

BRIDGE BUILDERS MINISTRIES

England & Wales · Charity number 1145235

Details

Other names	BRIDGE BUILDERS
Status	Registered
Legal form	Charitable company
Company number	07336077
Registered	2011-12-29
Register	View on the Charity Commission register

Contact

Address	16 Horse Fair Lane Cricklade Swindon SN6 6BN
Phone	07818 766014
Email	bb@bbministries.org.uk
Website	www.bbministries.org.uk

Activities

Objects: 1.1 THE OBJECTS OF THE CHARITY ARE TO ADVANCE THE CHRISTIAN FAITH AND IN PARTICULAR THE GOSPEL OF REDEMPTION AND RECONCILIATION FOR THE BENEFIT OF THE PUBLIC, BY EVERY AVAILABLE MEANS BUT PARTICULARLY (WITHOUT LIMITING THE GENERALITY OF THE FOREGOING) BY THE PROVISION OF TRAINING AND EDUCATION IN THE PRINCIPLES AND PRACTICE OF CHRISTIAN COMMUNITY-BUILDING AND PEACEMAKING, AND (IN FURTHERANCE OF CHRISTIAN COMMUNITY-BUILDING AND PEACEMAKING) BY THE PROVISION OF ADVICE, MEDIATION, CONSULTANCY AND OTHER SERVICES, TO CHRISTIAN CHURCH LEADERS MEMBERS AND OTHERS.

Activities: Providing training and sharing resources and ideas in the field of conflict transformation.

Classification

- **How:** Provides Services
- **What:** Education/training, Religious Activities, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£120,742	£137,948	-	-
2024-08-31	£124,518	£137,166	-	-
2023-08-31	£105,693	£125,672	-	-
2022-08-31	£106,970	£86,846	-	-
2021-08-31	£77,542	£78,811	-	-
2020-08-31	£157,467	£120,806	-	-

Trustees

Name	Role	Appointed
ROBERT QUARTON		2019-02-26
Rev Andrew Russell Corsie		2020-03-01
Stephen Cobbin		2018-09-26

Accounts



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2025

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity no:	1145235
Company Registration no:	07336077
Trustees:	Revd Stephen Cobbin Robert Quarton Revd Andrew Corsie
Executive Director	Liz Griffiths
Registered Office:	16 Horse Fair Lane Cricklade Swindon SN6 6BN
Bankers:	The Co-operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT
Independent Examiners:	RD Accounting 12C Two Locks, Hurst Business Park, Brierley Hill. DY5 1UU

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025 - continued

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees and Directors

The Trustees who served during the year were:

Revd Stephen Cobbin (appointed 26 September 2018)

Robert Quarton (appointed 26 February 2019)

Revd Andrew Corsie (appointed on 1 March 2020)

Ven Nicola Groarke Resigned on 1 July 2025 (having been appointed 26 September 2018)

Revd Ruth Whitehead resigned on 18th August 2025 (having been appointed 11 April 2019)

Elizabeth Griffiths continues in her role as Executive Director
– which she was appointed to on 1st November 2019.

Objectives and Activities

The charity's objectives are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peace-making, and (in furtherance of Christian community-building and peace-making) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this, Bridge Builders' vision is *'to see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in churches, charities, and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations, and individuals. The full range of Bridge Builders' activities is covered on its website: www.bbministries.org.uk.

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Structure, Governance and Management

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025 - continued

Structure, Governance and Management (continued)

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

Achievements and Performance

A full programme of open residential courses was run during the year with a total of 60 participants:

- 8-13 September 2024: **Transforming Conflict 1** 16 participants
- 2 -7 February 2025: **Transforming Conflict 1** 16 participants
- 31 March – 3 April 2025 : **Transforming Conflict 2** 14 participants
- 27 April – 2 May 2025: **Transforming Conflict 1 for Senior Christian Leaders** 14 participants

We offered two short online workshops (entitled "Just Remind Me") – a programme designed as follow-on support for those who have attended the foundation residential training.

- 5 December 2024: **Just Remind Me: "Moving Beyond Blame"** 8 participants
- 19 June 2025 : **Just Remind Me: "When the going gets tough"** 6 participants

We also ran 40 training workshops around England, Wales and in Europe, with some online sessions of half-day to four days in duration, at the request of the following range of church bodies:

- Modem Hub
- Church in Wales
- Holy Trinity Church, Brussels
- Archdeacons National Training Programme
- Wycliffe Hall Theological College
- Scottish Episcopal Church
- Bristol Baptist College
- Germinate Leadership Programme
- Yorkshire Region Baptist Ministerial Formation Programme
- CPAS Arrow Leadership Programme
- Newport Cathedral Team
- Church of England Mission and Pastoral Team

and the Church of England dioceses of:

BRIDGE BUILDERS MINISTRIES
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TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025 - continued

- Derby
- Winchester
- Bath and Wells
- Exeter
- St Edmundsbury and Ipswich
- Manchester
- Newcastle
- Guildford
- Diocese in Europe
- Liverpool
- Hereford
- Lincoln

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, cathedral staff and central church administrators, plus those training for ordained ministry and local church leaders, both lay and ordained. A total of 547 people participated in these workshops (501 in person, plus 46 online). This means that during 2024-25, 607 people attended Bridge Builders training.

