports Academy, Sister System, and Step by Step. A total of £31,601 was awarded to deliver

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projects including: Arts based creative play, a Sunday club for children and young people with learning difficulties, peer-led empowerment activities for girls and young women in or transitioning from the Care system, Sports-based mental health and wellbeing support for children and young people transitioning to secondary school, mentoring, skills and career development, and wellbeing support through basketball, healthy exercise, mentoring and support around diet and nutrition through weekly football sessions with children and young people from the Somali community and support for children experiencing loneliness and to self-manage symptoms of anxiety and low mood, dealing with bullying, depression and other mental health issues.

- **Haringey Afghan Refugee Crisis fund** – 2 March 2022 - Three local projects were awarded grants totalling £9,222 to provide support to Afghan refugees arriving in Haringey, including: Muswell Hill Methodist Church, to provide English language skills (ESOL) that could not otherwise be accessed, and opportunities to make connections with other refugees arriving in Haringey; Breadline London, to provide microgrants of up to £500 to Afghan Refugees to enable them to overcome challenges, through Haringey Giving's Changing Lives programme; and Mind in Haringey, to provide mental health triage, wellbeing support and referrals to community-based wellbeing support and statutory mental health services.
- **Participatory grant making to tackle structural discrimination:** During the year, Haringey Giving led a joint initiative with 6 London place-based giving schemes and 6 community organisations to scope out a 3-year project to tackle structural discrimination in grant making. The 'Giving Together' stage 1 project ran from September 2021 to March 2022 and if our stage 2 application is successful, this will test out and share learning from a range of participatory approaches to increase access to funding for communities who experience structural discrimination in grant making.
- **Volunteering:** During the year Haringey Giving worked in association with Business In The Community, School for Social Entrepreneurs and East London Business Alliance and Linklaters LLP to leverage skilled corporate volunteering to support communities in Haringey. This has already led to local community organisations accessing capacity building and fundraising support they would otherwise not have received. We are continuing to work with our corporate partners to build this offer in the year ahead.

The Haringey Giving Board is grateful to our corporate donors and funders who contributed towards core operating costs, grant making, tailored projects and other in kind support available during the year, including City Bridge Trust, The Cornerstone Fund, Haringey Council, Linklaters LLP, Raspberry Pi, The Bloomfield Trust, The National Lottery Community Fund, LHC Community Benefit Fund, Related Argent LLP, The London Communications Agency, The Two Magpies Fund, Woodley Coles LLP, Aldeburgh Contemporary Arts, Techrelate and The Orp Foundation. We would also like to thank the many local residents and businesses who have donated and raised funds for our appeals.

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Safer Neighbourhood Board

We have continued to facilitate Haringey's Safer Neighbourhood Board (SNBs) and brought the police and communities together to solve problems collaboratively and ensured that the public are involved in a wide range of other community safety decisions. We would like to thank the outgoing Chair of Haringey SNB Haringey, Tony Hartney CBE, who is also retiring as Headteacher of Gladesmore Community School in July 2022 for his impactful leadership over several years. He will be replaced by Gerard McGrath. Key achievements in 2021-22 included delivery of various projects towards the implementation of our Serious Youth Violence Action Plan 2019-22. These projects included knife crime awareness raising and empowerment workshops in schools, activities for Somali youths and support for Latin American communities. In 2022-23, we will continue to work collaboratively with the Police, schools and residents to promote trust and develop community-led solutions to deliver community safety in the borough.



Home Cooked

The Bridge Renewal Trust are leading on a consortium with Mind in Haringey, Father2Father, The Godwin Lawson Foundation and the North London Partnership Consortium (NLPC). We were awarded £750,000 funding (April 2021- March 2023) by the Greater London Authority to develop a local impactful and inclusive partnership to tackle serious youth violence in the Tottenham Hale Ward area.

A summary of partnership activities delivered in 2021-22 include:

- Thematic activities under safe communities, healthy relationships, positive mental health, employment support and education opportunities. Over 750 young people have benefitted in this first year.
- Community chest fund: this is worth £187,500 over two years. Working with a grant panel comprised of 6 trained residents, we have awarded 9 grassroots community projects funding worth £79,882. Funded projects include projects providing summer activities, homework support, food growing, health and wellbeing sessions, fitness activities, strengthening parenting and youth-led activities tackling youth violence, VAWG and grooming and exploitation.

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In 2022-23, we will continue to deliver thematic interventions to tackle serious youth violence with a focus on detached youth work. We will also distribute the balance of balance of £107,618 worth of community chest funding to grassroots groups to support community-led interventions. Programme level external evaluation will also be completed and lessons learnt will be shared with stakeholders whilst ensuring programme sustainability.

Children with Special Education Needs and Disabilities (SEND) Parent Carers Forum

We were commissioned in July 2021 to work with SEND parents to establish and host a Parent Carer Forum (PCF). The forum aims to ensure every parent and carer in Haringey feels that their voice, their views, and their experiences matter and contribute towards developing and improving services.

Key achievements included:

- Recruited two staff members – engagement co-ordinator and admin and communications officer to support the forum.
- Established a Project Steering Committee which appointed an interim Chair and Vice Chair.
- Recruited and increased membership of the forum from 12 to 86.
- Initiated representation of the forum at key partnerships Boards including: SEND Executive Board, Co-Production and Communication Subgroup, Local Offer Subgroup, Health Subgroup, Education, Health and Care Improvement Sub group and Preparing for adulthood task and finish groups.
- Run several events including **Monthly Walk and Talk** which takes place on the first Monday of every month, in a different Haringey Park each time.
- **Information Sharing Event for Children with SEND in mainstream Schools, March 2022** – was organised , with speakers from the Inclusion Team and Markfield, 30 parents/carers attended the live event, which took place at Chestnuts Community Centre in March. A further 50 parents attended the online event in the evening.
- **Have your say event for African Parents, May 2022** – organised in partnership with a researcher from Roehampton university. Parent carer attendees contributed their experience of the EHC Process.



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Partnerships and Friends of the Bridge

Partnership is central to our work and key partners during the year included: London Borough of Haringey, North Central London Clinical Commissioning Group (CCG), Barnet, Enfield and Haringey Mental Health NHS Trust, GPs at the Laurels, Whittington Health, North Middlesex Hospital University NHS Trust, Federated4Health, Homes for Haringey, Mind in Haringey, Public Voice/Healthwatch Haringey, Jacksons Lane, Hope in Tottenham, Citizen Advice Haringey, North London Partnership Consortium, Godwin Lawson Foundation, Father2Father, You Vs You, Every Parent and Child, Local Resident Associations and Local Primary and Secondary Schools.

The charity also continued to support New Deal for Communities legacy groups - such as Triangle Children's Centre Management Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

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Financial review

Principal Funding Sources: The main income sources during the year included:

- a) Earned income from rent - the Laurels Healthy Living Centre- **£388,940** (2021: £285,000) Chestnuts Centre venue rental income - **£45,533** (2021: £7,807) and Community Hut rental income - **£4,393** (2021: £1,376).
- b) Earned income from sales - Whole Health Services - **£64,634** (2021: £18,276) Other- **£56,331** (2021: £88,567)
- c) Service contracts from commissioners - North Central London CCG - **£91,384** (2021: £117,862) and Barnet, Enfield And Haringey Mental Health Trust - **£145,078**, (2021: £54,862)
- d) Federated4Health - **£197,192**, (2021: £90,522) Haringey Council - **£1,001,742** (2021: £724,920) and MIND IN HARINGEY- **£58,650** (2021: £58,650)
- e) Grants from Charitable Funders and Trusts - National Lottery Community Fund - **£49,804**, (2021:£237,039) Haringey Giving COVID 19 and General Appeal **£67,132** (2021: £93,789) The City Bridge Trust - **£105,000**, (2021: £69,150) Linklaters - **£1,000** (2021: £60,500) and LOCALITY- **£10,000** (2021 £15,130)
- f) Mayor's Office For Policing And Crime **£24,905** (2021: £23,090) and GLA- **£400,404**
- g) Other major sources: North Middlesex University Hospital - **£56,569**, Royal Free Charity - **£17,394** and Arts Council England- **£45,000**.

Turnover for the year was **£2,863,405** (2021: (£2,244,212) and expenditures of **£2,487,968** (2021 £2,106,114) resulting into a trading surplus of **£375,437** (2021: £147,647 including investment gain £9,549)

The Statement of Financial Activities (SOFA) on page 42 of this report detailed the trading results for the financial year.

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Investment Policy: Trustees have agreed an updated investment policy with the following main objectives:

- a) To produce the best financial return within an acceptable level of risk.
- b) To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the charity.
- c) To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.
- d) To ensure the financial investments take into account the charity's values and ethos. There is proven link between health inequalities and the consumption of alcohol, tobacco and poor diet.

The Finance and Investment Committee, chaired by the Treasurer, which meets as required, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the charity. In September 2014, Trustees agreed an investment of **£50,000** of the Bridge Renewal Trust deposit funds into an Investment Funds. The value of the fund stood at **£62,565** (2021 £64,875). Unrealised capital loss of (**£3,284**) (2021: gain of £9,549) was reported in the (SoFA) Statement of Financial Activities. The long lease value of **£2,979,200** on the balance sheet which includes the programme related investments of **£2,340,000** form part of the total funds balance of **£3,868,140** and represents property which cannot be readily realised.

Reserves policy and going concern: The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency expenditures.

This year, the charity's reserves have increased from £3,495,987 in 2021 to **£3,868,140** of which **£3,703,250** was unrestricted and **£164,890** restricted, an increase of **£372,153** the details of which are given in note 18 to the accounts.

Decisions on expenditure of reserve funds are based on ensuring that:

- We aim to retain a level of reserves that equate to a target of six months' operating costs. Actual free reserves of **£663,502** as a proportion of unrestricted expenditures at 31st March 2022 equated to **3.8** or approximately 4 months. **This is the level of funding required to meet cashflow activities.** There is still much to be done to achieve the six months' operating costs target. This is to ensure that the organisation operates best practice as an employer, has flexibility against the need for unforeseen expenditures.

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- The Trustees have decided to continually monitor any potential loss- making arms of the charity with a view to reducing associated staff hours and, hence total costs.
- Expenditures will be to invest in social business, which meets the Bridge Renewal Trust's charitable objects, rather than used to grant fund or resource unsustainable operations.

Risk Management

A risk management strategy is in place comprising:

- Annual review of the principal risks faced by the charity and subsidiary company.
- Establishment and implementation of policies, systems and procedures to mitigate identified risks.

The following matters have been considered as part of the risk review by Trustees during the year:

- Board responsibilities and risks areas: Board development and training days have been held covering key areas such as risk management and financial management; and Register of Conflict of Interest for Trustees is kept up to date.
- Reputational risks – ensure that key contractual services such as the Strategic Partner service/Community Impact Haringey are successfully delivered.
- Operational and staffing issues - Operational Risk Register used to identify and manage these risks.

Trustees receive quarterly strategic risk reports that provide assurances that the risk management strategy is being effectively implemented.

Trustees have also identified key risks and threats to the charity which include the need to diversify income sources to avoid overdependence on a few main sources of income. We are managing these through regular risk assessment and post-pandemic community centre sustainability review. The viability of the Chestnuts Community Centre remains a concern in the short to medium term. As we move out of the pandemic, there are indications that activities and rental income are rising again. We are currently mitigating risks by controlling costs associated with premises and staff costs.

Through our Financial Procedures, we are ensuring that internal financial and operational controls are monitored and improved. The Board of Trustees have previously reviewed and clarified the role of the Finance and Investment Committee. The Finance and Investment Committee has been focusing on reviewing financial policies and improving procedures to improve financial and operational processes.

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PLANS FOR THE FUTURE

As we come out of the worst of the pandemic period, we will build on our successes and focus our services on the following activities over the next year and beyond:

- Developing a new 5 - year Business Plan. Our current 2 - year plan (2021-23) was intended to deal with radically changing times in terms of the impact of Covid, the needs of local residents and what commissioners and funders will support.
- Reviewing the use of our community facilities and taking steps to build back and increase use of our community centres. As the demand for large public facing events increases, we propose to focus the use of our community space to provide a hub for voluntary and community sector organisations by securing anchor tenants and increasing community activities.
- Continue promoting healthier, stronger and safer communities through self-help initiatives and early help and preventive health and wellbeing services alongside residents.
- Provide leadership across the borough to ensure greater understanding of the disparities and promote equitable access to services – particularly in relation to groups disproportionately affected by the impact of COVID-19 such as Black, Asian and Minority Ethnic (BAME) groups and other deprived communities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

Directors and Trustees

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

Appointment of Trustees

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

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We currently have 9 Board members. Each year we carry out skills audit to identify training and development needs. Currently we are running an open recruitment process to fill some skills gaps that were identified during this process. This involves advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

Trustee induction and training

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision - making process by the Board. New Trustees also get to meet other Trustees and key employees. There is also peer support from fellow Trustees and opportunities to attend external training.

Organisation

The Board of Trustees meets quarterly, and the Finance and Investment Sub-Committee also meets as required. The Chief Executive is appointed by the Trustees to serve as the Company Secretary and to manage the day- to - day activities of the Charity.

Related party and co-operation with other organisations

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or a senior manager of the charity must be disclosed to the full Board of Trustees. In 2021-22, no such related party transactions were reported.

The Trading Company – Bridge Renewal Services Ltd

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2020-21 the company did not trade (dormant) following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2022-23 alongside the proposed development of a Healthy Living Pharmacy at the Laurels.

Staffing

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of Head of Partnership, Director of Haringey Giving, Community Services & Facilities Manager, Voluntary Sector Development Manager, Finance and Monitoring Manager, Community Development

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Manager and Community Empowerment Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2021-22, the workforce was comprised of 44 members of staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, Payroll and IT. Trustees reviewed senior management capacity during the year and agreed the establishment of a new Head of Programme Delivery position. The role will support the Chief Executive and take on the line management of several programme managers and front-line delivery staff. This role will be recruited to in 2022-23.

Pay policy for senior staff

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. In February 2022, Trustees approved a 3% cost of living pay rise for the entire work force with effect from 1 April 2022 to help mitigate the rising costs of living. This increase was informed by best practices within the sector – both locally and nationally. Overall remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Where recruitment has proven difficult, a market addition can be paid with the pay maximum comparable to the highest benchmarked salary in a comparable role.

Fundraising Policy

The charity understands its duty to protect the public, including vulnerable people from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. The charity employs a Director of Haringey Giving who leads on all fundraising matters including dealings with external online fundraising platforms. The charity does not currently use external fundraising agencies for either telephone or face-to-face campaigns. We raise funds in compliance with the Code of Fundraising Practice of the Fundraising Regulator in England, Wales and Northern Ireland.

We received no fundraising complaints during the year (2021: Nil).

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditures, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP (FRS102-2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- 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 accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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AUDITORS

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Small Companies Exemption

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:

Rachel Hughes (Chair)



Date: 22 September 2022

Opinion

We have audited the financial statements of The Bridge Renewal Trust (the 'charitable company') for the year ended 31 March 2022 which comprise of the Statement of Financial Activities, the Charitable Company Balance Sheet, the Cash Flow Statement 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 2022, and of the charity's 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'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

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.

Independent Auditor's Report to the Members of The Bridge Renewal Trust

Other information

The other information comprises the information included in the trustees' 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.

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 (incorporating the directors' report) 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 our 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 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 and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.
- 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 trustees' report and from the requirements to prepare a strategic report.

Independent Auditor's Report to the Members of The Bridge Renewal Trust

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission. We also reviewed the latest risk register and legal fees in the period.

Independent Auditor's Report to the Members of The Bridge Renewal Trust

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)



For and on behalf of

Price Bailey LLP

Chartered Accountants and Statutory Auditors

3rd Floor

24 Old Bond Street, Mayfair,

London W1 4AP

Dated: 30 September 2022

The Bridge Renewal Trust

Statement of Financial Activities

(Incorporating the Income and Expenditure Account)

for year ended 31 March 2022

		2022	2022	2022	2021	2021	2021
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	Fund	Fund	Funds	Fund	Fund	Funds
		£	£	£	£	£	£
Income							
Donations and legacies - rent	2	✓ -	✓ 388,940	✓ 388,940	-	285,000	✓ 285,000
General donations	2	-	-	-	-	2,869	2,869
<i>Income from charitable activities:</i>							
Promote and protect physical and mental health	3	✓ 762,647	✓ 1,689,654	✓ 2,452,301	846,905	1,022,793	✓ 1,869,698
Income from investments		-	✓ 1,044	✓ 1,044	-	947	✓ 947
Other trading income		-	✓ 21,120	✓ 21,120	-	24,422	✓ 24,422
Other one off income		-	-	-	-	61,276	61,276
		<u>762,647</u>	<u>2,100,758</u>	<u>2,863,405</u>	<u>846,905</u>	<u>1,397,307</u>	<u>2,244,212</u>
Expenditure							
Fundraising		-	105,230	105,230	-	96,371	96,371
Promote and protect the and mental health physical and mental health	4,16	718,438	1,664,300	2,382,738	793,217	1,216,526	2,009,743
		<u>718,438</u>	<u>1,769,530</u>	<u>2,487,968</u>	<u>793,217</u>	<u>1,312,897</u>	<u>2,106,114</u>
Total expenditure							
		<u>718,438</u>	<u>1,769,530</u>	<u>2,487,968</u>	<u>793,217</u>	<u>1,312,897</u>	<u>2,106,114</u>
NET INCOME		<u>44,209</u>	<u>331,228</u>	<u>375,437</u>	<u>53,688</u>	<u>84,410</u>	<u>138,098</u>
Before gains/(losses) on investments		✓ 44,209	✓ 331,228	✓ 375,437	✓ 53,688	✓ 84,410	✓ 138,098
Net gains / (losses) on investments	11	-	(3,284)	(3,284)	-	9,549	9,549
Total		<u>44,209</u>	<u>327,944</u>	<u>372,153</u>	<u>53,688</u>	<u>93,959</u>	<u>147,647</u>
NET MOVEMENT IN FUNDS		<u>44,209</u>	<u>327,944</u>	<u>372,153</u>	<u>53,688</u>	<u>93,959</u>	<u>147,647</u>
Balance at 1 April 2021		120,681	3,375,306	3,495,987	66,993	3,281,347	3,348,340
Funds carried forward 31st March 2022	16,18,20	<u>164,890</u>	<u>3,703,250</u>	<u>3,868,140</u>	<u>120,681</u>	<u>3,375,306</u>	<u>3,495,987</u>

All activities of the charitable company are continuing.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 45 to 56 form an integral part of these financial statements.

