



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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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.

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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

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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.

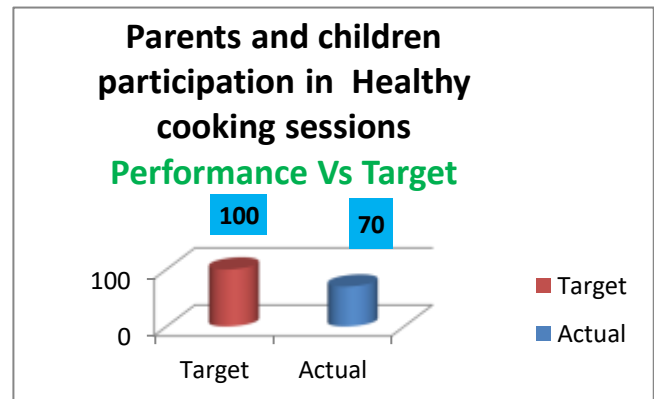
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Below is a summary of the project's key achievements during 2020-21:

- 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.



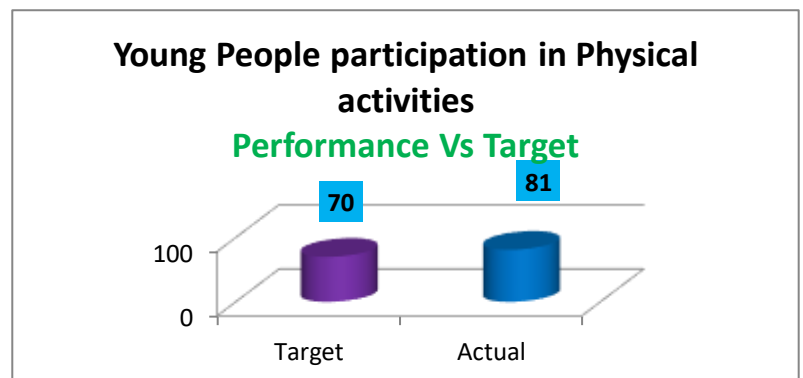
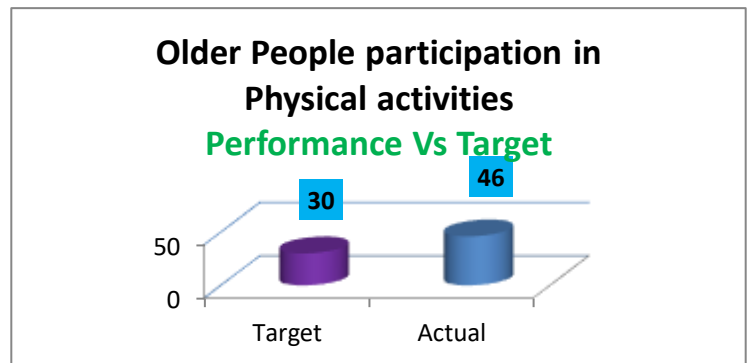
- As a result of engaging in the cookery sessions, 70 parents and children (target 100) reported that they feel less isolated and have made connections with other families/residents
- 70 parents reported that their families have improved their diet and gained a better understanding of healthy cooking 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.

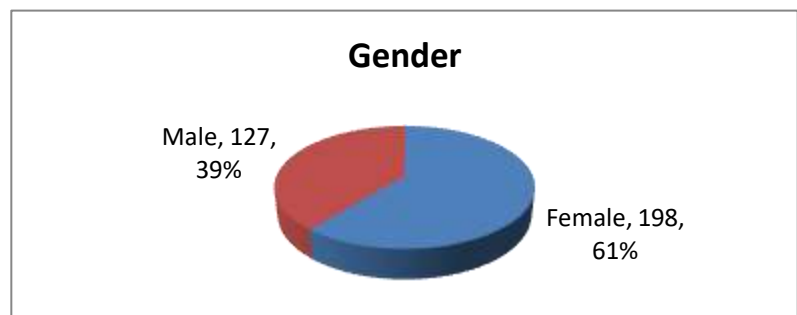
Below is a summary of key activities and achievements during 2020-21:

- 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.