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals. In thinking both about the sustainability of resources for mediation work, and the efficacy of these as stand-alone interventions, we have ceased to offer large scale group interventions and offer only a limited number of individual mediations. Instead, we are offering support through coaching and exploring wider systemic issues. We have expanded the amount of work consultancy or coaching sessions we offer for individuals and groups in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

One of the most demanding and beneficial courses I have done since ordination. The more people across all denominations and churches who can benefit from this course, the more hope there is for transforming society.

Church of England Vicar (Sept 2024, Transforming Conflict 1)

"It will equip you with the skills, frameworks and understanding to deal with conflict well in your daily life and in church leadership."

Baptist Minister-in training (Feb 2025, Handling Conflict Constructively, 2 day workshop)

"You'll learn to lead with presence, respond with wisdom and trust in God's process. You will apply insights in real time."

Senior manager, Church of England (March 2025, Transforming Conflict 2)

BRIDGE BUILDERS MINISTRIES **(a company limited by guarantee)**

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025 - continued

"An in-depth, interactive and thought-provoking exploration of inter-personal conflict in the church that left me hopeful and inspired to learn more."

Church of England Curate (June 2025, Handling Conflict Constructively, 2 day workshop)

Financial Review

Bridge Builders generated a deficit for the year ended 31 August 2025 of £17,206 - compared to a deficit of £12,648 in 2024.

Total income for the year was £120,742 – a decrease of 3.0% from £124,518 in 2024.

The principal sources of funding during the year were;

- fees from training courses and workshops of £104,607 (2024 £90,407);
- mediation fees of £2,261 (2024 £11,467);
- grants of £1,500 (2024 £ 1,500); and
- donations, and Gift Aid income received of £7,382 (2024 £16,446).

Total expenditure for the year was £137,948 – a decrease of 0.9% from £137,166 in 2024.

The principal items of expenditure were;

- staff costs £64,670 (2024 £65,467)
- venue costs for courses £41,925 (2024 £40,358)
- training partner service costs £11,104 (2024 £12,242)
- operating costs £17,802 (2024 £16,105)

Net assets of the charity at the year-end were £37,013 (2024 £54,219).

As on 31st August 2025 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, on 31st August 2024 this has been achieved.

Plans for the Future

Our work continues to be focused on meeting the needs of our clients at a time when there is growing awareness of the importance of emotional and spiritual wellbeing for both the individual and the organisation.

Our focus is firmly on the delivery of residential and commissioned courses. Having reviewed our mediation work we have concluded we are best placed to focus our resources on these courses and hence will no longer provide mediation services.

Bridge Builders residential courses will continue to remain a staple means by which we seek to provide the skills and personal development many of our clients are seeking, such that both individuals and organisations can flourish.

In addition, we are seeing growth in the demand for commissioned courses. These can be designed and delivered to meet the demands clients have and it is anticipated that our work in this area will continue to grow. This investment in bespoke training allows Bridge Builders to bring the benefits of this work into the ongoing development of our other programmes.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025 - continued

We recognise and value the specialist skills and capabilities Bridge Builders has and will continue to invest in these in order to meet the ongoing needs of current and future clients.

Our clients continue to experience challenges across their budgets. We believe Bridge Builders has the resources and the depth of capabilities to assist our clients in helping them meet the challenges they face in an increasingly anxious and uncertain world.

Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their report and the financial statements 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

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

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 21/04/2026 and signed on their behalf by;



Chair of Trustees
Rev. Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2025 which are set out on pages 7 to 17.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

R Dunkley

Richard Dunkley FCCA CTA
RD Accounting Limited
12C Two Locks
Hurst Business Park
Brierley Hill
DY5 1UU

Date: 22/04/2026

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE
ACCOUNT) FOR THE YEAR END 31ST AUGUST 2025**

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2025	2025	2025	2024
	Note	£	£	£	£
INCOME FROM					
Charitable activities	3	110,265	0	110,265	104,629
Grants	4	1,500	0	1,500	1,500
Donations		7,382	0	7,382	16,446
Interest		1,595	0	1,595	1,943
		<u>120,742</u>	<u>0</u>	<u>120,742</u>	<u>124,518</u>
EXPENDITURE ON					
Charitable activities	5	119,582	0	119,582	120,263
Operating costs	6	17,802	0	17,802	16,103
Management and administration	7	564	0	564	800
		<u>137,948</u>	<u>0</u>	<u>137,948</u>	<u>137,166</u>
NET (EXPENDITURE)/INCOME		-17,206	0	-17,206	-12,648
Fund balances at start of year		54,219	0	54,219	66,867
FUND BALANCES AT END OF YEAR		<u>37,013</u>	<u>0</u>	<u>37,013</u>	<u>54,219</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