Balance sheet

as at 31 March 2022

			2022	2021
	Notes	£	£	£
Fixed assets:				
Tangible fixed assets	10		699,748	714,958
Investments	11		62,565	64,875
Programme related investments	12		2,340,000	2,340,000
			<u>3,102,313</u>	<u>3,119,833</u>
Current assets				
Debtors	14	147,405		276,137
Cash at bank and in hand		<u>1,055,757</u>		<u>518,780</u>
		<u>1,203,162</u>		<u>794,917</u>
Creditors				
Amounts falling due within one year	15	(437,335)		(418,763)
NET CURRENT ASSETS			<u>765,827</u>	<u>376,154</u>
TOTAL NET ASSETS			<u>3,868,140</u>	<u>3,495,987</u>
FUNDS:				
Restricted	16,20		164,890	120,681
Designated	18,20		3,039,748	3,054,958
Unrestricted	18,20		663,502	320,348
TOTAL FUNDS	20		<u>3,868,140</u>	<u>3,495,987</u>

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 22nd September 2022 and signed on their behalf by:



Rachel Hughes

Chair

Statement of Cash Flows

year ended 31 March 2022

	Notes	2022 Total Funds £	2021 Total Funds £
Cash flows from operating activities			
Cash generated from operations	1	564,874	283,413
Net Cash provided by (used in) operating activities		564,874	283,413
Cash flows from investing activities:			
Programme related investments		(974)	(855)
Investment income		1,044	947
Purchase of tangible fixed assets		(27,967)	(12,219)
Net cash provided by (used in) investing activities		(27,898)	(12,127)
Change in cash and cash equivalents in the reporting period		536,977	279,364
Cash and cash equivalents at the beginning of the reporting period	2	518,780	239,416
Cash and cash equivalents at the end of the reporting period	2	1,055,757	518,780
1 RECONCILIATION OF NET MOVEMENT FUNDS TO NETCASH FLOW FROM OPERATING ACTIVITIES		2022 Total Funds £	2021 Total Funds £
Net income from operating activities (as per the statement of financial activities)		372,153	147,647
Adjustments for:			
Add back: Investment losses/deduct investment gains		3,284	(9,549)
Deduct: Investment income shown in investing activities		(1,044)	(947)
Depreciation charges		43,177	36,183
Donation of assets in the year		-	(8,080)
(Increase) / Decrease in debtors		128,732	(78,941)
Increase / (Decrease) in creditors		18,572	197,100
Net cash provided by (used in) operating activities		564,874	283,413
2 ANALYSIS OF CASH AND CASH EQUIVALENTS			
		2022 £	2021 £
Cash at bank and in hand		1,055,757	518,780
		1,055,757	518,780
Analysis of changes in net debt			
Cash and Cash equivalents 01 04 2021		518,780	239,416
Cash flows		536,977	279,364
Other non cash changes		-	-
Cash and Cash equivalents 31 03 2022		1,055,757	518,780

1. Accounting policies

The charity is a company limited by guarantee and has no share capital.
Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up

The company is incorporated in England and Wales with registered office at 256 St Ann's Road, London N15 5AZ

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 the Republic of Ireland (FRS 102) (effective 1st October Reporting 2019 - Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102), the Charities Act 2011 and Companies Act 2006. The financial statements have been prepared under the historic cost convention. The functional currency is £ sterling.

The financial statements comply with the requirements of FRS102.

The Bridge Renewal Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Preparation of accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grant have been met, it is probable the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of service is deferred until the criteria for income recognition are met.

d) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

e) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with Charities (SORP 102) the general volunteer time is not recognised and to refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

The Bridge Renewal Trust
Notes to the Financial Statements
year ended 31 March 2022 (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

h) 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:

- Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.
- Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Support costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activity are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated are set out in note 4.

j) Operating leases

The charity classifies the lease of printing (photocopiers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straightline basis over the term of the lease.

k) Tangible fixed assets

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straightline
Computer equipment	25% straightline
Laurels long leasehold	2% straightline
Improvement to building	On the remaining leasehold duration

l) Investments

Investments are held at market value as at the Balance Sheet date

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited at cost.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

n) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of the acquisition or opening the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;

The Investments note 11 details the historic cost of investments and the unrealised gains/(losses) to arrive at their fair value.

q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

The Bridge Renewal Trust
year ended 31 March 2022
Notes to the financial statements (continued)

	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	2022	£	£	2021
			£			£
2 DONATIONS AND LEGACIES						
Rental income - Laurels Healthy Living Centre	-	388,940	388,940	-	285,000	285,000
General donations	-	-	-	-	2,869	2,869
3 INCOME FROM CHARITABLE ACTIVITIES						
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	£	£	£	£
Community Hut	-	4,393	4,393	-	1,326	1,326
Whole Health Therapies	-	64,634	64,634	-	18,276	18,276
North London Partnership Consortium	-	8,100	8,100	-	7,200	7,200
The City Bridge Trust - Haringey Giving	70,000	10,000	80,000	63,025	6,125	69,150
The City Bridge Trust - Cornerstone Project	25,000	-	25,000	-	-	-
LOCALITY - Haringey Giving	10,000	-	10,000	15,130	-	15,130
Mayor's Office for Policing and Crime	19,055	5,850	24,905	17,890	5,200	23,090
GLA - Food Roots Incubator Grant	-	22,963	22,963	-	-	-
- MYEND Project/Home Cooked Food	-	377,441	377,441	-	-	-
North Central London Cancer Alliance	-	36,384	36,384	-	-	-
ABC Parent Craft Project	56,569	-	56,569	-	-	-
Linklaters - Haringey Giving	1,000	-	1,000	60,500	-	60,500
Ananimous - Haringey Giving	-	-	-	15,270	-	15,270
Hays Talent - Haringey Giving	-	-	-	75,000	5,000	80,000
Westlake & Smith - Haringey Giving	-	-	-	5,000	-	5,000
Metropolitan Housing	-	-	-	1,000	-	1,000
Robert & Evelyn Lyons Char Trust	-	-	-	2,000	-	2,000
Highgate Active Fundraiser	-	-	-	1,000	-	1,000
Channing House School	-	-	-	500	-	500
Capital & Regional Property Management	-	-	-	2,000	-	2,000
General Donations- Haringey Giving	46,482	-	46,482	131,497	-	131,497
The Childhood Trust	5,000	-	5,000	-	-	-
THE ORP FOUNDATION	10,000	-	10,000	-	-	-
Muswell Hill Methodist Church Society	450	-	450	-	-	-
Charitable Giving	1,176	-	1,176	-	-	-
The Social Bite Fund	2,764	-	2,764	-	-	-
Aldeburgh Contemporary Arts	1,260	-	1,260	-	-	-
Royal Free Charity	-	17,394	17,394	-	-	-
The Whittington Health Hospital Carer Service	-	6,360	6,360	-	-	-
Clarion Housing Group - Consultancy	-	-	-	-	3,500	3,500
LB Haringey-Safer Neighbourhood Board	-	17,000	17,000	-	17,000	17,000
LB Haringey-Home From Hospital	-	150,000	150,000	-	150,000	150,000
LB Haringey-Community Impact Haringey	-	117,000	117,000	-	117,000	117,000
LB Haringey - Volunteer Centre Haringey	-	49,800	49,800	-	49,800	49,800
LB Haringey - DIGITAL INTERNSHIP GRANT	67,950	-	67,950	-	-	-
LB Haringey - FACTS Link Worker Grant	61,206	-	61,206	-	-	-
LB Haringey - Safeguarding Training Grant	-	7,500	7,500	-	-	-
LB Haringey- Communities and Link Worker	110,611	-	110,611	-	-	-
LB Haringey - COVID-19 Support	-	-	-	-	53,000	53,000
LB Haringey - EUSS	-	6,975	6,975	-	6,975	6,975
LB Haringey - Haringey Giving	-	10,000	10,000	24,000	5,000	29,000
LB Haringey - COVID Marshals Support	-	30,162	30,162	-	65,079	65,079
LB Haringey - Food Network Co-ordinator	100,670	-	100,670	-	30,977	30,977
LB Haringey - Health Start Vouchers Grant	-	-	-	-	3,000	3,000
LB Haringey - Parent/Carer Champion Network	-	-	-	-	38,666	38,666
LB Haringey - Head of Partnership Grant	-	8,000	8,000	-	8,000	8,000
LB Haringey - Community Protect	-	75,000	75,000	-	75,000	75,000
LB Haringey - Vaccination Uptake Campaign	-	2,500	2,500	-	70,488	70,488
LB Haringey- Small grants	-	-	-	-	1,530	1,530
LB Haringey- Somali Outreach Worker	-	17,065	17,065	-	3,413	3,413
LB Haringey - Great Mental Health Project	-	90,000	90,000	-	-	-
LB Haringey - Special Educational Needs & Disabilities	-	62,803	62,803	-	-	-
Public Health - Cervical Screening Project	-	7,500	7,500	-	6,000	6,000
Thrive Haringey - Arts Council	55,000	-	55,000	-	-	-
Claremont - NCL Cancer Awareness Campaign	-	2,500	2,500	-	-	-
West Central Primary Care Network	-	31,167	31,167	-	19,833	19,833
MIND IN HARINGEY - Mental Wellbeing	58,650	-	58,650	58,650	-	58,650
North Central London CCG	-	55,000	55,000	-	117,863	117,863
Home Office- EUSS	-	-	-	80,904	-	80,904
THE BIG LOTTERY COMMUNITY FUND	49,804	-	49,804	229,539	7,500	237,039
FEDERATED4HEALTH-Care Navigation	-	197,192	197,192	-	90,522	90,522
BEH NHS Trust - Winter Pressures	-	139,745	139,745	-	54,562	54,562
BEH NHS Trust - Mental Health Co-ordinator	-	5,333	5,333	-	-	-
Equal Start Project	10,000	-	10,000	30,000	-	30,000
Bridge To Work Renaisi Limited	-	-	-	-	3,071	3,071
DW&P - Kickstart Grant	-	3,522	3,522	-	-	-
Community Hub - Hotdesking	-	520	520	-	-	-
Bridge Therapy Suite - First Floor	-	885	885	-	-	-
MIND IN HARINGEY - Wellbeing Theme Project	-	1,960	1,960	-	-	-
Haringey Council - Wellbeing Theme Project	-	4,839	4,839	-	-	-
Chestnuts Community Centre	-	45,533	45,533	-	7,807	7,807
LOGIXAL Communications- in -kind	-	-	-	-	8,079	8,079
Total	762,647	1,689,654	2,452,301	812,905	1,056,792	1,869,698

The Department for Work and Pensions grant was in respect of Kickstart worker programme

4. Total expenditure

	Fundraising	Care navigators	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	MYEND	Comm Impact Haringey	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect	Govern costs	Food Co-ordinator Network	Haringey Giving	2022 Total	2021 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	103,338	165,671	26,192	138,682	121,321	20,491	12,840	53,869	72,829	129,422	-	70,098	34,306	33,147	37,882	-	1,020,088	955,009
Other staff costs	-	3,560	-	2,003	5,964	-	-	-	80	5,486	-	704	861	-	807	492	19,957	13,099
Premises costs	-	4,793	19,173	46,014	19,173	-	-	-	-	16,776	2,397	14,379	4,793	4,793	-	9,586	141,877	133,494
Direct costs	-	24,841	54,134	243,149	987	22,858	81,621	228,673	6,233	53	50,336	9,523	147,631	2,284	51,039	86,051	1,009,413	406,486
Supplies and services	1,892	20,817	3,785	47,691	15,140	5,677	7,571	-	7,570	10,247	3,786	15,140	7,570	1,892	3,785	7,570	160,133	108,713
Depreciation	-	-	-	-	-	-	-	-	-	43,177	-	-	-	-	-	-	43,177	36,183
Other costs - governance	-	-	-	-	-	-	-	-	-	-	-	-	-	12,000	-	-	12,000	13,578
Grants & distributions payable	-	-	-	3,826	-	-	-	-	-	-	-	-	-	-	-	77,497	81,323	439,551
	105,230	219,682	103,284	481,365	162,585	49,026	102,032	282,542	86,712	205,161	56,519	109,844	195,161	54,116	93,513	181,196	2,487,968	2,106,114
Support costs	-	21,095	9,918	46,222	15,612	4,708	9,798	27,131	8,327	(205,161)	-	10,548	18,740	-	8,980	24,082	-	4,212,227
	105,230	240,777	113,202	527,587	178,197	53,734	111,830	309,673	95,039	-	56,519	120,392	213,901	54,116	102,493	205,278	2,487,968	2,106,114

The charity initially identifies the costs of its support function. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken by the charity in the year. Support costs are allocated based on FTE (Full-time equivalent) of staff numbers for each charitable activity. Refer to the table above for the analysis of support and governance costs. Support costs are central overheads (e.g. corporate/finance, audit, insurance but also some more direct/service costs, including volunteering, management, stationery, etc.)

5 Total expenditure

	Cost of raising funds	Care navigators	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	Comm Impact Haringey	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect	Govern costs	Food Co-ordinator Network	Haringey Giving	2021 Total	2020 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	94,677	-	16,153	258,865	165,623	29,515	46,850	71,685	122,870	-	27,782	6,690	30,920	22,103	63,025	955,009	765,799
Other staff costs	-	-	-	4,942	5,330	725	-	113	818	-	699	-	-	156	316	13,099	17,382
Premises costs	-	-	23,627	47,845	11,814	-	-	-	20,674	-	5,907	5,907	5,907	-	11,814	133,495	119,829
Direct costs	-	-	15,208	203,731	1,578	27,141	53,824	2,482	213	44,190	1,760	58,350	-	672	6,430	406,486	392,755
Supplies and services	1,693	-	13,547	37,592	13,547	5,080	3,387	6,773	11,853	-	3,387	3,387	1,693	-	6,773	108,713	131,468
Depreciation	-	-	-	-	-	-	-	-	36,183	-	-	-	-	-	-	36,183	33,581
Other costs	-	-	-	-	-	-	-	-	-	-	-	-	13,578	-	-	13,578	8,496
Grants payable	-	-	-	35,138	-	-	-	-	-	-	-	-	-	-	404,413	439,551	40,715
	96,371	-	68,535	588,113	197,892	62,461	104,060	81,052	192,612	44,190	39,535	74,334	52,098	22,931	492,772	2,106,114	1,510,025
Allocation of support costs	-	-	7,623	65,415	22,011	6,947	11,574	9,015	(192,612)	-	4,397	8,268	-	2,551	54,810	-	-
	96,371	-	87,188	644,434	219,903	69,408	165,881	90,068	-	44,190	43,933	82,602	52,098	25,482	547,582	2,106,114	1,510,025

6 ANALYSIS OF GOVERNANCE COSTS

	2022	2021
	£	£
Staff costs	33,147	30,920
Legal and professional	3,372	5,543
Audit	12,000	12,263
Trustees' expenses	4,540	2,349
Other	1,057	1,023
Total	54,116	52,098

7. Net income/expenditure	2022	2021
This is stated after charging:		
	£	£
Depreciation of tangible fixed assets	43,177	36,183
Auditors' remuneration:		
- audit current year	12,000	8,230
- overprovision in previous year	2,770	-
- underprovision in previous year	-	1,468
- other services	768	1,556
Operating leases:		
- Photocopiers	45,268	30,412
- Telephone Systems	32,795	26,674

8. Staff costs and numbers

Staff costs were as follows:

	2022	2022
	£	£
Salaries and wages	899,674	846,860
Social security costs	74,118	67,430
Pension costs	46,296	40,719
Sub-total	1,020,088	955,009
Other staff costs	19,957	13,099
Total staffing costs	1,040,045	968,108

	£	£
Redundancies	-	23,574

Employees who received emoluments - between £60,000 and £70,000	NIL	Nil
Employees who received emoluments - between £80,000 and £90,000	1	1

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2022	2021
	No.	No.
Charitable activities	33.5	34.2
Support activities	4.5	5.0
	38.0	39.2

The average monthly headcount of full and part time employees during the year was as follows:

2022	2021
No.	No.
38.0	39.2

KEY MANAGEMENT PERSONNEL

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Community Services and Facilities Manager, the Community Empowerment Manager, the Finance and Monitoring Manager, the Community Development Manager, the Head of Partnership, the Voluntary Sector Development Manager and the Director of Haringey Giving.

The charity trustees were not paid or received any benefits from employment with the charity in the year (2021:Nil). During the year, 3 trustees received benefits in kind relating to mobile phones (2021: 3).

No trustee received any reimbursement for expenses (2021:none).