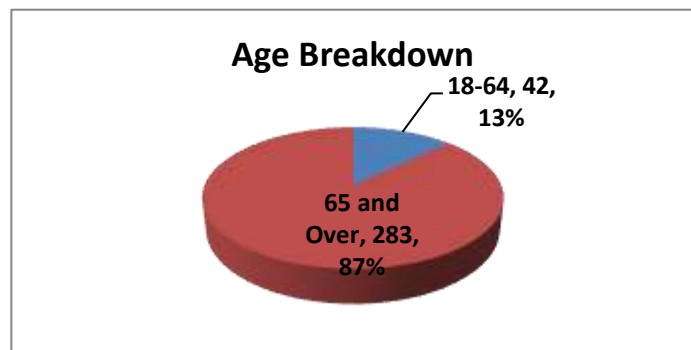
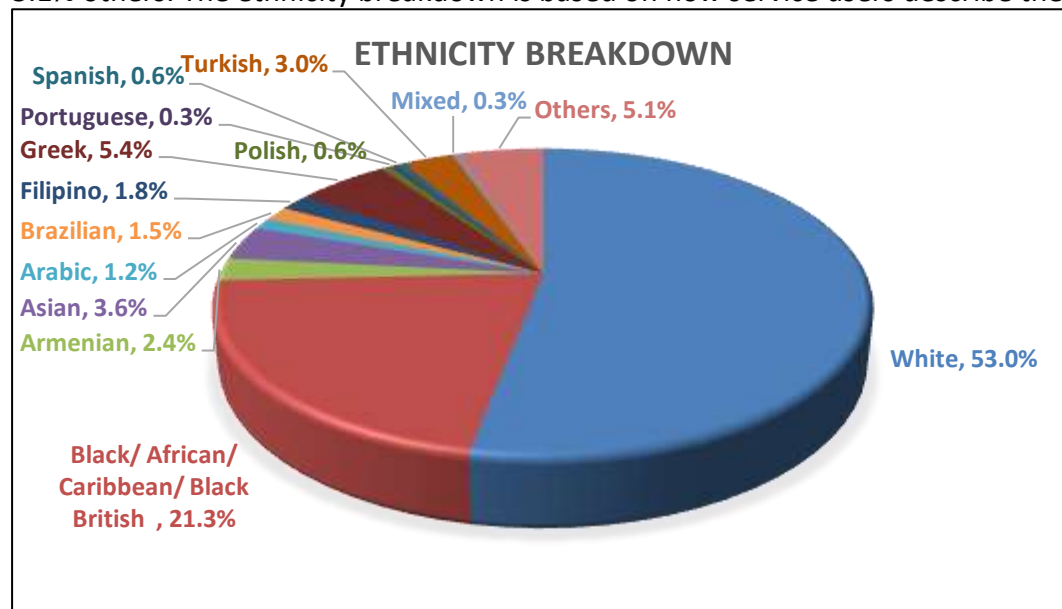


Chart 3

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.

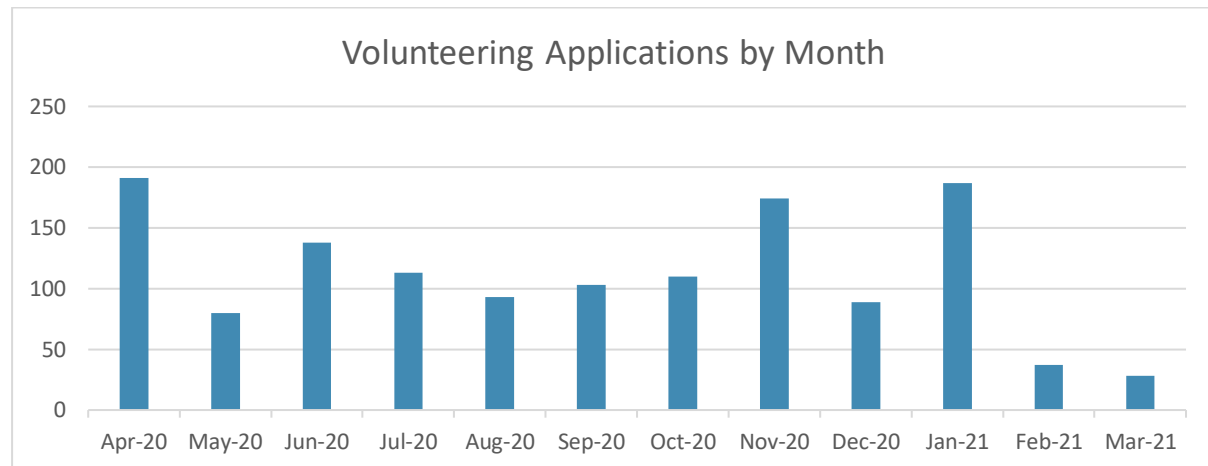
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Volunteer Centre Haringey

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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For the year ended 31 March 2021

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.

THE BRIDGE RENEWAL TRUST

TRUSTEES' ANNUAL REPORT

For the year ended 31 March 2021

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
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
		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 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
	<u>28,748</u>	<u>125,390</u>	<u>819,593</u>	<u>158,310</u>	<u>100,988</u>	<u>246,521</u>	<u>128,283</u>	<u>(204,267)</u>	<u>42,026</u>	<u>-</u>	<u>-</u>	<u>48,038</u>	<u>-</u>	<u>-</u>	<u>1,902,395</u>	<u>1,510,025</u>
Allocation of support costs	<u>-</u>	<u>16,260</u>	<u>107,926</u>	<u>20,732</u>	<u>13,211</u>	<u>31,504</u>	<u>14,634</u>	<u>(204,267)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>28,748</u>	<u>141,650</u>	<u>927,519</u>	<u>179,042</u>	<u>114,199</u>	<u>278,025</u>	<u>142,917</u>	<u>-</u>	<u>42,026</u>	<u>-</u>	<u>-</u>	<u>48,038</u>	<u>-</u>	<u>-</u>	<u>1,902,397</u>	<u>1,510,025</u>

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	<u>1,023</u>	<u>85</u>
Total	<u>52,098</u>	<u>48,038</u>

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).

The Bridge Renewal Trust
year ended 31 March 2021
Notes to the financial statements (continued)

14 DEBTORS:	2021	2020
	£	£
Trade	169,287	107,086
Accrued income	98,294	71,692
Prepayments	8,555	18,417
	<hr/>	<hr/>
	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
	<hr/>	<hr/>
	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	<hr/>	<hr/>
	338,756	151,695
	<hr/>	<hr/>
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 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 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 specifically 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>