BALANCE SHEET AS AT 31ST AUGUST 2025

Company Number: 07336077

	Note	2025 £	2024 £
FIXED ASSETS			
Tangible Assets		<u>0</u>	<u>0</u>
		<u>0</u>	<u>0</u>
CURRENT ASSETS			
Debtors	8	11,600	11,412
Cash at bank and in hand		51,357	62,974
		<u>62,957</u>	<u>74,386</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	9	25,944	20,167
NET CURRENT ASSETS		<u>37,013</u>	<u>54,219</u>
TOTAL NET ASSETS		<u>37,013</u>	<u>54,219</u>
Representing:			
UNRESTRICTED OPERATIONAL RESERVE		<u>37,013</u>	<u>54,219</u>

For the year ended 31 August 2025 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the trustees on^{21/04/2026} and signed on their behalf by:



Chair of Trustees
Reverend Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2025

1 Accounting policies

(a) Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

(b) Income recognition

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure recognition

Resources expended are accounted for on an accruals basis.

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued. YEAR ENDED 31 AUGUST 2025

1 Accounting policies – continued

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments.

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Offsetting

Financial assets and liabilities are offset, and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2025	2024
	£	£
3 Charitable activities which generate funds		
Course fees	104,607	90,407
Mediation fees	2,261	11,457
Consultancy	2,920	2,600
Other income	477	165
	110,265	104,629

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued
YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
4 Grants received		
Grants	1,500	1,500
	1,500	1,500

	2024	2024
	£	£
5 Charitable expenditure		
Staff costs	64,670	65,467
Venue costs	41,925	40,358
Training costs	11,104	12,242
Travel and subsistence	231	464
Bursary Fund	0	400
Books and stationery	1,652	1,332
	119,582	120,263

	2025	2024
	£	£
6 Operating costs		
Office Expenses	4,557	4,818
Professional Fees	1,724	1,805
Banking and Bookkeeping	1,183	1,104
Hardware and software support	10,338	8,378
	17,802	16,105

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
7 Management and administration		
Staff welfare	564	800
	564	800

	2025	2024
	£	£
8 Debtors		
Trade debtors	5,323	2,685
Other debtors	4,575	7,025
Prepayments and accrued income	1,702	1,702
	11,600	11,412

	2025	2024
	£	£
9 Creditors		
Trade creditors	-	-
Deferred income (see note 10)	24,895	19,840
Other creditors & Accruals	1,049	327
	23,918	20,167

BRIDGE BUILDERS MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS - continued

YEAR ENDED 31 AUGUST 2025

10 Deferred income movement	£
At 1 September 2024	19,840
Released in year	(54,690)
Deferred in year	<u>59,757</u>
At 31 August 2025	<u>24,895</u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

11 Staff Costs

	2025	2024
	£	£
Gross wages	59,849	62,380
Employers National Insurance	-	-
Defined contribution employers pension costs	1,796	1,871
	<u>61,645</u>	<u>64,251</u>

The average monthly number of employees during the year was 2 (2024: 3).

No employees received emoluments in excess of £60,000 during the year (excluding employer's pension contributions).

The charity contributes to individual pension schemes, which are defined contribution pension schemes, and the amounts charged to the income and expenditure accounts for the year are as stated above.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2025

12 Fixed Assets

Tangible fixed assets have a £NIL net book value. They consist of office equipment with an original cost of £3,980.

13 Examiner Fees

During the year the company incurred an expense of £690 in respect of the independent examiner's accountancy fee.

14 Trustees remuneration and expenses

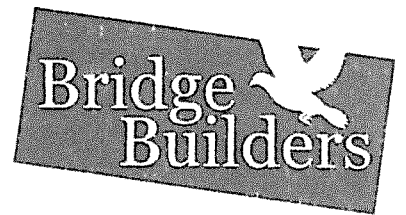
None of the Trustees have received any remuneration or any other benefits from employment with the charity.

15 Related party transactions

The total aggregate value of donations received during the year from trustees, employees or other related parties where no conditions have been placed on such donations is £3,502.

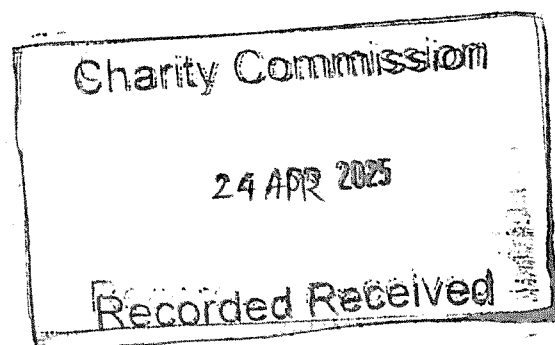
During the year, training services were provided by Clarity Development, a company owned by the spouse of one of the trustees of the charity. The total fees charged for these services were £1,790 and there was no outstanding balance at the year end.