The total remuneration, benefits and pensions paid to key management personnel in the year was:

	2022	2021
	£	£
Salaries	271,220	262,140
Benefits	-	-
Employer NIC	30,106	28,902
Employer Pensions	16,273	15,728
Total	317,599	306,770

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Computers & equipment	Laurels improvement	Laurels long lease	Community Hut improvement	Total
	£	£	£	£	£
Cost/valuation					
As at 1 April 2021	39,636	125,858	680,000	48,522	894,016
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Additions during year	27,967	-	-	-	27,967
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
As at 31 March 2022	67,603	125,858	680,000	48,522	921,983
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Depreciation					
As at 1 April 2021	19,267	118,035	27,200	14,556	179,058
Charge for year	16,902	7,823	13,600	4,852	43,177
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
As at 31 March 2022	36,169	125,858	40,800	19,408	222,235
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net book value					
As at 31 March 2022	31,434	-	639,200	29,114	699,748
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
As at 1st April 2021	20,369	7,823	652,800	33,966	714,958
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

FIXED ASSETS VALUATION

The property known as the Laurels, 256 St Ann's Road N15 5AZ, was valued as at 18 December 2019 by RES PROPERTY SURVEYORS on the basis of Open Market Rent for £3,020,000. The asset was donated to the charity and this valuation was the used as the basis of recording the donation in income and in fixed assets during the year. The £3,020,000 was split between property in fixed assets of £680,000 and programme related investments of £2,340,000.

11. FIXED ASSET INVESTMENTS

	2022	2021
	£	£
Opening Market Value as at 1st April	64,875	54,471
Additions	974	855
Unrealised Gain/(Loss)	(3,284)	9,549
	<u> </u>	<u> </u>
Market Value as at 31 March 2022	62,565	64,875
	<u> </u>	<u> </u>

12. PROGRAMME RELATED INVESTMENTS

At cost	<u>2,340,000</u>	<u>2,340,000</u>
---------	------------------	------------------

This is the proportion of the property at 256 St Ann's Road, valued as at 18 December 2019 and used for community medical and health provision. Programme related investments are made in furtherance of the charity's objects and any return on investments is secondary to the purpose supported by the investments.

13. INVESTMENT IN SUBSIDIARY

The Bridge Renewal Services Limited
Company Number 07061456

The charity owns 100% of the voting equity. Net assets as at balance sheet date was £1.00. There were no liabilities.
The Company is presently dormant and no trading profits / (losses).

14 DEBTORS:	2022	2021
	£	£
Trade	113,478	169,287
Accrued income	13,669	98,294
Prepayments	20,258	8,555
	147,405	276,136

15 CREDITORS:	2022	2021
AMOUNTS FALLING DUE WITHIN ONE YEAR	£	£
Trade	60,236	21,818
Social security and other taxes	24,220	18,886
Pensions	712	261
VAT	10,127	3,685
Accruals	111,249	34,592
Contract income in advance	-	22,800
Rent and service charge in advance	95,559	73,504
Deferred grants and contract income	134,150	242,452
Other	1,082	765
	437,335	418,763

Deferred income comprises grants and other income received for services which have not been delivered as at 31.03.2022 or which specifically relate to the next financial year.

MOVEMENT IN DEFERRED INCOME:	2022	2021
	£	£
Balance as at 1 April	242,452	151,695
Amount released to income	(242,452)	(151,695)
Amount deferred in the year	134,150	242,452
Balance as at 31 March 2022	134,150	242,452

16 MOVEMENT IN FUNDS

RESTRICTED FUNDS	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
MIND IN HARINGEY	-	58,650	(58,650)	-	-
THE CHILD TRUST	-	5,000	(5,000)	-	-
THE BIG LOTTERY FUND	-	49,804	(49,804)	-	-
LINKLATERS	19,250	1,000	(1,000)	-	19,250
THE CITY BRIDGE TRUST	-	70,000	(70,000)	-	-
LOCALITY	-	10,000	(10,000)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	15,280	19,055	(25,715)	-	8,620
CITY BRIDGE TRUST- CORNERSTONE	-	25,000	(18,583)	-	6,417
THE ORP FOUNDATION	-	10,000	(10,000)	-	-
THRIVE HARINGEY - ARTS COUNCIL	-	55,000	(9,890)	-	45,110
ABC PARENTS CRAFT	-	56,569	(25,571)	-	30,998
THE SOCIAL BITE FUND	-	2,764	(2,764)	-	-
ALDE CONT ARTS	-	1,260	(1,260)	-	-
MUSWELL HILL METHODIST CHURCH	-	450	(450)	-	-
HARINGEY GIVING GENERAL DONATIONS	55,101	47,658	(67,468)	-	35,291
OTHER	7,160	-	(7,160)	-	-
EQUAL START PROJECT	23,890	10,000	(14,686)	-	19,204
HARINGEY COUNCIL LINK WORKER PROJECT	-	110,611	(110,611)	-	-
HARINGEY COUNCIL DIGITAL INTERSHIP	-	67,950	(67,950)	-	-
HARINGEY COUNCIL FOODNETWORK CO-ORDINATOR	-	100,670	(100,670)	-	-
HARINGEY COUNCIL LINK WORKER PROJECT	-	61,206	(61,206)	-	-
	120,681	762,647	(718,438)	-	164,890

1. MIND IN HARINGEY funded the costs of the Wellbeing Consultant and contributed to overheads - fully spent
2. The CHILD TRUST grant funded Haringey Giving Project's grant making activities - fully distributed
3. The COMMUNITY FUNDS grant was towards the funding of the first six months of a new three year project of the (HEALTH@THEHUT) - fully spent
4. The LINKLATERS funding is ongoing core funding of the Haringey Giving Project's activities - unspent carried forward
5. The City Bridge Trust grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
6. LOCALITY grant was specifically to support the HR Sports Academy (Together We Can Project of the Haringey Giving Project) - fully distributed
7. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey any undistributed amount is carried forward in the accounts into the 2022/23 financial year
8. The City Bridge Trust Cornerstone grant was to work with other London Giving organisations and led by the Haringey Giving Project
9. THE ORP FOUNDATION grant was to fund Haringey Giving Project's grant making activities - fully distributed
10. THRIVE HARINGEY Arts Council of England's funding was to fund health and wellbeing arts activities in Haringey and are ongoing
11. ABC PARENT CRAFT project is being funded by North Middlesex University Hospital working with parents and Every Parent & Child organisation - ongoing
12. THE SOCIAL BITE grant was a response to Haringey Giving Project's specific appeal - funds fully distributed
13. THE ALDE CONT ARTS grant was a response to Haringey Giving Project's specific appeal - funds fully disbursed.
14. The Muswell Hill Methodist Church grant was made against Haringey Giving Project's Afghanistan Refugee appeal- funds fully distributed
15. Haringey Giving Project's general public appeal during the year with funds directly received into the bank through The Stripe UK Ltd portal
16. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
17. Haringey Council Link Worker grant was in respect of the campaign for increased vaccination take up - COVID -19 funds fully expended
18. Haringey Council Digital Intership grant was to facilitate digital awareness to Communities in Haringey who digitally disadvantaged - grant fully disbursed
19. Haringey Council Food Network grant funded the salary of the Co-ordinator and the purchase of food and other expenditures for the network - funds used up
20. Haringey Council Community Link Worker FACT - was final funding for distribution of leaflets, and other forms of information to inform residents about COVID - 19 protection - funds fully spent.

17 RESTRICTED FUNDS
31st March 2021

	Opening funds	Income	Expenditure	Transfers/ gains	Closing funds
	£	£	£	£	£
DEPARTMENT OF COMMUNITIES & HOUSING	25,963	-	(25,963)	-	-
MIND IN HARINGEY	-	58,650	(58,650)	-	-
HOME OFFICE	-	80,904	(80,904)	-	-
THE BIG LOTTERY FUND	-	229,539	(229,539)	-	-
HARINGEY COUNCIL	1,000	24,000	(25,000)	-	-
LINKLATERS	19,250	60,500	(60,500)	-	19,250
THE CITY BRIDGE TRUST	-	63,025	(63,025)	-	-
LOCALITY	5,000	15,130	(20,130)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	15,780	17,890	(18,390)	-	15,280
HAYS TALENT	-	75,000	(75,000)	-	-
HARINGEY GIVING GENERAL DONATIONS	-	131,497	(76,396)	-	55,101
OTHER	-	15,270	(8,110)	-	7,160
EQUAL START PROJECT	-	30,000	(6,110)	-	23,890
WESTLAKE & SMITH	-	5,000	(5,000)	-	-
METROPOLITAN HOUSING	-	1,000	(1,000)	-	-
ROBERT & EVELYN LYONS TRUST	-	2,000	(2,000)	-	-
HIGHGATE ACTIVE FUNRAISER	-	1,000	(1,000)	-	-
CHANNING HOUSE SCHOOL	-	500	(500)	-	-
CAPITAL & REGIONAL PRO MANAGEMENT	-	2,000	(2,000)	-	-
	<u>66,993</u>	<u>806,405</u>	<u>(752,717)</u>	<u>-</u>	<u>120,681</u>

1. The Department of Communities and Housing funding was specifically to support Families At The Risk Of Youth Crime -fully spent
2. MIND IN HARINGEY funding was to fund the costs of the Wellbeing Manager/Consultant and contribute to overheads - fully spent
3. The Home Office grant was to provide practical support to EU Citizens and their family members to help them make their EU Settlement Scheme applications - fully spent.
4. The BIG LOTTERY FUND grant was towards the funding of a three years project (HEALTH@THEHUT) final Year 3 and the "Together We Can COVID-19 Appeal Fund" grant for £150,000 - both grants fully spent and distributed
5. The Haringey Council's Haringey Big Give Christmas Challenge 2020 - fully distributed
6. The Linklaters grant was for the Community COVID - 19 appeal response for projects - unspent amount to be distributed in 2021
7. The City Bridge Trust grant was to fund the salary of the Haringey Giving Project's Director and contribute to overheads - fully spent
8. LOCALITY grant was specifically to support the HR Sports Academy (Together We Can Project) - fully distributed
9. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey - any underspend carried forward in the accounts into the 2021/22 financial year
10. The Hay Talent grant was in response to COVID 19 Appeal - fully distributed
11. General and specific Haringey Giving COVID - 19 Appeal through the Stripe UK Ltd amount in the accounts included associated Gift Aid Tax credits
12. The Other - donor preferred to be anonymous - donation was in response the COVID 19 Appeal
13. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
14. The Westlake and Smith grant was in response to COVID 19 Appeal - fully distributed
15. The Metropolitan Housing grant was in response to COVID 19 Appeal - fully distributed
16. The Robert and Evelyn Charitable Trust grant was in response to the COVID - 19 Appeal - fully distributed
17. The Highgate Fundraiser grant was in response to COVID 19 Appeal - fully distributed
18. The Channing House School donation was in response to COVID 19 Appeal - fully distributed
19. The Capital and Property Management grant was in response to COVID 19 Appeal - fully distributed

18 SUMMARY OF FUNDS

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	120,681	701,441	(657,232)	-	164,890
Designated Assets Fund	3,054,958	-	-	(15,210)	3,039,748
Unrestricted funds	320,348	2,441,195	(2,113,251)	15,210	663,502
	<u>3,495,987</u>	<u>3,142,636</u>	<u>(2,770,483)</u>	<u>-</u>	<u>3,868,140</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

19 SUMMARY OF FUNDS 31 MARCH 2021

	Opening funds	Income	Expenditure	Transfers/gains	Closing funds
	£	£	£	£	£
Restricted funds	66,993	846,905	(793,217)	-	120,681
Designated Assets Fund	3,078,921	-	-	(23,963)	3,054,958
Unrestricted funds	202,426	1,406,856	(1,312,897)	23,963	320,348
	<u>3,348,340</u>	<u>2,253,761</u>	<u>(2,106,114)</u>	<u>-</u>	<u>3,495,987</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

Programme related investments.

20 Analysis of net assets between funds as at 31 March 2022

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	699,748	699,748
Investments	62,565	-	-	62,565
Programme related investments	-	-	2,340,000	2,340,000
Current assets	1,038,272	164,890	-	1,203,162
Current liabilities	(437,335)	-	-	(437,335)
	<u>663,502</u>	<u>164,890</u>	<u>3,039,748</u>	<u>3,868,140</u>

21 Analysis of net assets between funds as at 31 March 2021

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	714,958	714,958
Investments	64,875	-	-	64,875
Programme related investments	-	-	2,340,000	2,340,000
Current assets	674,236	120,681	-	794,917
Current liabilities	(418,763)	-	-	(418,763)
	<u>320,348</u>	<u>120,681</u>	<u>3,054,958</u>	<u>3,495,987</u>

22 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or the previous year. There was no ultimate controlling party.

23 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2022.

31 March 2021: (none)

24 COMMITMENTS

Total commitments remaining on operating lease rentals:
Photocopiers and Telephone Systems

	2022	2021
	£	£
- Within 1 year - lease	40,840	40,840
- Between 2 and 5 years	<u>96,219</u>	<u>137,059</u>

Accounts



CHARITY NUMBER:
COMPANY NUMBER:

1131941
06949568

THE BRIDGE RENEWAL TRUST

TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2021

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2021

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THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2021

LEGAL AND ADMINISTRATIVE INFORMATION

For the year ended 31 March 2021

TRUSTEES

Rachel Hughes	Chair (Appointed 12th March 2011)
Jemma Moulard	(Appointed 24th September 2019)
Paul Birtill	Treasurer (Appointed 19th July 2012)
Yvonne Denny	(Appointed 12th March 2011)
Lorne Horsford	(Appointed 12th March 2011)
Olamide Fagbamila	(Vice Chair (Appointed (28th January 2015
Makbule Gunes	(Resigned 20th July 2021)
Michele Eastmond	(Appointed (30th October 2018)
Natasha Afflick	(Appointed (30th October 2018)
Joe Baker	(Appointed 16 July 2019)
Elaine Adkin	(Resigned 20th October 2020)
Lucia das Neves	(Appointed 20th July 2021)

CHIEF EXECUTIVE

Geoffrey Ocen

CHARITY NUMBER 1131941

DATE OF REGISTRATION 30 September 2009

COMPANY NUMBER 06949568

DATE OF INCORPORATION 1 July 2009

REGISTERED OFFICE & PRINCIPAL OPERATIONAL ADDRESS

Laurels Healthy Living Centre
256 St Ann's Road
South Tottenham
London N15 5AZ

AUDITORS

Price Bailey LLP
3rd Floor,
24 Old Bond Street, Mayfair,
London W1S 4AP.

THE BRIDGE RENEWAL TRUST
TRUSTEES' ANNUAL REPORT
For the year ended 31 March 2021

BANKERS

Unity Trust Bank
PO Box 7193
Planetary Rod
Willenhall
WV19DG

Barclays Bank PLC
P. O. Box 299
Birmingham
B1 3PF

EMPLOYMENT LAW & HUMAN RESOURCES ADVISORS

NatWest Mentor
The Royal Bank of Scotland plc.
36 St Andrew Square
Edinburgh EH2 2YB

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2021

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. 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 October 2019).

OUR AIMS AND OBJECTIVES

Our aims

The objects of the charity are for the public benefit as set out below:

- To promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London (“the Area of Benefit”); and
- The relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self-employed basis; and
- To relieve and prevent poverty amongst people living within the Area of Benefit; and
- To further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

Our main purpose is to deliver practical ways that people can live healthier and fulfilling lives – thus playing our part in working towards reducing health inequalities and building stronger communities.

Our objectives

- Objective 1: People are healthier and live independent active and fulfilling lives
- Objective 2: People make healthier life choices
- Objective 3: Increase access to vibrant and thriving community facilities with mix of health and wellbeing activities for all members of the community.
- Objective 4: Work in partnership and support voluntary and community sector activities that improve the health and wellbeing of the community.

We review our objectives and activities each year to ensure that they continue to reflect our aims and stated purposes. In carrying out the review, we have considered the Charity Commission’s general guidance on public benefit and how planned activities will contribute to the aims and objectives we have set.

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Our Values

At the heart of what we do is the way that we work with people. Our starting point for identifying the priorities for what we should do are underpinned by how we want to work.

We will offer practical ways that people can live happier healthier fulfilling lives and our approach is guided by the following values:

- Respect and dignity
- Inclusion
- Empowerment
- Whole health
- Developing community resilience
- Socially responsible
- Value for money

Our approach

The strategies we have used to deliver practical ways to address health inequalities include:

- Supporting people holistically to have the confidence, motivation, skills and knowledge to make their own healthy life choices – and to be able to pass this on in their families and in the community.
- Ensuring people can access the right mix for them of the medical and healthy living support to get and stay well.
- Working collaboratively and in partnerships to increase the availability of accessible services and support that will enhance the health and wellbeing of local people.

We put these strategies into action by delivering services and projects in four specific and two cross cutting programme areas:

Specific

- Whole health services
- Community empowerment including home from hospital, care navigation, safer communities and response to Covid-19
- Community facilities
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey
- Haringey Wellbeing Network
- Haringey Giving

Cross cutting

- Strategic Partnerships
- Communications and marketing

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The programme areas are co-designed with service users to complement one another and offer a joined-up approach to working individually and collaboratively with the community and key partners to tackle drivers of health inequalities and building stronger communities.

ACHIEVEMENTS AND PERFORMANCE

How our activities deliver public benefit

During 2020 -21, the charity carried out a wide range of activities in pursuance of its charitable aims. The activities which are considered by Trustees to provide public benefit to residents in and around the Seven Sisters area of South Tottenham are reported under the following headings below:

- Response to Covid-19 pandemic
- Community facilities
- Whole health services
- Community empowerment including home from hospital, care navigation, safer communities and response to Covid-19
- Strategic Partners Service including Community Impact Haringey, Haringey Food Network and Volunteer Centre Haringey
- Haringey Wellbeing Network
- Haringey Giving

Response to Covid -19 pandemic

The charity played a strategic and operational lead role in bringing statutory and community partners together to address the impact of Covid-19 on Haringey's residents. This included:

- **Survey of the voluntary and community sector:** The charity conducted a survey of voluntary and community sector organisations in Haringey during the first national lock down. Key findings from the survey led to the provision of emergency flexible funding of over £600,000 to the sector to address the loss of income and need for the sector to deliver emergency support to most disadvantaged residents including food, medicines collection and help to tackle social and digital exclusion.
- **Community Protect:** With funding from Haringey Public Health, we set up and led a partnership programme together with Public Voice and Mind in Haringey and a network of over 20 grassroots community organisations and delivered community-based health messaging via the Voluntary and Community Sector (VCS) to specific target demographic groups to help keep residents safe and reinforce good practices. The network was instrumental in supporting messaging and increasing vaccine uptake amongst Haringey's Black, Asian and Ethnic Minority (BAME) communities that were disproportionately impacted on by Covid -19.