Accounts



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2024



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity no: 1145235

Company Registration no: 07336077

Trustees: Revd Stephen Cobbin
Ven Nicola Groarke
Robert Quarton
Revd Ruth Whitehead
Revd Andrew Corsie
Liz Griffiths (resigned as Trustee on 31st March 2024)

Executive Director Liz Griffiths

Registered Office: 16 Horse Fair Lane
Cricklade
Swindon
SN6 6BN

Bankers: The Co-operative Bank
PO Box 250
Delf House
Southway
Skelmersdale
WN8 6WT

Independent Examiners: RD Accounting
12C Two Locks,
Hurst Business Park,
Brierley Hill.
DY5 1UU

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2024 - continued

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees and Directors

The Trustees who served during the year were:

Ven Nicola Groarke (appointed 26 September 2018)
Revd Stephen Cobbin (appointed 26 September 2018)
Robert Quarton (appointed 11 April 2019)
Revd Ruth Whitehead (appointed 11 April 2019)
Revd Andrew Corsie (appointed on 1 March 2020)

Elizabeth Griffiths resigned as a trustee and Company Director on 31st March 2024
– and continues in her role as Executive Director – which she was appointed to on 1st November 2019.

Objectives and Activities

The charity's objectives are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peace-making, and (in furtherance of Christian community-building and peace-making) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this, Bridge Builders' vision is *'to see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in churches, charities, and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations, and individuals. The full range of Bridge Builders' activities is covered on its website: www.bbministries.org.uk.

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Structure, Governance and Management

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2024 - continued

Structure, Governance and Management (continued)

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

Achievements and Performance

A full programme of open residential courses was run during the year with a total of 55 participants:

3-8 September 2023: **Transforming Conflict 1** 13 participants

18 – 24 February 2024: **Transforming Conflict 1** 19 participants

9 - 14 June 202: **Transforming Conflict 1 for Senior Christian Leaders** 23 participants

We ran an open online workshop and continued the new programme of short online workshops (entitled "Just Remind Me") as follow-on support for those who have attended the foundation residential training.

16 May 2024: **Just Remind Me - Advanced Open Workshop** 8 participants

4 July 2024: **Family Systems – Open workshop** 14 participants

We also ran 26 training workshops around England, Wales and in Europe, with some online sessions of half-day to four days in duration, at the request of the following range of church bodies:

- Frinton Free Church
- North- West Europe Archdeaconry
- Church in Wales
- Holy Trinity Church, Brussels
- Archdeacons National Training Programme
- Wycliffe Hall Theological College
- St Gabriel's Cricklewood
- Bangor Diocese Senior Leadership Team

and the Church of England dioceses of:

- Bath and Wells
- Winchester
- Guildford
- Manchester
- St Alban's
- Diocese in Europe
- Liverpool
- Norwich
- Rochester

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2024 - continued

Achievements and Performance (continued)

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, those training for ordained ministry and local church leaders, both lay and ordained. A total of 612 people participated in these workshops (566 in person, plus 46 online).

This means that during 2023-24, 689 people attended Bridge Builders training.

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals. In thinking both about the sustainability of resources for mediation work, and the efficacy of these as stand-alone interventions, we have limited the number of large scale group interventions, and reduced the amount of mediation work, instead offering support through coaching and exploring wider systemic issues. During the year, Bridge Builders:

- conducted 6 interventions either directly or using Bridge Builders' partners, with other enquiries handed on to Bridge Builders' partners as outside referrals
- led a number of work consultancy or coaching sessions for individuals and groups in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

A course to prioritise whatever your stage in ministry or background. Packed full of content, well thought out and delivered by people who have real insights to offer. A course which will offer many treasures, personal and vocational, one to live with and which will live and grow with you if you want it to.

Church of England Vicar (Sept 2023, Transforming Conflict 1)

"So many skills for managing situations of conflict – but more importantly a vision for being a disciple of Christ."

Ministry Team Leader (Nov 2023, Working Together, 1 day workshop)

"This short workshop packs a punch. It gave me time and space to consider challenging personal situations outside of their context, as well as reflecting on what skills/insights I can utilise in future."

Church and Charity Leader (May 2024, Just Remind Me Advanced Workshop)

"Brilliant for self awareness and will have a profound effect on my leadership".

Church of England Archdeacon (June 2024, Transforming Conflict 1 for Senior Christian Leaders)

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2024 - continued

Financial Review

Bridge Builders generated a deficit for the year ended 31 August 2024 of £12,648 - compared to a deficit of £19,979 in 2023.

Total income for the year was £124,518 – an increase of 18.5% from £105,104 in 2023.

The principal sources of funding during the year were;

- fees from training courses and workshops of £90,407 (2023 £89,330);
- mediation fees of £11,457 (2023 £6,522);
- grants of £1,500 (2023 £1,200); and
- donations, and Gift Aid income received of £16,446 (2023 £6,764).