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- **Haringey Food Network:** With funding from Haringey Council, we established and co-ordinated a network of over 20 food banks / food providers. Key achievements included co-ordinated sourcing of food and essential supplies that were distributed by the food outlets to reach Haringey residents most in need in an equitable and fair manner.
- **Haringey Giving:** During the pandemic, Haringey Giving undertook several campaigns that raised over £374,000 towards Covid-19 relief and emergency support.
- **Covid Marshall Community Support:** Funded by Haringey Council, the service provided sought to Engage, Educate and Encourage (3E's) Haringey's Businesses and members of the Public on Covid Compliance. A team of multilingual staff (Turkish, Somali, Latin American and Polish speakers) successfully supported businesses to serve their customers in a compliant way.
- **Addressing disproportionate impact of Covid on Haringey's Black, Asian and Minority Ethnic (BAME) communities:** In partnership with Haringey Council, the charity convened two BAME stakeholders meeting in July and October 2020 which co-produced a 9-point action plan to address the disproportionate impact of Covid. The plan is available on our website.

Community facilities

The charity holds the lease for three community buildings – Laurels Healthy Living Centre, Chestnuts Community Centre and Bridge Community Hut.

Our Main Offices are located within the Laurels Healthy Living Centre, which we share with several other GP and health related services. A core of our staff members has been operating from the Laurels, ensuring that we can still maintain many of our critical services: Home from Hospital, COVID-19 Support, Tottenham Talking, Complementary Health and Finance.

During the year 2020-21 one of the areas significantly affected by the COVID-19 Pandemic was the use of our community spaces. The Bridge Community Hut and the Chestnuts Community Centre were closed for extended periods during this time, as the charity ensured compliance with Government Regulations around infection control and in particular, social distancing. Apart from routine maintenance, the Bridge Community Hut was closed to the public. The Chestnuts Community



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Centre (pictured) became the home for the St Ann's Food Hub, providing fresh fruit and vegetables to the public.

From January 2021 we were very pleased that we were able to accommodate the Tottenham Talking mental health project, which was a collaboration between the Bridge Renewal Trust and the Barnet, Enfield, Haringey Mental Health Trust (BEHMHT).

In 2021-22, our priorities for the community facilities will include:

- Maintaining Covid-secure facilities
- Targeting activities that benefit the most vulnerable members of the community adversely affected by Covid including isolated BAME people, older people, people with mental health problems, young people, parents and families and long-term unemployed people.
- Bringing back the community use of the centres to pre-Covid levels.

Whole Health

Our complementary Health Clinic is located on the Laurels ground floor and offers a range of complementary therapies starting at £40.00 per treatment.

This service is subsidised by the charity with the approval of the Board.

Despite greater restrictions being applied across London and nationally, as the country moved into Tiers 3 & 4 and eventually lockdown, we were able to re-open our Complementary Health service in October 2020. Our services fall within the Government's definition of "other health services, including those relating to mental health" that were able to remain open. As a result, we completed 443 (2020: 2,756) appointments between 5 October 2020 to 31 March 2021 for the following treatments:

- Basic Nail Cutting (primarily for elderly and disabled clients)
- Deep Tissue Massage
- Podiatry
- Reflexology
- Sports Rehabilitation

The importance of these services was reflected in the increased demand and the number of new clients that we saw during the period. We were pleased that we were able to make such an important contribution during such difficult times. In 2021-22, we will continue the recovery of take up of the complementary health therapies and explore introduction of other therapies required to support people who may be suffering from long Covid.



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Community Empowerment Programme

In the period between April 2020 – March 2021, the community empowerment programme enabled the local community to increase control over their lives as it equipped them with the resources, skills, tools and experiences they need. The charity continued to play its part in reducing health inequalities and building stronger communities as it helped the local residents to lead a healthy lifestyle and made record improvements in wellbeing for themselves and their beloved families and neighbours. The achievements over the last year in each of the community-led empowerment programmes are reported below under the following service areas: Health@theHut, Home from Hospital Service, Connected Communities, Tottenham Talking, Mental Health community engagement, Community Outreach & Engagement (Somali speaking), Covid Marshall Community Support and Escape Pain:

Health@theHut Project: The project, funded by the Big Lottery Community Fund, aims to improve the health and wellbeing of local people by improving their diets, becoming more physically active, increasing their social networks and learning how to manage their own health. The project supported young people to make healthy changes to their lifestyles, parents and children to improve healthy eating habits and older people to improve their fitness and confidence to continue living independently.

During the first lockdown period (March – June 2020), the project team worked from home and provided the following support via WhatsApp and telephone:

- Sharing healthy recipes, affordable and easy to prepare with children
- Providing information about the food bank points within the area
- Providing mental wellbeing support
- Providing information where to find local school food collection points and their timetables
- Providing ideas for parents on how to keep their children busy, how to deal with anxiety
- Home exercise advice
- Providing updates about the project
- Signposting individuals to physical activity resources
- Signposting individuals to wellbeing resources.

Following the easing of lockdown in July 2020, we successfully delivered outdoor physical activities sessions in line with government Covid-19 advice/guidelines.

During the second lockdown period (November 2020 – February 2021), we delivered online healthy cooking sessions, physical activities session such as Zumba classes, men's and teens fitness classes and chair-based fitness classes.

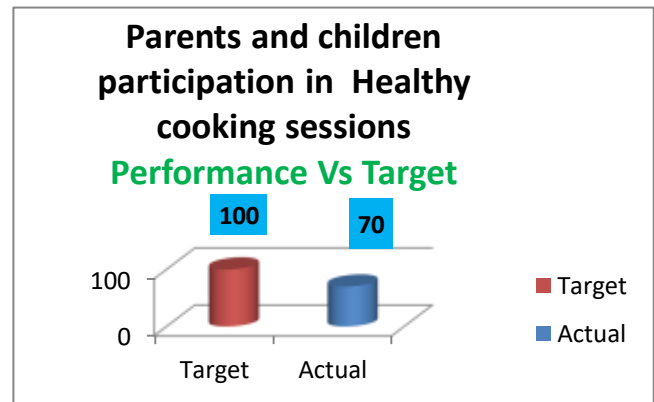
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Below is a summary of the project's key achievements during 2020-21:

- Healthy cooking sessions for children and parents:** The project recruited and engaged a total of 70 parents and children in the Healthy Cooking workshops (target 100). The weekly healthy cooking sessions helped them to develop healthier diets and created opportunities to make new friends. They took part in activities together and reported feeling less socially isolated. The cooking sessions increased parents' knowledge of food constituents and their health benefits of cooking simple meals. It increased parental confidence around healthy eating.



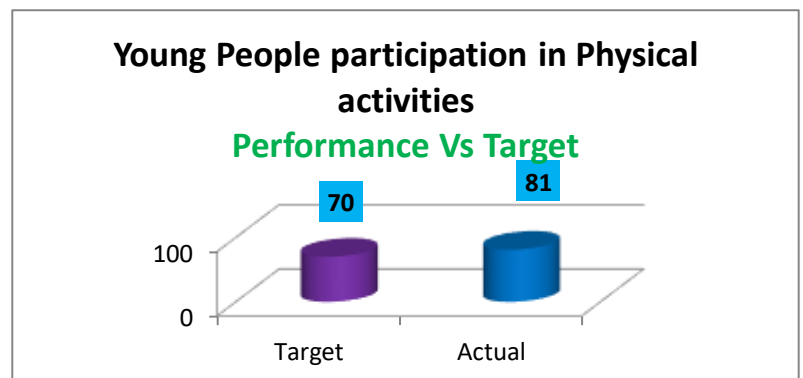
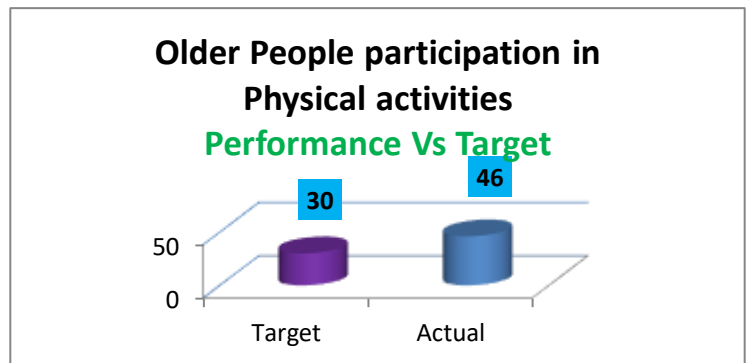
- As a result of engaging in the cookery sessions, 70 parents and children (target 100) reported that they feel less isolated and have made connections with other families/residents
- 70 parents reported that their families have improved their diet and gained a better understanding of healthy cooking and eating.
- According to the parents, the sessions provided them with valuable essential healthy cooking skills.
- The parents also expressed admiration at how their children have developed and appreciated healthy home cooked food instead of junk foods.
- Physical Activities for older people:** The project sought to attract individuals with different goals, health conditions and preferences by delivering a range of low impact activities and classes such as Zumba, Men's fitness, Women's self-defence, Yoga, Pilates, Chair-based fitness and dancing classes.
- This approach proved to be successful as the project supported 46 older adults (target 30) to participate in physical activity sessions, and they regularly attended for at least 6 weeks.

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- The Health@theHut project strived to not only support older adults to participate in physical activity sessions, the project also sought to equip participants with the tools and knowledge to manage their long-term health conditions. The project promoted its activities and sessions to GPs and health professionals in a bid to generate referrals and engage with older adults living locally with long term health conditions.
- The project used the methods listed below to support 46 older participants to feel more confident to manage their long-term health conditions:
 - Provided a range of exercise/physical activity opportunities that are suitable for people with the above long-term health conditions.
 - Had informal discussions with participants who have long term health conditions about how regular participation in physical activity can help to manage their conditions.
 - Signposted people to NHS choices website to enable individuals to seek additional and more specialised support.
- **Physical Activities for young people:** During the year, the project successfully supported children and young people living in and around the Tiverton estate to participate in sport and physical activity. 81 young people (target 70) felt that the project helped them to increase their physical activity levels. They also reported that they are more aware of how to maintain a healthy lifestyle and care for their own physical and mental health.



In 2021-22, we will aim to maintain project continuity as a result of a new funding application submitted to the Reaching Communities Fund.

Home from Hospital Service: The project, funded by Haringey Council and North Central London CCG, aims to provide practical and emotional support to Haringey residents aged 18 and over to return home safely from hospital on discharge. In the last 12 months, we successfully provided much needed support to 325 (2020: 508) Haringey patients aged 18 and over.

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As a key service, our Home from Hospital staff worked onsite throughout the COVID-19 pandemic period. Our staff worked tirelessly; increasing wellbeing and practical support to patients to ensure their mental and physical health was maintained. The following key activities/services were provided:

- Helped patients with essential food shopping needs
- Collected prescriptions
- Provided continuous wellbeing telephone support
- Liaised with GPs, district nurse team and other health care professionals such as pharmacists, social services officers and connected communities' team, etc.
- Helped to maintain communication with patients' next of kin
- Provided emergency food support for patients without funds or shielding, by food shopping from the donations we received. This also involved visiting food banks to obtain food for vulnerable people as needed.
- Provided extended hours of wellbeing support to families as most patients have no support network; therefore, our staff team engaged with them longer via phone.
- Helped/advised several patients on accessing funds, British Gas and PH Jones for Gas/Electricity issues.
- Assisted some patients who had financial difficulties or were not able to access their banking by providing them with emergency shopping via our small pot of hardship funds which was donated to us by Clarion Housing Association.

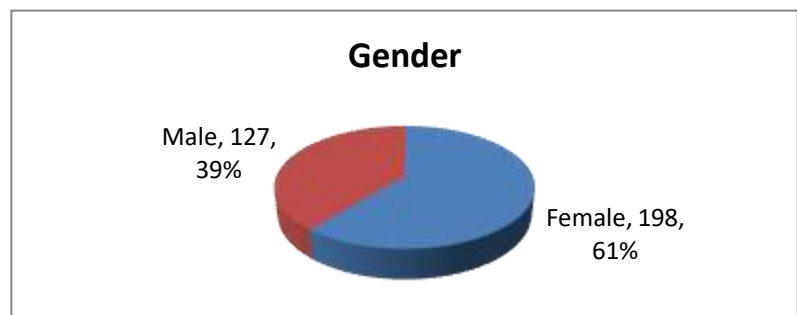
Below is a summary of key activities and achievements during 2020-21:

- Total number of patients supported = 325 (including existing patients and Information provided to patients about community activities and services)
- Total number of home visits = 589
- Total number of support hours provided = 2914
- Total number of calls to families/patients = 2618
- Total number of calls to professionals = 192

The following charts show the breakdown of the Haringey patients who were supported by Home from Hospital Service between 1 April 2020 – 31 March 2021.

Chart 1

The monitoring record revealed that **198 (61%)** patients were Female and **127 (39%)** Male patients who have benefited from the service.



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Chart 2

The age breakdown showed that, we have supported **87% (283)** elderly people between the age of 65 to 100 and **13% (42)** were between the age range of 18 to 64 years old.

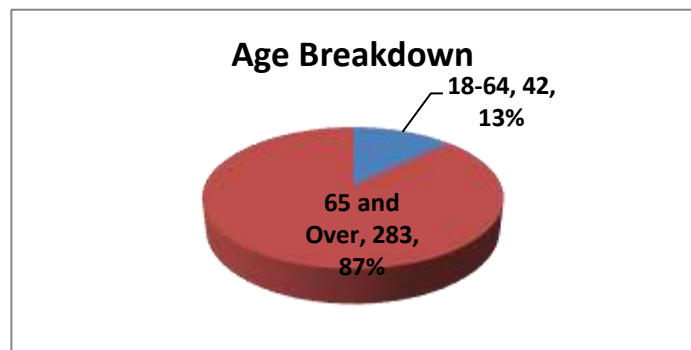
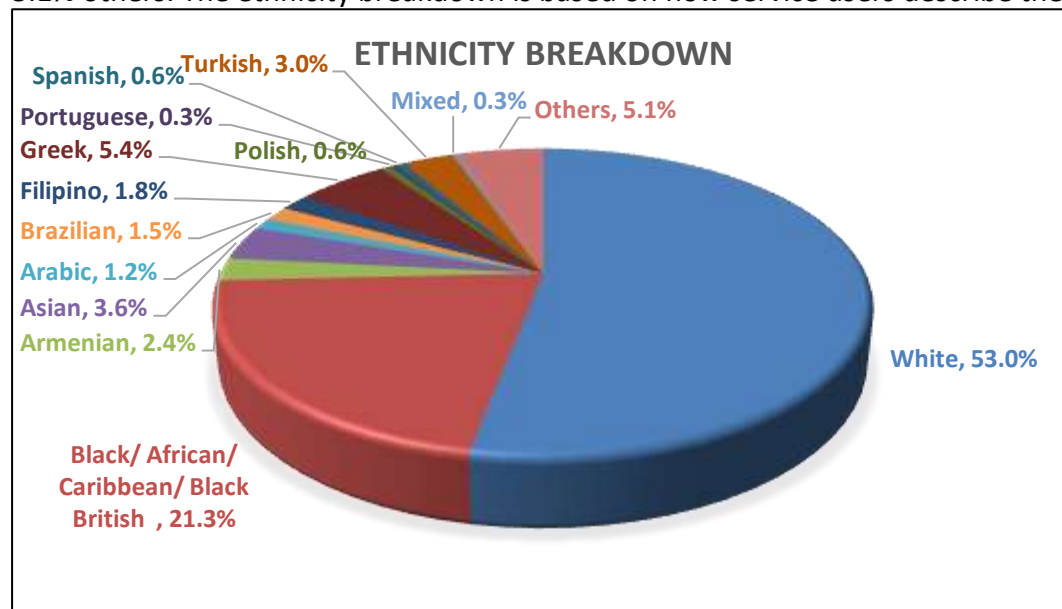


Chart 3

The ethnicity breakdown showed that 53.0% of patients are White, 21.3% are Black/ African/ Caribbean/ Black British, 5.4% are Greek, 3.6% are Asian, 3.0% Turkish, 2.4% Armenian, 1.8% Filipino, 1.5% Brazilian, 1.2% Arabic, 0.6% Polish, 0.6% Spanish, 0.3% Portuguese, 0.3% Mixed and 5.1% others. The ethnicity breakdown is based on how service users describe themselves.



In 2021 -22, we will continue to build on the achievements made this year to further improve the project and maximise outcomes for Haringey residents.

Connected Communities: In partnership with Haringey Council, we delivered the final year of a two year Connected Communities project to support newly arrived migrants to integrate with the communities. Below is a summary of key activities and achievements:

- We successfully recruited and supported a total of 24 community groups and organisations in which 11 were new and 13 existing (target 10 new and 10 existing).
- Over 1,000 individuals participated in the programme through one to one or group support, attending events, trainings or workshops.

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- Workshops/trainings/events held included the following: Safeguarding Adults and Vulnerable people, Universal Credit event- with 100 members of the Latin American community in attendance, good governance, how to write funding proposals, Windrush day (over 700 attended); Refugee Day (over 80 attended), Sun day at Turkish Advice Centre (over 150 attended); Polish day (over 200 attended); etc.
- Over 60 Volunteers referred or signposted to various organizations
- ESOL classes delivered with a total of 92 people attended basic classes and 20 intermediate classes. Over 20 bilingual volunteers were recruited and supported the classes
- Sewing projects were implemented in partnerships with Pembury Children's Centre and LUOS (Living Under One Sun).
- We developed and provided various policies and procedures and templates including roles of trustees for newly formed groups.
- Four employment/jobs were secured.
- We made regular contacts and face to face discussions on capacity building support needed including governance, partnership working, funding/finance, communications, marketing, ICT, events, seed funding applications, community events, training and workshops.

Customer satisfactions: To improve the quality of our services, we carried out customer satisfaction surveys after providing our service. 98% of respondents (target 80%) indicated that they were satisfied with the service; were all very happy with the workshops/events; and were all satisfied with the facilities and the venue. See feedback below:

Tottenham Talking: The project, funded by Barnet, Enfield and Harinegy Mental Health Trust (BEHMHT), aims to engage service users in a range of therapeutic group activities including art, drama, talking therapy, poetry, creative writing, dance, yoga and Zumba. We received a total of 73 referrals from BEHMHT. Due to COVID-19 restrictions, the project was successfully delivered both face to face and online



activities including Stretch and Move, Quiz Bee, Relaxation, Chair based exercise, Creative Writing, Art Therapy, Tree of Life, Cooking for Life, Walk and Talk, Keep it moving, Ted Talk, Mindfulness, Meditation, and Music Appreciation. The project worked with Early intervention services, Dual Diagnosis, 3 Inpatient Wards (St Ann's Hospital), Recovery & Enablement Team, Crisis/Home, Treatment Team, Discharge Intervention Team, Community Rehab Team, Older Adults, and 4 Locality Teams; South East, Central, North East and West.

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The project team was trained in several areas including Mental Health First Aid and Suicide First Aid, Breakaway Training, Dual-Diagnosis Training, Confidentiality Training, Preparing for Peers Training, Zoom and MS Teams training, Basic Life Support, Trauma Informed Care and Gambling and Mental Health Awareness.

Currently, we are actively seeking continuation funding opportunities for the project.

Mental Health community engagement: The Mental Health Community Engagement project, funded by Barnet, Enfield and Haringey Mental Health Trust, aims to enable mental health service users aged 18 and over to have warm, safe homes and prevent further crisis. The project worker received a total of 10 successful referrals which he supported on a weekly basis. The referrals came from several sources ranging from Care Coordinators to Community Psychiatric Nurses. He assisted the clients with making appointments, shopping, giving emotional support as some felt lonely. The project worker also helped with house repairs. He received positive feedback from the clients who valued the support provided.

Community Outreach & Engagement (Somali speaking): The project, funded by Haringey Council, aims to engage and support marginalised Haringey residents from the Somali community to develop, in supportive environments, the knowledge and skills they need to live happy, safe and fulfilling lives. The Outreach and Engagement Officer facilitated effective integration by identifying and addressing barriers and fostering meaningful engagement between the Somali community and other communities in Haringey to improve community cohesion.

In the last year, we provided the following support:

- **Haringey Out of setting support:** The Outreach Officer worked with Haringey supplementary schools to learn more about their work, to flag their important role in the borough, and to address common issues. He organised forums and discussions where supplementary schools were able to share experience and showcase their work. The forum offered flexible support to address common issues and provides an opportunity for networking with a wide range of organisations. We had the very first Haringey Supplementary school's forum launched on 11/12/2020.
- **Covid-19 messaging:** Worked collaboratively with the Somali community and faith leaders to curb the risk to COVID-19 spread by promoting positive messages and raising awareness
- **One to one youth mentoring:** Provided one to one and non-judgemental mentoring service to young boys and girls and helping them work through challenges they might be facing. Each session is based around the individual needs and focuses on areas of their life that they want to make a positive change to.
- **Voluntary Community Sector Mapping:** A wider community reach is needed to deliver PREVENT training to the community. The Outreach Officer developed ties with some voluntary sector community groups as well as mapping other organisations that have not been engaged by the Prevent team. The following has been carried out:

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- Developed a database of local community organisation, set up mailing for organisations and offered WRAP training to multi-faith organisations.
- Currently the Outreach Officer has been working with: **Health Watch Haringey** - Research on Somali over 60s experiences on using GP's online and **NHS** – Promoting vaccination in the Somali community.

EUSS Haringey project: The project, funded by Haringey Council, aims to provide support to vulnerable EU, EEA or Swiss citizens with direct registration to the EU Settlement Scheme to enable them to continue living in the UK after 30 June 2021. The project supported 51 vulnerable EU nationals with their settled status. We helped EU Haringey residents to secure their rights to live in

the UK by applying to the EU Settlement Scheme (settled and pre-settled status). We worked with various organisations who have referred EU nationals.

Covid Marshall Community Support: The project, funded by Haringey Council, aims to Engage, Educate and Encourage (3E's) Haringey's Businesses and members of the Public on COVID-19 safety compliance. The project started on 24 November 2020 and ended on 31 May 2021. Our project team worked as ambassadors for COVID-19 safety compliance and made daily monitoring visits to business premises. They successfully engaged with business owners and the public by promoting social distancing rules and wearing face coverings and encouraged the public to comply with COVID-19 public health measures in Haringey.



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Escape-pain Programme: which was part of a national initiative, led by the Health Innovation Network and Sport England, was initially suspended in March 2020. Our contract related to easing the pain and discomfort of those suffering with chronic arthritis and back pain, who were living in Sheltered Housing in Haringey. Our trained coaches delivered a programme of gentle exercises over a 12-week period, prior to the lockdown. We were fortunate to be able to take the programme online in January 2021 and we were commended by the Health Innovation Network for our unique approach, whilst working with a very diverse client group. We are currently, exploring how we can continue this programme in collaboration with Homes for Haringey and a new national funder.

In 2021-22, our priorities for community empowerment services include:

- Sustain the delivery of care navigation and social prescribing services in partnership with NHS partners.
- Build on the success of the Tottenham Talking partnership project with Barnet, Enfield and Haringey Mental Health NHS Trust and the Health@theHut by securing ongoing funding to engage vulnerable residents (including young people, parents and older people)

experiencing increased mental health problems and loneliness and isolation - which have been exacerbated by the pandemic.

- Grow the community champions activities to covering areas such as perinatal support including mental health and peer support.

Partnerships Service

This service, created in October 2020, is responsible for developing and maintaining productive working relationships with the Council and other public bodies, whilst managing joint delivery teams and developing new strategic partnership opportunities. Activities delivered under this service include: Community Impact Haringey, Volunteer Centre Haringey, Community Protect, NavNet, Communications, Haringey Food Network and Safeguarding training.

Community Impact Haringey Service

The Community Impact Haringey service is commissioned by Haringey Council to deliver its strategic Partner Service. The main aim of the service is to work alongside the Council to ensure the local Voluntary and Community Sector (VCS) is stronger, able to attract more external funding and best placed to support communities and meet the needs of all residents. The 4-year contract which commenced on 1 February 2016 and has been extended by Haringey Council to run until March 2022.

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Expected Outcomes: The service is delivered to meet the following three key strategic outcomes set by Haringey Council commissioners:

- i. A vibrant, inclusive, viable and self-sufficient voluntary and community sector in Haringey
- ii. A strong partnership between the Council and the sector, and between members within the sector, to deliver shared priorities.
- iii. The reputations of the Voluntary and Community Sector and Haringey Council are enhanced by sharing good partnership working practice.

The achievements of these outcomes are measured against 5 main key performance indicators with targets given by Haringey Council commissioners. This year (April 2020-March 2021) we exceeded all the targets as shown below:

- **Capacity Building-** We registered 350 organisations - thus exceeding the target of 300 by 50 giving an increase of 17%.
- **Fundraising Service** – We provided one-to-one advisory services to organisations to capacity build them and enable them to submit good quality applications to local, regional and national funding agencies. This resulted in over £2,761,688 being levered into the Borough through successful funding applications – Thus, exceeding the target of £2,000,000 by £761,688 (38%).
- **Partnerships and collaborations** - We supported the establishments of 55 Collaborative agreements/projects between Voluntary and Community Organisations (VCOs) and statutory bodies – thus exceeding the target of 50 by 5 (10%).
- **Our customer satisfaction** - conducted through a survey showed 98% - Thus exceeding the target of 98%.
- **Events** - We facilitated over 6 local events as against the target of 5. Thus, we exceeded this target by 1 (20%).

Promoting the work of Funding Bodies: We worked to promote the work of over 10 funding bodies including: Gov.UK Covid-19; London Community Response, Mental Health Response Fund; Homelessness Response Fund; National Lottery; City Bridge Trust; Nesta; Pears Foundation; Rank Foundation; John Lyon's Charity and many others. Work with each of these was very fruitful and gave outstanding results particularly our work with the National Lottery Community Fund.

Money Leverage from our Fundraising service: In this year, with our support, Haringey Voluntary and Community organisations successfully applied for funding worth over £2,761,688 to support various activities including combating the impact of the Covid-19 pandemic.

Voluntary and Community Sector Forums (VCSF): Since March 2020 when the Covid-19 shutdown came into effect, we switched from face-to-face forums to on-line forum meetings via Zoom platform to enforce social distancing. The lockdown generated an extreme need for effective and speedy dissemination of information. As a result, it became necessary to deliver the Voluntary and Community Sector Forums monthly instead of quarterly. This was to enable all partners to pick up emerging issues and address them on time.

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Topics covered included the Council's and VCS responses to the Covid-19 pandemic the Council's Covid-19 Financial Support Package for the VCS, emergency food distribution, long term sustainability of the VCS post Covid-19, addressing Digital Exclusion in the VCS and Haringey's Roadmap out of Lockdown.

In 2021-22, our Partnerships and Community Impact Service will prioritise capacity building services including:

- Strategic planning and investment in grassroots organisations – working with Haringey Council and VCS to co-produce VCS strategy involving flexible grants for core costs and key projects/services, community buildings review and digital strategy and resources to facilitate access and skills development.
- Capacity building training on areas such as: business and service transformation, income diversification, digital training and safeguarding.
- VCS Partnership brokerage system to enable larger VCS organisations to partner with smaller organisations – this facilitates skills transfer and acquisition of relevant track records.

Community Protect

This public health programme, led by the Bridge in partnership with Public Voice and Mind in Haringey, was set up in October 2020 to deliver a range of public health information and safety messages to residents across the borough. The programme utilises over 20 local, voluntary sector delivery partners to convey a range of messages which are developed in partnership with Haringey Council and public health. Messages vary, but include keeping social distancing, washing hands and wearing a face covering. As the Covid pandemic developed and vaccination facilities came online, messaging also refined within the programme to include details of pop-up clinics, giving residents

up-to-date information to encourage vaccination uptake. On average, the programme outputs peak at around 50,000 messages per week across all channels – including social media and traditional methods such as leafleting and posters.

Looking forward, the structure and mechanism utilised under community protect have proved popular with Public Health and Haringey Council and is seen as a beneficial way to convey public health information from trusted sources going forward.

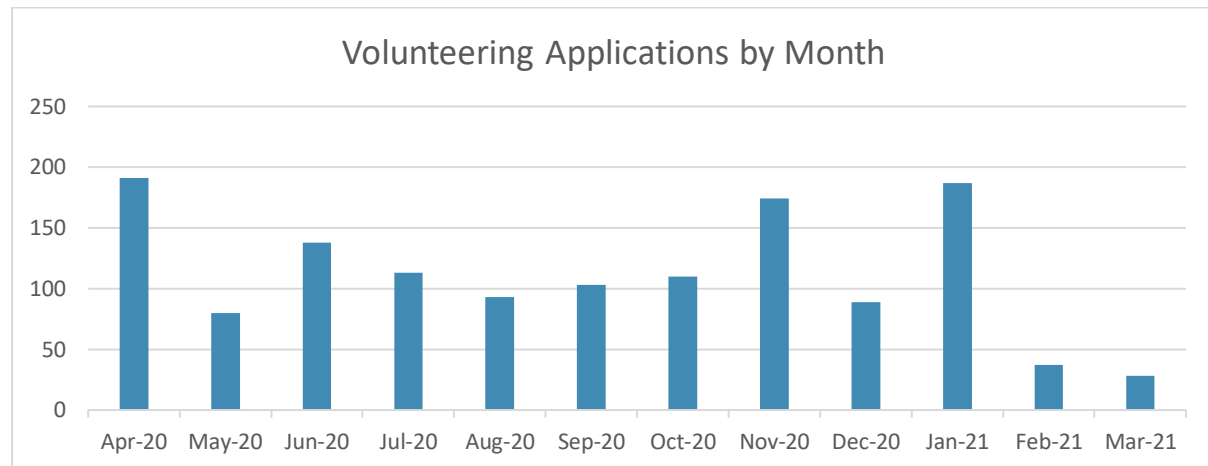
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Volunteer Centre Haringey

Due to the Covid-19 pandemic, the Volunteer Centre focused on providing responsive volunteer recruitment during lockdown.



For this 12-month reporting period, a total of 1,226 applications (2020: 932) were made through the Volunteer Centre. From the above chart, it is evident there were three 'surges' in applications, which roughly coincide with national lockdowns and, more recently, the drive from NHS Charities for vaccination volunteers.

In addition to the mainstream brokerage activity above, we supported 761 local residents to volunteer during the Covid situation. Many of these came forward directly through the Bridge and Council websites and were successfully placed in one of the two Council food distribution hubs operating over the Summer of 2020 (Ally Pally & Spurs Stadium), and locally with VCS organisations. Many of these volunteers were 'first timers' and subsequently emailed us to remark how much they enjoyed the experience of helping out and wanted to carry on volunteering, even when they returned to work once their 'furlough' period came to an end.

We continue to champion volunteering across the borough, most recently holding a Volunteers Week 2021 online celebration event in partnership with Haringey Council, with over 80 people attending and Haringey's Mayor dropping in to congratulate the volunteers' contribution to Haringey's Voluntary & Community Sector.

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Supporting Volunteering & Volunteering Best Practice: During 2020, and in particular when the national lockdowns were announced, the Volunteer Centre provided ongoing, responsive support to Council colleagues and VCS organisations who were often recruiting large numbers of volunteers to new roles, for the first time. We provided information and guidance on a range of topics during this time, including DBS checking, expenses for volunteers, creating interesting and rewarding role descriptions and recommended working hours for volunteers

Volunteer Manager Forums: Our Forums for Volunteer Managers and Co-ordinators continue to be popular, offering a mixture of training, networking and development opportunities. For this year, we held two forums in March 2020 with 27 attendees and December 2020 with 16 'virtual' attendees.

NavNet

This network of community navigators continues to grow in population, engagement and reach. The network now has 104 members from across the borough, made up of social prescribers, link workers, local area coordinators, community connectors, enablers, volunteers and many more – all coming together to share knowledge, skills, information, stories and passion to enable residents to lead better lives. NavNet is coordinated and managed jointly between the Council and Bridge, with plans for a new, more stable user platform and messaging system for 2021, increasing the membership even further.

Communications

This year, Bridge communications work continued to support all our key programme areas, underpinning the work to keep our connection with residents, local community organisations and partners via online channels during the pandemic.

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We have continued to collate and publish Covid-19 guidance, support and resources for VCS organisations and residents via our website, social media, and Community Impact Bulletin.

- **Community Impact Bulletin** – As in previous years, our weekly bulletin remains our most relevant channel to communicate with partners and the VCS organisations. This is shown by the level of engagement we maintain with our audience being 42% of subscribers highly engaged, which means that more than 500 subscribers often open our emails and click on the links provided. We can also demonstrate its relevance by the high number of requests we receive every week to promote services and information in the bulletin.
- **Inclusion & Equalities Special Bulletin** – We have sent out the first Inclusion & Equalities Special Bulletin, which is an update on the work being done to address the challenges outlined on the 9-point action plan.
- **Bridge Renewal Trust Website** – We continue to update our website with service updates, timely information and relevant resources to community organisations and residents.
- The Funding Opportunities webpage was the most accessed webpage on our website in the past year. Our website in numbers: 58% increase in the number of users, 45% increase in the number of sessions (period a user is actively engaged with the website) and 27% increase in the number of unique page views (number of sessions during which a page was viewed at least once)

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For the year ahead, we plan to continue to improve the quality and reputation of our communications by implementing our house style in all the messages that we put out and creating more consistency across the organisation.

Haringey Food Network

This year saw us recruit a Food Network Coordinator, working in partnership with the council to help build stronger partnerships and resilience within the emerging food network in Haringey. In addition to assisting with the running of the central food distribution hub, we have had some early success with seed funding to help establish the network further. Other notable achievements include:

- Establish communication channels among the 33 Network members, Haringey Council and other partners via mailing list, WhatsApp groups and regular monthly online meetings which serve as a platform for discussion, networking and collaborative working
- Developed a partnership with Citizen's Advice Haringey which delivers
 - Induction to Volunteering training, tailored to community food providers such as food banks, 4 times per year to any volunteer in the Network
 - An Advice First Aid Pilot Project at Bounds Green Food Bank – the training is complete, and more support will be in place soon as part of a successful funding bid from Greater London authority
- Haringey Food Hub November 2020 - April 2021: created & managed operations that enabled distribution of surplus DEFRA and Haringey Council funded food supplies to groups in the Network, feeding residents experiencing food insecurity as well as managing Council food stocks for their food delivery efforts.
- Greater London Authority 'Food Roots Incubator': successful application for funding to support network members to create a plan to develop alongside nine others in London
- Established relationships with national food insecurity organisations such as FareShare, Sustain, Food Matters, Sustainable Food Places and neighbouring boroughs to enable knowledge and information sharing.