Total expenditure for the year was £137,166 – an increase of 9.1% from £125,672 in 2023 - principally derived from increased costs of hiring venues for training courses, and for development work on refreshing our website to enable improved communication of our training offering and booking onto course.

The principal items of expenditure were;

- staff costs £65,467 (2023 £65,374)
- venue costs for courses £40,358 (2023 £34,356)
- training partner service costs £12,242 (2023 £13,383)
- operating costs £16,105 (2023 £10,082)

Net assets of the charity at the year-end were £54,219 (2023 £66,867).

As on 31st August 2024 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, on 31st August 2024 this has been achieved.

Plans for the Future

Our residential courses continue to remain popular with existing and new clients. However, we are experiencing a growth in requests for training specifically commissioned by our clients, often growing out of the regular residential courses. This enables training to be tailored to the needs of our particular clients and allows a broader representation of people at this bespoke training.

The investment in bespoke training is also allowing Bridge Builders to continually bring the benefits of this work into the ongoing development of resources for residential courses.

Both commissioned and regular residential training allow us to use the breadth of skills and experience of our staff.

Bridge Builders continues to provide a range of mediation services, although these are under review, as we explore how to provide sustainable and more effective support for those facing conflict situations. Whilst clients continue to experience challenges in their budgets, we strongly believe that Bridge Builders has the skills and capabilities to meet the current and emerging needs of both existing and new clients in an increasingly tense and anxious world.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2024 - continued

Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their report and the financial statements 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

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

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 14th April 2025 and signed on their behalf by;



Chair of Trustees
Rev. Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2024 which are set out on pages 10 to 17.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

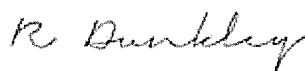
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Richard Dunkley FCCA CTA
RD Accounting Limited
12C Two Locks
Hurst Business Park
Brierley Hill
DY5 1UU

Date.....10th April 2025

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR END 31ST AUGUST 2024

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2024	2024	2024	2023
	Note	£	£	£	£
INCOME FROM					
Charitable activities	3	104,629	0	104,629	96,595
Grants	4	1,500	0	1,500	1,200
Donations		16,446	0	16,446	6,764
Interest		1,943	0	1,943	1134
		<u>124,518</u>	<u>0</u>	<u>124,518</u>	<u>105,693</u>
EXPENDITURE ON					
Charitable activities	5	120,263	0	120,263	115,117
Operating costs	6	16,103	0	16,103	10,082
Management and administration	7	800	0	800	473
		<u>137,166</u>	<u>0</u>	<u>137,166</u>	<u>125,672</u>
NET (EXPENDITURE)/INCOME		-12,648	0	-12,648	-19,979
Fund balances at start of year		66,867	0	66,867	86,846
FUND BALANCES AT END OF YEAR		<u>54,219</u>	<u>0</u>	<u>54,219</u>	<u>66,867</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

BALANCE SHEET AS AT 31ST AUGUST 2024

Company Number: 07336077

	Note	2024 £	2023 £
FIXED ASSETS			
Tangible Assets		<u>0</u>	<u>0</u>
		0	0
CURRENT ASSETS			
Debtors	8	11,412	16,160
Cash at bank and in hand		62,974	78,340
		<u>74,386</u>	<u>94,500</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	9	20,167	27,633
NET CURRENT ASSETS		<u>54,219</u>	<u>66,867</u>
TOTAL NET ASSETS		<u>54,219</u>	<u>66,867</u>
Representing:			
UNRESTRICTED OPERATIONAL RESERVE		<u>54,219</u>	<u>66,867</u>

For the year ended 31 August 2024 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006. The financial statements were approved by the trustees on 14th April 2025 and signed on their behalf by:

A handwritten signature in black ink that reads "Steve Cobbin". The signature is written in a cursive style and is enclosed within a simple, hand-drawn triangular border.

Chair of Trustees
Reverend Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2024

1 Accounting policies

(a) Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

(b) Income recognition

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure recognition

Resources expended are accounted for on an accruals basis.

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued. YEAR ENDED 31 AUGUST 2024

1 Accounting policies – continued

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments.

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Offsetting

Financial assets and liabilities are offset, and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2024	2023
	£	£
3 Charitable activities which generate funds		
Course fees	90,407	89,330
Mediation fees	11,457	6,522
Consultancy	2,600	90
Other income	165	653
	<u>104,629</u>	<u>96,595</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued
YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
4 Grants received		
Grants	<u>1,500</u>	<u>1,200</u>
	<u>1,500</u>	<u>1,200</u>

	2024	2023
	£	£
5 Charitable expenditure		
Staff costs	65,467	65,374
Venue costs	40,358	34,356
Training costs	12,242	13,383
Travel and subsistence	464	527
Bursary Fund	400	0
Books and stationery	<u>1,332</u>	<u>1,477</u>
	<u>120,263</u>	<u>115,117</u>

	2024	2023
	£	£
6 Operating costs		
Office Expenses	4,818	4,810
Professional Fees	1,805	1,807
Banking and Bookkeeping	1,104	812
Hardware and software support	<u>8,378</u>	<u>2,653</u>
	<u>16,105</u>	<u>10,082</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
7 Management and administration		
Staff welfare	800	473
	800	473

	2024	2023
	£	£
8 Debtors		
Trade debtors	2,685	11,654
Other debtors	7,025	2,804
Prepayments and accrued income	1,702	1,702
	11,412	16,160

	2024	2023
	£	£
9 Creditors		
Trade creditors	-	-
Accruals and deferred income (see note 10)	19,840	28,255
Other creditors	327	(622)
	20,167	27,633

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued

YEAR ENDED 31 AUGUST 2024

10 Deferred income movement	£
At 1 September 2023	28,255
Released in year	(51,090)
Deferred in year	<u>42,675</u>
At 31 August 2024	<u>19,840</u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

11 Staff Costs

	2024	2023
	£	£
Gross wages	62,380	59,934
Employers National Insurance	-	-
Defined contribution employers pension costs	<u>1,871</u>	<u>1,717</u>
	<u>64,251</u>	<u>61,651</u>

The average monthly number of employees during the year was 3 (2023: 3).

No employees received emoluments in excess of £60,000 during the year (excluding employer's pension contributions).

The charity contributes to individual pension schemes, which are defined contribution pension schemes, and the amounts charged to the income and expenditure accounts for the year are as stated above.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2024

12 Fixed Assets

Tangible fixed assets have a £NIL net book value. They consist of office equipment with an original cost of £3,980.

13 Examiner Fees

During the year the company incurred an expense of £600 in respect of the independent examiner's accountancy fee.

14 Trustees remuneration and expenses

In accordance with authority contained with the charities Articles of Association, Elizabeth Griffiths was paid a salary of £41,463 (Excluding Employers National Insurance & Pension) in respect of her employment as the Director of Training. She was also paid expenses totalling £2,711 during the year. No other trustees have received any remuneration or any other benefits from employment with the charity.

15 Related party transactions

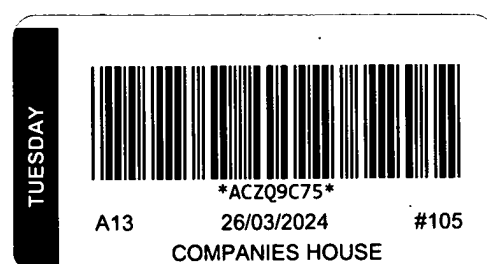
The total aggregate value of donations received during the year from trustees or other related parties where no conditions have been placed on such donations is £2,636.

Accounts



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity no: 1145235

Company Registration no: 07336077

Trustees: Revd Stephen Cobbin
Ven Nicola Groarke
Robert Quarton
Revd Ruth Whitehead
Revd Andrew Corsie
Liz Griffiths

Registered Office: 16 Horse Fair Lane
Cricklade
Swindon
SN6 6BN

Bankers: The Co-operative Bank
PO Box 250
Delf House
Southway
Skelmersdale
WN8 6WT

Independent Examiners: Dovey Accountancy Services Ltd
Heyford Park House,
Heyford Park,
Upper Heyford,
Bicester
OX25 5HD

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees and Directors

The Trustees who served during the year were:

Ven Nicola Groarke (appointed 26 September 2018)
Revd Stephen Cobbin (appointed 26 September 2018)
Robert Quarton (appointed 11 April 2019)
Revd Ruth Whitehead (appointed 11 April 2019)
Revd Andrew Corsie (appointed on 1 March 2020)

Elizabeth Griffiths was appointed as Executive Director on 1st November 2019.

Objectives and Activities

The charity's objectives are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peace-making, and (in furtherance of Christian community-building and peace-making) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this, Bridge Builders' vision is *'to see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in churches, charities, and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations, and individuals. The full range of Bridge Builders' activities is covered on its website: www.bbministries.org.uk.

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Structure, Governance and Management

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

Structure, Governance and Management (continued)

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

Achievements and Performance

A full programme of open residential courses was run during the year with a total of 68 participants:

- 4 -9 September 2022: **Transforming Conflict 1** 19 participants
- 29 January – 3 February 2023: **Transforming Conflict 1** 17 participants
- 27 March – 1 April 2023: **Transforming Conflict 2** 12 participants
- 14 - 19 May 2023: **Transforming Conflict 1 for Senior Christian Leaders** 20 participants

We also ran 7 online and 27 in-person training workshops around England and Wales, of half-day to four days in duration, at the request of the following range of church bodies:

- South Derbyshire Deanery
 - URC Wales
 - Church in Wales
 - Wycliffe Hall, Oxford
 - Holy Trinity Church, Brussels
 - URC SE Synod
 - Portsmouth Pathway Theological Training Scheme
 - URC North Thames Ministers' Spring School
 - CPAS Arrow Programme
 - Swindon Deanery
- and the Church of England dioceses of:
- Newcastle
 - Gloucester
 - Bristol
 - Truro
 - Derby
 - Durham
 - Leeds
 - Liverpool
 - Guildford
 - London (Stepney Area)
 - London (Willesden Area Senior Leadership Team)

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, those training for ordained ministry and local church leaders, both lay and ordained. A total of 586 people participated in these workshops (464 in person, plus 122 online).