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Expo 2020



Unlike the past 4 years when the event was delivered at the Tottenham Town Hall, this year, we featured the first ever on-line Expo via the zoom platform, amidst great anxieties about how it will turn out, it turned out to be very successful, with over 200 (2020: 700) people in attendance. There were two main activities: The Community Workshop Discussion and The Community Impact awards Ceremony.

- The Community Workshop Discussion:** The topic of discussion was *“Thinking ahead to 2021, how can community groups, residents and partners work together to address challenges?”* Over 80 people participated in the discussions which were held in break-up rooms. The highlights of the breakup room discussions were publicised in a bulletin after the event and a networking pack was distributed so that participants could continue discussions offline .
- The Community Impact awards Ceremony:** This was the highlight of the Expo when the Community Impact Awards were presented to outstanding individuals, grassroots community groups and voluntary organisations to recognise their hard work and achievements in changing the lives of Haringey residents. The Expo is now well established as a key local event that brings together the key stakeholders of this contract and proven to greatly enhance good networking and community cohesion.

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Haringey Basic Safeguarding Awareness Training

We continue to provide access to basic online safeguarding awareness training through our website. The training is promoted to the voluntary and community sector in Haringey through our E bulletin and at meetings we attend. Over the course of this year, the following numbers of people have taken part in the training:

- 430 people took part in our Online Basic Safeguarding Awareness Training
- 398 people completed the training and received a certificate
- Staff or volunteers from 27 organisations completed the training

Looking forward, we will continue to promote the training as an effective basis on which both organisations and residents can effectively gain a strong foundation understanding of safeguarding for both adults and children.

Community Development: Health, Mental Health and Wellbeing

The services delivered under this workstream include The Haringey Well-Being Network, Care Navigation, Social Prescribing and Safeguarding.

Our Haringey Well-Being Network contract (in partnership with Mind in Haringey and Tempo), has had a successful year. Key achievements in 2020-21 included:

- **Support: 365 (Target 150)** Group leaders, managers, staff, volunteers and service users from BAME, VCS, Statutory, faith and sport-based organisations, have engaged with our Capacity Building, information sharing and training programmes.
- **Capacity Building: 48 (Target 30)** Organisations across the borough have been supported with fundraising, governance, policy in practice and other guidance. These organisations often work across multiple demographics and intervention.
- **Fundraising Support: £235,366 (Target £31,500)** raised across 22 funding applications to 13 external funding providers, benefiting 6 grass roots and faith-based organisations and their communities. Funders include City Bridge Trust, London Foundation Community Fund, Enfield Voluntary Action, Connected Communities Award, LBH/Social Care Services, Groundwork/Comic Relief, VCS Support Grants, WRAP, Power to Change, Haringey Giving, UnLtd and The Race Equality Foundation/Dept of Health.
- **Upskilling our staff cohorts: Class based Training and CPD (Safely and in between lockdowns):** Delivered Mental Health First Aid (MHFA 2day) and Suicide First Aid (SFA Lite) training to staffing cohorts from Tottenham Talking, Home from Hospital and Bridge Community Centre staff.

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- **Online Capacity Building, IAG and Learning Events- Bridge Lead:** Delivered 6 co-produced and co-delivered online community events, informed by Statutory, Health, Mental
- **Health, Safeguarding, VCS and Grassroots** Community engagement and expertise. Our objective in designing these events, is to ensure they provide practical support and guidance, enabling understanding of various conditions, improving pathways to access services, and breaking down those barriers which may prevent equal access.



- Our events are 'whole person centred' and include Alcohol and Addiction; Alzheimer's and Dementia Conferences (Parts 1 and 2); Introduction to IAPT Services (Improving access to Psychological Therapies).

Care Navigation and Social Prescribing

We are pleased to report that in September and December 2020, appointments were made, recruiting a Social Prescriber (PCN) and Care Navigator, respectively. The MAC programme overseen by Federated for Health is changing and growing to form The MACC Team (Multi-Agency Care Coordination). Plans are underway to expand the team, with recruitment of a Social Prescriber and 2 Care Navigators (Diabetes).

Going forward, we aim to sustain our Haringey Well-being Network, Care Navigation and Social Prescribing Partnership services. We are excited about developing areas of work including extending reach and delivery to BAME/ VCS communities, Community Asset Development, supporting Suicide Prevention/ Intervention and Alzheimer's/Dementia work, support for carers, people with special needs, IAG and more. Our focus is on Equity, Access, Inclusion and Diversity across all programme areas.

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Haringey Giving

Haringey Giving is the place-based giving scheme for the borough – a specialist mechanism to enable people to donate and raise funds, to give out grants and to enhance the corporate and employee volunteering offer in the borough.

'Everyone has something to give and we all can and should play a part'

The Haringey Giving is cross-sector partnership of local stakeholders, which is governed by a Board comprised of local residents, corporate organisations and funders. The Board forms a sub-committee of the Bridge Renewal Trust Board of Trustees and has been granted delegated authorities by Trustees. Advisors to the Board include representatives from London's Giving (London Funders) and Islington Giving. The partnership is administered by the Bridge Renewal Trust and benefits from the local engagement, networks and other community support services.

Haringey Giving's shared vision is for an equal and inclusive Haringey where people live fulfilled lives. The mission is to increase opportunity and wellbeing in Haringey, by enabling residents to work with others and take action on the issues that matter. Core funded by City Bridge Trust and Haringey Council, Haringey Giving is staffed by a full time Director and part time Grants Officer.

Key achievements in 2020-21 include:

- **Responding to COVID-19:** As the emerging crisis deepened, from April 2020, Haringey Giving engaged widely with the public, local businesses, the Council and other key partners to take forward a well-coordinated response to the pandemic – both as the 'go-to' fundraising mechanism and as a highly agile community funder.
- **Joining up local support:** Working in close co-ordination with the Council's 'Connected Communities' team and food distribution operation, Haringey Giving ensured that local initiatives were connected in with the wider support network as it developed across the borough.
- **The 'Go-To' local fundraiser during the pandemic:** The initial target of £25,000 for the Haringey COVID-19 Appeal was ultimately increased to £250,000 to support local community responses to the emerging and rapidly increasing needs of vulnerable people impacted by the pandemic across Haringey's Communities. £224,966 raised during the year included individual donors, local fundraisers and significant donations from corporates including £100K (£80K funding and £20K in-kind support) from Hays Talent Solutions, over £50,500 from Linklaters LLP, £20,000 from the LHC Community Benefit Fund, £15,270 from an anonymous corporate donor and £5,000 from The Two Magpies Fund. In addition, Haringey Giving secured £150,000 of COVID-19 Emergency funding from the National Lottery Community Fund, to support local community response projects, through the Together We Can COVID-19 fund.

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- **Together We Can COVID-19 Fund:** Within weeks of the launch of the local fundraising response, Haringey Giving adapted the existing 'Together We Can' fund, to enable a rapid response. The focus was on supporting those most impacted by the pandemic and through the fund, we awarded 72 grants, totalling £374,356.
- **Changing Lives Fund:** 6 pilots projects which had been funded in January 2020 to provide microgrants of up to £500 to enable individuals experiencing disadvantage to overcome challenges in their lives continued to deliver to a limited extent during the pandemic.
- **Firs House Residents Fund:** On Wednesday 29 April, during the first peak of the pandemic, residents of Firs House in Woodside, Haringey were hit by a devastating fire and had to evacuate their homes. Haringey Giving hosted an appeal by Cllr Lucia das Neves and worked with Haringey Council and its local partners to distribute the funds to affected residents.
- **Child Food Emergency Appeal:** In response to local needs, highlighted in the national media by the Marcus Rashford campaign in October 2020, Haringey Giving set up an appeal to support children and young people experiencing food poverty. The appeal raised £7,912.80 during the year and was distributed to food projects for children and young people across Haringey.
- **Haringey Digital Divide Appeal:** In December 2020, Haringey Giving partnered with Haringey Council to set up an appeal to support what was initially estimated to be 1,600 children and young people impacted by digital poverty in Haringey. Funds raised were distributed via Haringey Giving and were used to purchase devices, wi-fi access and internet in home, community, and schools settings.

Tech company, Raspberry Pi and the Bloomfield Trust joined the partnership via Haringey Giving and provided 1,000 devices, peripherals and technical support which were distributed directly to schools across the borough. The value of the donated equipment leveraged into the borough is estimated at about £150,000.

The Council allocated hardship fund monies to purchase over 1,000 additional devices bringing the total devices distributed to 2,171, in addition to those provided by the DfE.

Local IT company, Techrelate, also joined the partnership in February 2020, with a shared long-term commitment to supporting digital access in the borough.

- **Corporate volunteering:** With support from Linklaters, Haringey Giving continued dialogue with the East London Business Alliance (ELBA), Business In The Community and the School for Social Entrepreneurs (SSE) to leverage in-kind skilled volunteering to support not-for-profit organisations and social enterprises in the borough. The initiative took a co-ordinated approach with Volunteer Centre Haringey (hosted by The Bridge Renewal Trust) and gave rise to tailored training and mentoring support for social entrepreneurs in the borough during the year, in association with ELBA and the SSE.

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- **London's Giving:** Haringey Giving actively participated in London's Giving, a network of local giving schemes supported by London Funders during the year. London funders highlighted Haringey Giving as an impactful new scheme in their 'People, Partnerships and Place' report which was published in May 2020 (<https://londonsgiving.org.uk/introducing-place-based-giving/news/power-people-partnerships-and-place-new-report-launched-londons>).
- **Volunteers:** During the emerging pandemic, Haringey Giving was supported by a highly skilled 'News Desk' team of professional media, communications and IT volunteers, who were an enormous asset to Haringey Giving, and we are thankful for their valuable support. We are also grateful to the Board of Haringey Giving, who volunteered their time and skills to ensure that strategic and funding decisions were made and provided necessary support to the staff team.

Our donors: Haringey Giving is grateful to all the many, kind individual donors, funders, partners, fundraisers and supporters, and would particularly like to thank:

City Bridge Trust
Haringey Council
National Lottery Community Fund
LHC Community Benefit Fund
Linklaters LLP
Hays Talent Solutions
Raspberry Pi
The Bloomfield Trust
Orp Foundation
The Two Magpies Fund
Capital & Regional Property Management (The Mall Wood Green)
The Metropolitan Housing Group
Robert and Evelyn Lyons Foundation
Watling St Beer
Muswell Hillbilly Brewers
Highgate Gives
Hornsey and Wood Green Labour

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Safer Neighbourhood Board

We have facilitated Haringey's Safer Neighbourhood Board (SNBs) to bring the police and communities together to solve problems collaboratively and ensured that the public are involved in a wide range of other community safety decisions. The SNB Haringey is chaired by the Headteacher of Gladesmore Community School. Key achievements in 2020-21 included delivery of various projects towards the implementation of our Serious Youth Violence Action Plan 2019-22. These projects included knife crime awareness raising and empowerment workshops in schools, activities for Somali youths and support for Latin American communities. In 2021-22, we will work collaboratively with the Police, schools and residents to promote trust and develop community-led solutions to structural inequalities and racism highlighted by the disproportionate impact of Covid and Black Lives Matter Movement.

Partnerships and Friends of the Bridge

We value partnership working. Key partners during the year included: London Borough of Haringey, North Central London Clinical Commissioning Group (CCG), Barnet, Enfield and Haringey Mental Health NHS Trust, GPs at the Laurels, Whittington Health, North Middlesex Hospital University NHS Trust, Federated4Health, Homes for Haringey, Mind in Haringey, Public Voice/Healthwatch Haringey, Hope in Tottenham, Citizen Advice Haringey, St Mungo's, Pyramid Health And Social Care Association (PHASCA), Siman Best Tutors, Embrace UK, Selby Trust, Renaisi Limited, NLPC, Godwin Lawson Foundation, One You, Tempo, Local Resident Associations and Local Primary and Secondary Schools.

The charity also continued to support New Deal for Communities legacy groups - such as Triangle Children's Centre Management Board - with the aim of ensuring that local people can actively participate in local service development and delivery.

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Financial review

Principal Funding Sources: The main income sources during the year included:

- a) Earned income from rent - the Laurels Healthy Living Centre- **£285,000** (2020: £285,000) Chestnuts Centre venue rental income - **£7,807** (2020: £90,883) and Community Hut rental income - **£1,376** (2020: £11,090).
- b) Earned income from sales - Whole Health Services - **£18,276** (2020: £87,675) Other - **£88,567** (2020: £2,948)
- c) Service contracts from commissioners - North Central London CCG - **£117,862** (2020: £22,000) and Barnet, Enfield And Haringey Mental Health Trust - **£54,862**.
- d) Federated4Health - **£90,522**, (2020: £140,369) Haringey Council - **£724,920** (2020 £430,300) and MIND IN HARINGEY- **£58,650** (2020: £59,016)
- e) Grants from Charitable Funders - National Lottery Community Fund - **£237,039** included **£150,000** Haringey Giving COVID 19 Appeal (2020: £93,789) The City Bridge Trust - **£69,150**, (2020: £52,580) Linklaters - **£60,500** (2020: £60,000) and LOCALITY- **£15,130** (2020 £14,970)
- f) Home Office - **£80,904** (2020: 149,913) and Mayor's Office For Policing And Crime **£23,090** (2020: £34,650)
- g) Charitable Trusts and Foundations and Individual donations specific to Haringey Giving COVID - 19 Appeal - **£255,767** (2020 £2,886).

Turnover for the year was **£2,253,761** (2020: £4,908,272) and expenditures of **£2,106,114** (2020 £1,907,318) resulting into a surplus of **£147,647** (2020: £3,000,954).

The Statement of Financial Activities (SOFA) on page 42 of this report detailed the trading results for the financial year.

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Investment Policy: Trustees have agreed an investment policy with the following main objectives:

- a) To produce the best financial return within an acceptable level of risk.
- b) To generate a return in excess of inflation over the long term whilst generating an income to support the on-going activities of the charity.
- c) To preserve the capital value with a minimum level of risk in the short-term. Assets should be readily available to meet unanticipated cash flow requirements.

The Finance and Investment Committee, chaired by the Treasurer, which meets as required, is tasked with meeting one of the Trust's investment objectives for investing an appropriate amount of the reserves to generate an income to support the on-going activities of the charity. In September 2014, Trustees agreed an investment of **£50,000** of the Bridge Renewal Trust deposit funds into an Investment Funds. The value of the fund stood at **£64,875** (2020 £54,471) as at 31 March 2021. Unrealised capital gain of **£9,549** ((2020: (£4,917)) loss was reported in the (SoFA) Statement of Financial Activities.

Reserves policy and going concern: The Board of Trustees agreed in principle to set annual budgets in line with the projected annual income from grants, service contracts and earned income.

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergency repairs and other emergency expenditures.

This year, the charity's reserves have increased from £3,348,340 in 2020 to **£3,495,987** of which **£3,375,306** was unrestricted and **£120,681** restricted, an increase of **£147,647** the details of which are given in note 18/20 of the accounts.

Decisions on expenditure of reserve funds are based on ensuring that:

- We aim to retain a level of reserves that equate to a target of six months' operating costs. Actual free reserves of **£320,348** as a proportion of unrestricted expenditure at 31st March 2021 equated to **2.9** or approximately 3 months. There is still much to be done to achieve the six months' operating costs target. This is to ensure that the organisation operates best practice as an employer, has flexibility against the need for unforeseen expense.
- In view of the current COVID-19 environment, the need to build up reserves has become more apparent. There is, therefore, more emphasis on costs management and in particular, avoidable staff costs.
- The Trustees have decided to continually monitor any potential loss-making arms of the charity with a view to reducing staff hours and, hence costs.
- Expenditures will be to invest in social business, which meets the Bridge Renewal Trust's charitable objects, rather than used to grant fund or resource unsustainable operations.

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Risk Management

A risk management strategy is in place comprising:

- Annual review of the principal risks faced by the charity and subsidiary company.
- Establishment and implementation of policies, systems and procedures to mitigate identified risks.

The following matters have been considered as part of the risk review by Trustees during the year:

- Board responsibilities and risks areas: Board development and training days have been held covering key areas such as risk management and financial management; and Register of Conflict of Interest for Trustees is kept up to date.
- Reputational risks – ensure that key contractual services such as the Strategic Partner service/Community Impact Haringey are successfully delivered.
- Operational and staffing issues - Operational Risk Register used to identify and manage these risks.

Trustees receive quarterly strategic risk reports that provide assurances that the risk management strategy is being effectively implemented.

Trustees have also identified key risks and threats to the charity which include mitigating the financial impact of the COVID-19 pandemic on our operations and the need to diversify income sources to avoid overdependence on a few main sources of income. We are managing these through regular risk assessment and post-pandemic community centre sustainability review. The viability of the Chestnuts Community Centre is of concern in the short to medium term. The pandemic and subsequent lockdown has led to the substantial loss of income. We are mitigating this by controlling costs associated with premises and staff costs.

Through our Financial Procedures, we are ensuring that internal financial and operational controls are monitored and improved. The Board of Trustees reviewed and clarified the role of the Finance and Investment Committee. The Board of Trustees will retain the power to receive and approve annual accounts. The Finance and Investment Committee will focus on improving financial procedures of the charity and provide a closer scrutiny of the financial and operational processes.