To facilitate ongoing support and training for those who had attended the foundation residential training, a new programme of short online training opportunities, called "Just Remind Me", was piloted with two free of charge workshops. A total of 20 people attend these, and it is hoped to extend this programme as part of an online subscription programme

This means that during 2022-23, 606 people attended Bridge Builders training.

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals. Due to the demand on time and resources involved, we have limited the number of large scale group interventions, and focussed on a small amount of individual mediation work. During the year, Bridge Builders:

- conducted 6 interventions either directly or using Bridge Builders' partners, with other enquiries handed on to Bridge Builders' partners as outside referrals
- led a number of work consultancy or coaching sessions for individuals and groups in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

"This workshop has opened my thinking to group dynamics and peoples' styles in communication. A wonderfully insightful and practical workshop."

Church administrator (September 2022, Handling Conflict Constructively, 1 day workshop)

"Real and significant growth in self-awareness. Learning embodied and constructed so well. Great development for enriched relationships and improved leadership. "

Church of England Team Vicar (Jan 2023, Transforming Conflict 1)

"It's a really good springboard, particularly when beginning to think how members of a team might manage conflict differently".

Lay pastoral assistant (May 2023, Handling Conflict Constructively, 1 day workshop)

"Brilliant - enlightening, engaging, challenging and totally relevant to my leadership and ministry, delivered by excellent facilitators".

Salvation Army Divisional Leader (May 2023, Transforming Conflict 1 for Senior Christian Leaders)

Financial Review

Bridge Builders had a deficit for the year ended 31 August 2023 of £19,979 compared to a surplus in 2022 of £8,035.

Total income for the year was £105,104 – a decrease of 1.2% from £106, 970 in 2022.

The principal sources of funding during the year were;

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

- fees from training courses and workshops of £89,330 (2022 £82,595);
- mediation fees of £6,522 (2022 £9,368);
- grants of £1,200 (2022 £1,200); and
- donations received of £6,764 (2022 £13,102).

Total expenditure for the year was £125,672 – an increase of 27% from £98,935 in 2022 - principally derived from increased staffing costs as we employed an additional part-time training provider to increase our delivery capacity, and a 26% increase in training venue costs, reflecting the full return to in-person training, as well as the forced movement to new, more expensive venues following the closure of our previous provider.

The principal items of expenditure were;

● staff costs	£65,374	(2022 £42,804)
● venue costs for courses	£34,356	(2022 £27,231)
● training partner service costs	£13,383	(2022 £15,296)
● operating costs	£10,082	(2022 £10,476)

Net assets of the charity at the year-end were £66,867 (2022 £86,846).

As on 31st August 2023 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, on 31st August 2023 this has been achieved.

Risk Management

The trustees review major risks on an ongoing basis, and through the Trustee Board meetings. In this way the Trustees are ensuring that they are paying due attention to the stability of our operations and to our duty of care to both our staff and programme participants. Financial sustainability and strategic risks are also constantly considered.

During the period, the most significant risk was deemed to be sustainability of the delivery / operating model that could result from potential unavailability of key staff. Linked to this, is the additional risk /issue of the long-term sustainability of an organisation that is dependent on the skills and expertise of a single key member of staff who is providing all the organisation's operational leadership, and the majority of its training delivery and the associated financial income. These risks continue to be reviewed and mitigations sought by the Board of Trustees – including establishing thinking for mid to longer term staffing options / methods.

Plans for Future Periods

The impact of the Covid pandemic is still being felt in the provision of a mix of in-person and online resources to clients. However, there has been a growing confidence in clients to return to more face-to-face service provision and this is expected to continue. Whilst residential courses have remained popular, there has been an increasing desire from clients for more bespoke training, to meet specific and local needs, and we fully expect this trend to continue into the future. Indeed, our confidence here has led to the recruitment of an additional part-time member of staff who has considerable training and mediation experience to help facilitate and grow this aspect of our work.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

The investment in bespoke training is also allowing Bridge Builders to continually bring the benefits of this work into the ongoing development of resources for residential courses.

Bridge Builders will continue to provide, as part of its core capability, a range of mediation services, which, based on our experience to date, we see leading to additional training and resourcing opportunities.

Notwithstanding the provision of mediation services, the primary focus for Bridge Builders going forward will be the continued development and provision of high-quality training to meet the evolving needs of individual and corporate clients.