PLANS FOR THE FUTURE

Building on our achievements over the last ten years and taking account of the challenges posed by the impact of COVID-19 on Haringey's deprived communities, we will focus our services on the following activities over the next year and beyond:

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- Reviewing the use of our community facilities and taking steps to mitigate the adverse impact of COVID-19 and social distancing requirements. As the demand for large public facing events is likely to remain low for some time, we propose to focus the use of our community space to provide a hub for voluntary and community sector organisations by expanding provision of office space.
- Promoting healthier, stronger and safer communities through self-help initiatives and early help and preventive health and wellbeing services alongside residents.
- Establish greater understanding of the disproportionate impact of COVID-19 on Black, Asian and Minority Ethnic (BAME) groups and other deprived communities and facilitate partnership working to address the issues outlined in our 9-point action plan – namely:
 1. Data and evidence – collecting more impact data on diverse BAME groups.
 2. Funding – increased emphasis on supporting the voluntary and community sector to access funding from statutory, corporate and charitable sources.
 3. Bereavement and mental health – promoting greater wellbeing through our Haringey Wellbeing Network and other partnership working.
 4. Domestic violence – more support to tackle Violence Against Women and Girls and intergenerational conflicts (parents and children).
 5. Communication and awareness raising – more tailored communications that is culturally and linguistically appropriate; e. g. mental health support being tailored and reaching people who need it.
 6. Prevention and resilience building – more support to various cohorts of BAME families and communities to build resilience for the long-term.
 7. Shielding of BAME staff and communities – take action to risk assess and support at risk BAME staff and work with our partners to support contact tracing and shielding of BAME individuals within the community as will be required.
 8. Equitable access to services – we will review our services and work with our partners and residents to tackle the structural inequalities and underlying racism.
 9. Digital exclusion – support efforts to improve digital literacy for residents.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Bridge Renewal Trust is constituted as a limited company (No. 06949568) and registered charity (No. 1131941). It is governed by a memorandum and articles of association and stated charitable objects.

Directors and Trustees

The Bridge Renewal Trust is led by a Board of Directors who are also its Trustees for the purpose of charity law. Trustees bring together a diverse set of skills and experience to set the strategic direction for the organisation.

Appointment of Trustees

As set out in the Articles of Association, officers of the Board (Chair, Vice Chair and Treasurer) are nominated and appointed by Trustees at the Annual General Meeting.

We currently have 10 Board members. Each year we carry out skills audit to identify training and development needs. Currently we are running an open recruitment process to fill some skills gaps that were identified during this process. This involves advertisement, shortlisting and interviewing by a designated small team of Trustees. The final decision to appoint a new Trustee is made by the Board of Trustees. The Board can consider and co-opt a Trustee based on specialist skills needed.

Trustee induction and training

New Trustees undergo induction covering areas such as legal obligations under charity and company law, the Charity Commission guidance on public benefit, the Bridge Renewal Trust Memorandum and Articles of Association and the decision - making process by the Board. New Trustees also get to meet other Trustees and key employees. There is also peer support from fellow Trustees and opportunities to attend external training.

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Organisation

The Board of Trustees meets quarterly, and the Finance and Investment Sub-Committee also meets as required. The Chief Executive is appointed by the Trustees to serve as the Company Secretary and to manage the day- to - day activities of the Charity.

Related party and co-operation with other organisations

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or a senior manager of the charity must be disclosed to the full Board of Trustees. In 2020-21, no such related party transactions were reported.

The Trading Company – Bridge Renewal Services Ltd

The Bridge Renewal Services is a trading arm of the Bridge Renewal Trust. It was set up to facilitate the development of a healthy living pharmacy as well as to allow for the easy development of other social businesses. The company directors include the founding Trustees. In 2020-21 the company did not trade (dormant) following a decision in 2012-13 to suspend the plans to open a pharmacy. The future of the company will be reviewed in 2021-22 alongside the proposed development of a Healthy Living Pharmacy at the Laurels.

Staffing

The Chief Executive who is accountable to the Board of Trustees is responsible for the day-to-day operation of the charity. He is supported by a senior management team comprised of Head of Partnership, Director of Haringey Giving, Community Services & Facilities Manager, Voluntary Sector Development Manager, Finance and Monitoring Manager, Community Development Manager and Community Empowerment Manager who are responsible for co-ordinating the delivery of services and facilities management. In 2020-21, the workforce was comprised of 44 members of staff. A framework is in place to allow essential support service contracts such HR and Employment Law, Health and Safety advice, Payroll and IT.

Pay policy for senior staff

The pay of senior staff is reviewed annually and normally increased in accordance with satisfactory employee performance appraisal and organisational financial health. Remuneration is benchmarked against pay levels in similar sized organisations and adjusted for any additional responsibilities.

Where recruitment has proven difficult, a market addition can be paid with the pay maximum comparable to the highest benchmarked salary in a comparable role.

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Fundraising Policy

The charity understands its duty to protect the public, including vulnerable people from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate.

The charity employs a director of Haringey Giving who leads on all fundraising matters including dealings with external online fundraising platforms. The charity does not currently use external fundraising agencies for either telephone or face-to-face campaigns. We raise funds in compliance with the Code of Fundraising Practice of the Fundraising Regulator in England, Wales and Northern Ireland.

We received no fundraising complaints during the year (2020: Nil).

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The charity trustees (who are also Directors of the Bridge Renewal Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP (FRS102-2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2021

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditors in connection with preparing their report, of which the organisation's finance staff is unaware, and
- The Trustees, having made enquiries of fellow Directors and the organisation's finance staff that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

The auditors, Price Bailey LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Small Companies Exemption

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 1.

Approved by the Trustees and signed on its behalf by:

Rachel Hughes (Chair) 

Rachel Hughes

Date: 23 September 2021

Independent Auditor's Report to the Trustees of The Bridge Renewal Trust

Opinion

We have audited the financial statements of The Bridge Renewal Trust (the 'charitable company') for the year ended 31 March 2021 which comprise of the Statement of Financial Activities, the Charitable Company Balance Sheet, the Cash Flow Statement 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 2021, and of the charity's 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'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

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 trustees' 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.

Other information continued

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 (incorporating the directors' report) 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 our 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 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 and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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 Trustees report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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 gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)



For and on behalf of

Price Bailey LLP

Chartered Accountants and Statutory Auditors

3rd Floor

24 Old Bond Street, Mayfair,

London W1 4AP

7 October 2021

The Bridge Renewal Trust

Statement of Financial Activities

Incorporating the Income and Expenditure Account

for year ended 31 March 2021

		2021	2021	2021	2020	2020	2020
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	Fund	Fund	Funds	Fund	Fund	Funds
		£	£	£	£	£	£
Income from:							
Donations and legacies - rent	2	-	285,000	285,000	-	285,000	285,000
Donations and legacies - Laurels building	2	-	-	-	-	3,020,000	3,020,000
General donations	2	-	2,869	2,869	-	694	694
<i>Income from charitable activities:</i>							
Promote and protect physical and mental health	3	846,905	1,022,793	1,869,698	658,548	940,243	1,598,791
Income from investments		-	947	947	-	1,533	1,533
Other trading income		-	24,422	24,422	-	2,254	2,254
Other one off income		-	61,276	61,276	-	-	-
Total income		846,905	1,397,307	2,244,212	658,548	4,249,724	4,908,272
Expenditure							
Cost of raising funds		-	96,371	96,371	-	28,748	28,748
Promote and protect the and mental health physical and mental health		793,217	1,216,526	2,009,743	241,402	1,632,247	1,873,649
Total expenditure	4	793,217	1,312,897	2,106,114	241,402	1,660,995	1,902,397
NET INCOME		53,688	84,410	138,098	417,146	2,588,729	3,005,875
before gains/(losses) on investments		53,688	84,410	138,098	417,146	2,588,729	3,005,875
Net gains / (losses) on investments	11	-	9,549	9,549	-	(4,917)	(4,917)
Total		53,688	93,959	147,647	417,146	2,583,812	3,000,958
Transfer between funds	16,18	-	-	-	(351,628)	351,628	-
NET MOVEMENT IN FUNDS		53,688	93,959	147,647	65,518	2,935,440	3,000,958
Balance at 1 April 2020		66,993	3,281,347	3,348,340	1,475	345,907	347,382
Funds carried forward 31st March 2021	16,18, 20	120,681	3,375,306	3,495,987	66,993	3,281,347	3,348,340

All activities of the charitable company are continuing.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 45 to 55 form an integral part of these financial statements.

Balance sheet

as at 31 March 2021

			2021	2020
	Notes	£	£	£
Fixed assets:				
Tangible fixed assets	10		714,958	738,921
Investments	11		64,875	54,471
Programme related investments	12		2,340,000	2,340,000
			<u>3,119,833</u>	<u>3,133,392</u>
Current assets				
Debtors	14	276,137		197,195
Cash at bank and in hand		<u>518,780</u>		<u>239,416</u>
		<u>794,917</u>		<u>436,611</u>
Creditors				
Amounts falling due within one year	15	(418,763)		(221,663)
NET CURRENT ASSETS			<u>376,154</u>	<u>214,948</u>
TOTAL NET ASSETS			<u>3,495,987</u>	<u>3,348,340</u>
FUNDS:				
Restricted	16/17		120,681	66,993
Designated	18/20		3,054,958	3,078,921
Unrestricted	18/20		320,348	202,426
TOTAL FUNDS	18/20		<u>3,495,987</u>	<u>3,348,340</u>

These financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 23rd September 2021 and signed on their behalf by:




 Rachel Hughes
 Chair

Statement of Cash Flows

year ended 31 March 2021

	Notes	2021 Total Funds £	2020 Total Funds £
Cash flows from operating activities			
Cash generated from operations	1	283,413	(76,100)
Net Cash provided by (used in) operating activities		283,413	(76,100)
Cash flows from investing activities:			
Programme related investments		(855)	(1,165)
Investment income		947	1,533
Purchase of tangible fixed assets		(12,219)	(17,397)
Net cash provided by (used in) investing activities		(12,127)	(17,029)
Change in cash and cash equivalents in the reporting period		279,364	(98,130)
Cash and cash equivalents at the beginning of the reporting period	2	239,416	337,546
Cash and cash equivalents at the end of the reporting period	2	518,780	239,416
1 RECONCILIATION OF NET MOVEMENT FUNDS TO NETCASH FLOW FROM OPERATING ACTIVITIES		2021 Total Funds £	2020 Total Funds £
Net income from operating activities (as per the statement of financial activities)		147,647	3,005,958
Adjustments for:			
Add back: Investment losses/deduct investment gains		(9,549)	4,917
Deduct: Investment income shown in investing activities		(947)	(1,533)
Depreciation charges		36,183	33,128
Donation of assets in the year		(8,080)	(3,020,000)
(Increase) / Decrease in debtors		(78,941)	(76,486)
Increase / (Decrease) in creditors		197,100	(22,084)
Net cash provided by (used in) operating activities		283,413	(76,100)
2 ANALYSIS OF CASH AND CASH EQUIVALENTS		2021 £	2020 £
Cash at bank and in hand		518,780	239,416
Analysis of changes in net debt			
Cash and Cash equivalents 01 04 2020		239,416	337,546
Cash flows		279,364	(98,130)
Other non cash changes		-	-
Cash and Cash equivalents 31 03 2021		518,780	239,416

1. Accounting policies

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

The company is incorporated in England and Wales with registered office at 256 St Ann's Road, London N15 5AZ.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 the Republic of Ireland (FRS 102) (effective 1st October 2019 - Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102), the Charities Act 2011 and Companies Act 2006. The financial statements have been prepared under the historic cost convention. The functional currency is £ sterling.

The financial statements comply with the requirements of FRS102.

The Bridge Renewal Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Preparation of accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grant have been met, it is probable the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition are have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of service is deferred until the criteria for income recognition are met.

d) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

e) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with Charities (SORP 102) the general volunteer time is not recognised and to refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

During the year, benefit in kind of £8,080 was recognised in the accounts.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of charity's work or for specific purpose. Funds are also raised for specific restricted purposes.

h) 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:

- Costs of raising funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes.
- Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Support costs have been allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to particular activity are allocated directly; others are apportioned on an appropriate basis. The basis on which support costs are allocated are set out in note 4.

j) Operating leases

The charity classifies the lease of printing (phocopers) IT servers, telephone handsets, etc equipment as operating leases; the title to the equipment remains with the lessor and the equipment should be replaced every 5 years or, remain on a rolling basis. Rental charges are charged on a straightline basis over the term of the lease.

k) Tangible fixed assets

Individual fixed assets or bulk purchase of the same class of assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives as follows:

Fixtures and fittings	25% straightline
Computer equipment	25% straightline
Laurels long leasehold	2% straightline
Improvement to building	On the remaining leasehold duration

Programme related investments are not depreciated because lease is tenant repairing

l) Investments

Investments are held at market value as at the Balance Sheet date

The Charity holds 100% of the share capital in the presently dormant subsidiary company The Bridge Renewal Services Limited at cost.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

n) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of the acquisition or opening the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of:

- Investments measured at their fair value as at the balance sheet date;
- Fixed assets are measured at cost less depreciation;
- Programme related investments are treated as fixed assets and not depreciated as they are tenants repairing lease.

The Investments note 11 details the historic cost of investments and the unrealised gains/losses) to arrive at their fair value.

q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund.

The Bridge Renewal Trust
year ended 31 March 2021
Notes to the financial statements (continued)

	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	2021 £	£	£	2020 £
2 INCOME						
Rental income - Laurels Healthy Living Centre	-	285,000	285,000	-	285,000	285,000
General donations	-	2,869	2,869	-	694	694
London Borough of Haringey (donation of the Laurels long lease building)	-	-	-	-	3,020,000	3,020,000
3 INCOME FROM CHARITABLE ACTIVITIES						
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	£	£	£	£
Community Hut	-	1,326	1,326	-	11,090	11,090
Whole Health Therapies	-	18,276	18,276	-	87,675	87,675
Other One Off Income	-	-	-	-	4,668	4,668
North London Partnership Consortium	-	7,200	7,200	-	7,200	7,200
The City Bridge Trust - Haringey Giving	63,025	6,125	69,150	48,910	3,590	52,500
LOCALITY - Haringey Giving	15,130	-	15,130	14,970	-	14,970
Mayor's Office for Policing and Crime	17,890	5,200	23,090	29,450	5,200	34,650
Linklaters - Haringey Giving	60,500	-	60,500	36,500	23,500	60,000
Ananymous - Haringey Giving	15,270	-	15,270	-	-	-
Hays Talent - Haringey Giving	75,000	5,000	80,000	-	-	-
Westlake & Smith - Haringey Giving	5,000	-	5,000	-	-	-
Metropolitan Housing	1,000	-	1,000	-	-	-
Robert & Evelyn Lyons Char Trust	2,000	-	2,000	-	-	-
Highgate Active Fundraiser	1,000	-	1,000	-	-	-
Channing House School	500	-	500	-	-	-
Capital & Regional Property Management	2,000	-	2,000	-	-	-
General Donations- Haringey Giving	131,497	-	131,497	-	2,886	2,886
LB Haringey-Safer Neighbourhood Board	-	17,000	17,000	-	17,000	17,000
LB Haringey-Home From Hospital	-	150,000	150,000	-	150,000	150,000
LB Haringey-Community Impact Haringey	-	117,000	117,000	-	117,000	117,000
LB Haringey - Volunteer Centre Haringey	-	49,800	49,800	-	50,300	50,300
The Paddington Development Trust Project	-	-	-	-	8,325	8,325
The Whittington Health Engagement Project	-	-	-	-	15,960	15,960
Clarion Housing Group - Consultancy	-	3,500	3,500	-	10,000	10,000
LB Haringey- Connected Communities	-	-	-	-	50,000	50,000
LB Haringey - COVID-19 Support	-	53,000	53,000	-	-	-
LB Haringey - EUSS	-	6,975	6,975	-	-	-
LB Haringey - Haringey Giving	24,000	5,000	29,000	1,000	10,000	11,000
LB Haringey - COVID Marshals Support	-	65,079	65,079	-	-	-
LB Haringey - Food Network Co-ordinator	-	30,977	30,977	-	-	-
LB Haringey - Health Start Vouchers Grant	-	3,000	3,000	-	-	-
LB Haringey - Parent/Carer Champion Network	34,000	4,666	38,666	-	-	-
LB Haringey - Head of Partnership Grant	-	8,000	8,000	-	-	-
LB Haringey - Community Protect	-	75,000	75,000	-	-	-
LB Haringey - Vaccination Uptake Campaign	-	70,488	70,488	-	-	-
LB Haringey- Small grants	-	1,530	1,530	-	244	244
LB Haringey- Somali Outreach Worker	-	3,413	3,413	-	25,352	25,352
LB Haringey- Cancer Awareness Survey 2019/20	-	-	-	-	5,000	5,000
Public Health - Cervical Screening Project	-	6,000	6,000	-	4,000	4,000
West Central Primary Care Network	-	19,833	19,833	-	-	-
MIND IN HARINGEY - Mental Wellbeing	58,650	-	58,650	59,016	-	59,016
NHS Haringey CCG	-	117,863	117,863	-	22,000	22,000
Home Office- EUSS	80,904	-	80,904	149,913	-	149,913
THE BIG LOTTERY COMMUNITY FUND	229,539	7,500	237,039	93,789	-	93,789
FEDERATED4HEALTH-Care Navigation	-	90,522	90,522	-	140,369	140,369
BEH NHS Trust- Winter Pressures	-	54,562	54,562	-	-	-
Equal Start Project	30,000	-	30,000	-	-	-
Department for Communities and Housing	-	-	-	225,000	25,000	250,000
Bridge To Work - LB Haringey	-	-	-	-	30,000	30,000
Renaisi Limited	-	3,071	3,071	-	14,077	14,077
Community Hub - Hotdesking	-	-	-	-	2,990	2,990
Bridge Therapy Suite - First Floor	-	-	-	-	3,345	3,345
Bridge Therapy Suite- Ground Floor	-	-	-	-	554	554
Chestnuts Community Centre	-	7,807	7,807	-	90,883	90,883
LOGIXAL Communications - in-kind	-	8,080	8,080	-	-	-
Neighbourhood Research Centre	-	-	-	-	2,035	2,035
Total	846,905	1,022,793	1,869,698	658,548	940,243	1,598,791

The Home Office grant of £80,904 to the Bridge Renewal Trust was for supporting organisations delivering practical support to EU Citizens and their family members to help them make their EU Settlement Scheme applications. There were no unfulfilled conditions or contingencies in respect of this grant.

The Bridge Renewal Trust
year ended 31 March 2021
Notes to the accounts (continued)

4. Total expenditure

	Cost of raising funds	Whole health services	Comm Empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	Community Impact Haringey	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect	Govern costs	Food Co- ordinator Network	Haringey Giving	2021 Total	2020 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	94,677	27,183	258,865	165,623	29,515	97,096	71,685	122,870	-	27,782	6,690	30,920	22,103	63,025	955,009	765,799
Other staff costs	-	-	4,942	5,330	725	-	113	818	-	699	-	-	156	316	13,099	17,382
Premises costs	-	23,627	47,845	11,814	-	-	-	20,674	-	5,907	5,907	5,907	-	11,814	133,494	119,829
Direct costs	-	15,208	194,637	1,578	27,141	53,824	2,482	213	44,190	1,760	58,350	-	672	6,430	406,486	392,755
Supplies and services	1,693	13,547	37,592	13,547	5,080	3,387	6,773	11,853	-	3,387	3,387	1,693	-	6,773	108,713	131,468
Depreciation	-	-	-	-	-	-	-	36,183	-	-	-	-	-	-	36,183	33,581
Other costs - governance	-	-	-	-	-	-	-	-	-	-	-	13,578	-	-	13,578	8,496
Grants & distributions payable	-	-	35,138	-	-	-	-	-	-	-	-	-	-	404,413	439,551	40,715
	96,371	79,565	579,019	197,892	62,461	154,307	81,052	192,612	44,190	39,535	74,334	52,098	22,931	492,772	2,106,114	1,510,025
Support costs	-	7,623	65,415	22,011	6,947	11,574	9,015	(192,612)	-	4,397	8,268	-	2,551	54,810		
	96,371	87,188	644,434	219,903	69,408	165,881	90,068	-	44,190	43,933	82,602	52,098	25,482	547,582	2,106,114	1,510,025

The charity initially identifies the costs of its support function. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken by the charity in the year. Support costs are allocated based on FTE (Full-time equivalent) of staff numbers for each charitable activity. Refer to the table above for the analysis of support and governance costs. Support costs are central overheads (e.g. corporate/finance, audit, insurance but also some more direct/service costs, including volunteering, management, stationery, etc.)

5 Total expenditure

	Cost of raising funds	Whole health services	Community empowerment	Home From Hospital	Health@ The HUT	Chestnuts centre	Community Impact Haringey	Support costs	Volunteer Centre Haringey	Winter Pressures	Comm Protect	Governance costs	Food Co- ordinator Network	Haringey Giving	2020	2019
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs - (see note 8)	27,137	23,373	356,161	123,519	31,681	114,620	78,593	140,788	-	-	-	30,923	-	-	926,795	765,799
Other staff costs	-	-	3,818	3,860	-	2,407	4,283	2,840	-	-	-	-	-	-	17,207	17,382
Premises costs	-	20,574	61,722	15,431	2,572	-	-	15,431	-	-	-	2,572	-	-	118,303	119,829
Direct costs	120	71,069	100,362	3,730	62,312	117,612	38,022	-	42,026	-	-	-	-	-	435,133	392,755
Supplies and services	1,491	10,356	56,018	11,683	4,384	11,850	7,370	12,079	-	-	-	14,542	-	-	130,127	131,468
Depreciation	-	-	-	-	-	-	-	33,128	-	-	-	-	-	-	33,128	33,581
Other costs	-	17	110	87	39	32	15	-	-	-	-	-	-	-	300	8,496
Grants payable	-	-	241,402	-	-	-	-	-	-	-	-	-	-	-	241,402	40,715
	28,748	125,390	819,593	158,310	100,988	246,521	128,283	(204,267)	42,026	-	-	48,038	-	-	1,902,395	1,510,025
Allocation of support costs	-	16,260	107,926	20,732	13,211	31,504	14,634	(204,267)	-	-	-	-	-	-	-	-
	28,748	141,650	927,519	179,042	114,199	278,025	142,917	-	42,026	-	-	48,038	-	-	1,902,397	1,510,025

6 ANALYSIS OF GOVERNANCE COSTS

	2,021	2,020
	£	£
Staff costs	30,920	30,923
Legal and professional	5,543	5,728
Audit	12,263	7,995
Trustees' expenses	2,349	3,307
Other	1,023	85
Total	52,098	48,038

7. Net income/expenditure	2021	2020
This is stated after charging:		
	£	£
Depreciation of tangible fixed assets	36,183	32,125
Auditors' remuneration:		
- audit current year	8,230	7,995
- underprovision in previous year	1,468	-
- other services	1,556	2,502
Operating leases:		
- Photocopiers	30,412	31,051
- Telephone Systems	26,674	20,657
8. Staff costs and numbers		
Staff costs were as follows:		
	2021	2020
	£	£
Salaries and wages	846,860	814,404
Social security costs	67,430	68,901
Pension costs	40,719	43,490
8. Sub-total	955,009	926,795
Other staff costs	13,099	17,207
	968,108	926,795
	£	£
Redundancies	23,574	-
Employees who received emoluments - between £70,000 and £80,000	1	1
The average weekly number of employees (full-time equivalent) during the year was as follows:		
	2021	2020
	No.	No.
Charitable activities	34.2	30.0
Support activities	5.0	5.0
	39.2	35.0
The average monthly headcount of full and part time employees during the year was as follows:		
	2021	2020
	No.	No.
	39.2	35.0
The key management personnel of the charity comprise of the Trustees, the Chief Executive Officer, the Community Services and Facilities Manager, the Community Empowerment Manager, the Community Development Manager, the Voluntary Sector Development Manager, the Head of Partnership, Director of Haringey Giving and the Finance and Monitoring Manager.		
The charity trustees were not paid or received any benefits from employment with the charity in the year (2020: nil). During the year, three trustees received benefits in kind relating to mobile phones (2020: 3). No trustee received any reimbursement for expenses during year (2020: 1)		
The total remuneration, benefits and pensions paid to key management personnel in the year was:		
	2021	2020
	£	£
Salaries	262,140	299,685
Benefits	-	-
Employer NIC	28,902	33,034
Employer Pensions	15,728	17,981
Total	306,770	350,700

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Computers & equipment £	Laurels improvement £	Laurels long lease £	Community Hut improvement £	Total £
Cost/valuation					
As at 1 April 2020	27,417	125,858	680,000	48,522	881,797
Additions during year	12,219	-	-	-	12,219
As at 31 March 2020	39,636	125,858	680,000	48,522	894,016
Depreciation					
As at 1 April 2020	9,358	110,213	13,600	9,704	142,875
Charge for year	9,909	7,822	13,600	4,852	36,183
As at 31 March 2021	19,267	118,035	27,200	14,556	179,058
Net book value					
As at 31 March 2021	20,369	7,823	652,800	33,966	714,958
As at 1st April 2020	18,058	15,645	666,400	38,818	738,921

FIXED ASSETS VALUATION

The property known as the Laurels, 256 St Ann's Road N15 5AZ, was valued as at 18 December 2019 by RES PROPERTY SURVEYORS on the basis of Open Market Rent for £3,020,000. The £3,020,000 was split between property in fixed assets of £680,000 and programme related investments of £2,340,000 as at 31 March 2020.

11. FIXED ASSET INVESTMENTS

	2021 £	2020 £
Opening Market Value as at 1st April	54,471	58,222
Additions	855	1,166
Unrealised Gain/(Loss)	9,549	(4,917)
Market Value as at 31 March 2021	64,875	54,471
12 PROGRAMME RELATED INVESTMENTS		
At cost	2,340,000	2,340,000

This is the proportion of the property at 256 St Ann's Road, valued as at 31 March 2020 and used for community medical and health provision. Programme related investments are made in furtherance of the charity's objects and any return on investment is secondary to the purpose supported by the investment.

13 INVESTMENT IN SUBSIDIARY

The Bridge Renewal Services Limited
Company Number 07061456

The charity owns 100% of the voting equity. Net assets as at balance sheet date was £1.00. There were no liabilities. The Company is presently dormant and no trading profits / (losses).

14 DEBTORS:	2021	2020
	£	£
Trade	169,287	107,086
Accrued income	98,294	71,692
Prepayments	8,555	18,417
	276,136	197,195

15 CREDITORS:	2021	2020
AMOUNTS FALLING DUE WITHIN ONE YEAR	£	£
Trade	21,818	17,074
Social security and other taxes	18,886	18,252
Pensions	261	6,432
VAT	3,685	17,851
Accruals	34,593	9,594
Contract income in advance	22,800	28,800
Rent and service charge in advance	73,504	71,250
Deferred grants and contract income	242,452	-
Deferred grant - The City Bridge Trust	-	12,075
Deferred grant - THE BIG LOTTERY FUND	-	39,570
Other	765	765
	418,763	221,663

Deferred income comprises grants and other income received for services which have not been delivered as at 31.03.2021 or which specifically relate to the next financial year.

MOVEMENT IN DEFERRED INCOME:	2021	2020
	£	£
Balance as at 1 April	151,695	134,466
Amount released to income	(151,695)	(134,466)
Amount deferred in the year		
	338,756	151,695
Balance as at 31 March 2021	338,756	151,695

16 MOVEMENT IN FUNDS

RESTRICTED FUNDS

	Opening funds	Income	Expenditure	Transfers	Closing funds
	£	£	£	£	£
DEPARTMENT OF COMMUNITIES & HOUSING	25,963	-	(25,963)	-	-
MIND IN HARINGEY	-	58,650	(58,650)	-	-
HOME OFFICE	-	80,904	(80,904)	-	-
THE BIG LOTTERY FUND	-	229,539	(229,539)	-	-
HARINGEY COUNCIL	1,000	24,000	(25,000)	-	-
LINKLATERS	19,250	60,500	(60,500)	-	19,250
THE CITY BRIDGE TRUST	-	63,025	(63,025)	-	-
LOCALITY	5,000	15,130	(20,130)	-	-
MAYOR'S OFFICE FOR POLICING AND CRIME	15,780	17,890	(18,390)	-	15,280
HAYS TALENT	-	75,000	(75,000)	-	-
HARINGEY GIVING GENERAL DONATIONS	-	131,497	(76,396)	-	55,101
OTHER	-	15,270	(8,110)	-	7,160
EQUAL START PROJECT	-	30,000	(6,110)	-	23,890
WESTLAKE & SMITH	-	5,000	(5,000)	-	-
METROPOLITAN HOUSING	-	1,000	(1,000)	-	-
ROBERT & EVELYN LYONS TRUST	-	2,000	(2,000)	-	-
HIGHGATE ACTIVE FUNRAISER	-	1,000	(1,000)	-	-
CHANNING HOUSE SCHOOL	-	500	(500)	-	-
CAPITAL & REGIONAL PRO MANAGEMENT	-	2,000	(2,000)	-	-
PARENT/CARER CHAMPION NETWORK	-	34,000	(34,000)	-	-
	66,993	846,905	(793,217)	-	120,681

1. The Department of Communities and Housing funding was specifically to support Families At The Risk Of Youth Crime -fully spent
2. MIND IN HARINGEY funding was to fund the costs of the Wellbeing Manager/Consultant and contribute to overheads - fully spent
3. The Home Office grant was to provide practical support to EU Citizens and their family members to help them make their EU Settlement Scheme applications - fully spent.
4. The BIG LOTTERY FUND grants (two) were toward the funding of a three years project (HEALTH@THEHUT) final Year 3 and Together We Can COVID-19 Appeal Fund grant for £150,000.00 - both grants fully spent and distributed
5. The Haringey Council's grant was in respect of Haringey Big Give Christmas Challenge 2020 - fully distributed
6. The Linklaters donation was for Community COVID - 19 response for projects - unspent amount to distributed during 2021
7. The City Bridge Trust grant was to fund the salary of the Haringey Giving Director and contribute to overheads - fully spent
8. LOCALITY donation was specially to support the HR Sports Academy (Together We Can Project) - fully distributed
9. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey - any underspend carried forward in the accounts into the 2021/22 financial year
10. The Hay Talent donation was in response to COVID - 19 Appeal - fully distributed
11. General and specific Haringey Giving COVID - 19 Appeal donations received through the Stripe UK Ltd platform amount in the accounts included associated Gift Aid Tax credits
12. The Other - donor preferred to be anonymous - donation was in response to the COVID - 19 Appeal
13. The Equal Start grants were specifically to provide whole system support for disadvantaged pupils and families from Lea Valley School Tottenham.
14. The Westlake and Smith grant was in response to COVID - 19 Appeal - fully distributed
15. The Metropolitan Housing grant in response to COVID - 19 Appeal - fully distributed
16. The Robert and Evelyn Charitable Trust donation was a response to the COVID - 19 Appeal - fully distributed
17. The Highgate Fundraiser donation was in response to COVID - 19 Appeal - fully distributed
18. The Channing House School donation was in response to COVID - 19 Appeal - fully distributed
19. The Capital and Property Management donation was in response to COVID - 19 Appeal - fully distributed
20. MOPAC's grant through Haringey Council's Violence Reduction Unit - fully dispensed to the operational organisation.

17 RESTRICTED FUNDS
31st March 2020

	Opening funds	Income	Expenditure	Transfers	Closing funds
	£	£	£	£	£
DEPARTMENT OF COMMUNITIES & HOUSING	-	225,000	(199,037)	-	25,963
MIND IN HARINGEY	-	59,016	(59,016)	-	-
HOME OFFICE	-	149,913	(149,913)	-	-
THE BIG LOTTERY FUND	-	93,789	(93,789)	-	-
HARINGEY COUNCIL	-	1,000	-	-	1,000
LINKLATERS	-	36,500	(17,250)	-	19,250
THE CITY BRIDGE TRUST	-	48,910	(48,910)	-	-
LOCALITY	-	14,970	(9,970)	-	5,000
MAYOR'S OFFICE FOR POLICING AND CRIME	1,475	29,450	(15,145)	-	15,780
	1,475	658,548	(593,030)	-	66,993

1. The Department of Communities and Housing funding was specifically to support Families At The Risk Of Youth Crime
2. MIND IN HARINGEY funding was to fund the costs of the Wellbeing Manager/Consultant and contribute to overheads - fully spent
3. The Home Office grant was to provide practical support to EU Citizens and their family members to help them make their EU Settlement Scheme application - fully spent.
4. The BIG LOTTERY FUND grant was towards the funding of a three years project (HEALTH@THEHUT) now in Year 2 -fully spent
5. The Haringey Council grant was to support the COVID - 19 crisis
6. The Linklaters grant was to support Haringey residents and also contribute towards general running costs
7. The City Bridge Trust grant was to fund the salary of the Haringey Giving Director and contribute to overheads - fully spent
8. The LOCALITY grant was specially to support the HR Sports Academy (Together We Can Project)
9. The purpose of the Mayor's Office For Policing And Crime grant is to reduce crime and disorder and improve police service across Haringey .

18 SUMMARY OF FUNDS

	Opening funds	Income	Expenditure	Transfers	Closing funds
	£	£	£	£	£
Restricted funds	66,993	846,905	(793,217)	-	120,681
Designated Assets Fund	3,078,921	-	-	(23,963)	3,054,958
Unrestricted funds	202,426	1,406,856	(1,312,897)	23,963	320,348
	<u>3,348,340</u>	<u>2,253,761</u>	<u>(2,106,114)</u>	<u>-</u>	<u>3,495,987</u>

Designated funds comprise the net book value of the fixed assets held by the charity plus the value of the Programme related investments.

19 SUMMARY OF FUNDS 31 MARCH 2020

	Opening funds	Income	Expenditure	Transfers	Closing funds
	£	£	£	£	£
Restricted funds	1,475	658,548	(593,030)	-	66,993
Designated Assets Fund	-	-	-	3,078,921	3,078,921
Unrestricted funds	345,907	4,249,724	(1,314,284)	(3,078,921)	202,426
	<u>347,382</u>	<u>4,908,272</u>	<u>(1,907,314)</u>	<u>-</u>	<u>3,348,340</u>

Transfer of £48,522 has been made from restricted funds to general funds which was the capital element of the BIG LOTTERY FUNDS grant of the total £154,064 received during the year and has been capitalised as Leasehold improvement on the balance sheet.

20 Analysis of net assets between funds as at 31 March 2021

	Unrestricted Funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	714,958	714,958
Investments	64,875	-	-	64,875
Programme related investments	-	-	2,340,000	2,340,000
Current assets	674,236	120,681	-	794,917
Current liabilities	(418,763)	-	-	(418,763)
	<u>320,348</u>	<u>120,681</u>	<u>3,054,958</u>	<u>3,495,987</u>

21 Analysis of net assets between funds as at 31 March 2020

	Unrestricted funds	Restricted Funds	Designated Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	-	738,921	738,921
Investments	54,471	-	-	54,471
Programme related investments	-	-	2,340,000	2,340,000
Current assets	369,618	66,993	-	436,611
Current liabilities	(221,663)	-	-	(221,663)
	<u>202,426</u>	<u>66,993</u>	<u>3,078,921</u>	<u>3,348,340</u>

22 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or previous year.
There was no ultimate controlling party.

23 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2021.
31 March 2020: (none)

24 COMMITMENTS

Total commitments remaining on operating lease rentals:
Photocopiers and Telephone Systems

	2021	2020
	£	£
- Within 1 year - lease	40,840	13,290
- Between 2 and 5 years	<u>137,059</u>	<u>29,100</u>