Whilst clients continue to experience challenges in their budgets, we strongly believe that Bridge Builders has the skills and capabilities to meet the current and emerging needs of both existing and new clients in an increasingly tense and anxious world.

Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their report and the financial statements 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the

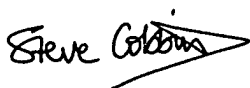
BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023 - continued

company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 21/03/2024, and signed on their behalf by;

A handwritten signature in black ink that reads "Steve Cobbin". The signature is written in a cursive style and is enclosed within a simple, hand-drawn triangular border.

Chair of Trustees
Rev. Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Bridge Builders Ministries ('the charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of a charitable company, you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

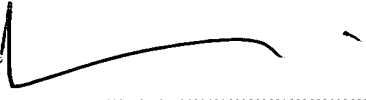
- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES -
continued**

Independent examiner's statement (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Mr J Dovey FCCA

Date 25.3.2024

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR END 31ST AUGUST 2023**

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2023	2023	2023	2022
	Note	£	£	£	£
INCOME FROM					
Charitable activities	3	96,595		96,595	92,611
Grants	4	1,200		1,200	1,200
Donations		6,764		6,764	13,102
Interest		1,134		1,134	98
		<u>105,104</u>		<u>105,104</u>	<u>106,970</u>
EXPENDITURE ON					
Charitable activities	5	115,117		115,117	88,059
Operating costs	6	10,082		10,082	10,476
Management and administration	7	473		473	400
		<u>125,672</u>		<u>125,672</u>	<u>98,935</u>
NET (EXPENDITURE)/INCOME		(19,979)		(19,979)	8,035
Fund balances at start of year		86,846		86,846	78,811
FUND BALANCES AT END OF YEAR		<u>66,867</u>		<u>66,867</u>	<u>86,846</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

BALANCE SHEET
AS AT 31ST AUGUST 2023

		2023	2022
	Note	£	£
CURRENT ASSETS			
Debtors	8	16,160	12,490
Cash at bank and in hand		78,340	101,295
		<u>94,500</u>	<u>113,785</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	9	27,633	26,939
NET CURRENT ASSETS		<u>66,867</u>	<u>86,846</u>
TOTAL NET ASSETS		<u>66,867</u>	<u>86,846</u>
Representing:			
UNRESTRICTED INCOME FUND		(19,979)	8,035
BB Fund General		4,446	4,446
Fund balances at start of year		47,400	39,365
UNRESTRICTED OPERATIONAL RESERVE		35,000	35,000
		<u>66,867</u>	<u>86,846</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

For the year ended 31 August 2023 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the trustees on 21/03/2024 and signed on their behalf by:

A handwritten signature in black ink that reads "Steve Cobbin". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Chair of Trustees
Reverend Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2023

1 Accounting policies

(a) Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

(b) Income recognition

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure recognition

Resources expended are accounted for on an accruals basis.

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2023

1 Accounting policies – continued

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Offsetting

Financial assets and liabilities are offset, and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2023	2022
	£	£
3 Charitable activities which generate funds		
Course fees	89,330	82,595
Mediation fees	6,522	9,368
Consultancy	90	340
Other income	653	359

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

<u>96,595</u>	<u>92,661</u>
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NOTES TO THE FINANCIAL STATEMENTS – continued
YEAR ENDED 31 AUGUST 2023

	2023	2022
	£	£
4 Grants received		
Grants	<u>1,200</u>	<u>1,200</u>
	<u>1,200</u>	<u>1,200</u>

	2023	2022
	£	£
5 Charitable expenditure		
Staff costs	65,374	42,804
Venue costs	34,356	27,231
Training costs	13,383	15,296
Travel and subsistence	527	212
Books and stationery	<u>1,477</u>	<u>2,516</u>
	<u>115,117</u>	<u>88,059</u>

	2023	2022
	£	£
6 Operating costs		
Office Expenses	4,810	4,338
Professional Fees	1,807	2,260
Banking and Bookkeeping	812	936
Hardware and software support	<u>2,653</u>	<u>2,942</u>
	<u>10,082</u>	<u>10,476</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2023

	2023	2022
	£	£
7 Management and administration		
Staff welfare	<u>473</u>	<u>400</u>
	473	400

	2023	2022
	£	£
8 Debtors		
Trade debtors	11,654	10,258
Other debtors	2,804	1,520
Prepayments and accrued income	<u>1,702</u>	<u>712</u>
	16,160	12,490

	2023	2022
	£	£
9 Creditors		
Trade creditors	-	-
Accruals and deferred income (see note 10)	28,255	26,762
Other creditors	<u>(622)</u>	<u>177</u>
	27,633	26,939

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued

YEAR ENDED 31 AUGUST 2023

10 Deferred income movement	£
At 1 September 2022	30,530
Released in year	(51,225)
Deferred in year	<u>48,950</u>
At 31 August 2023	<u>28,255</u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

11 Related party transactions

During the year, Liz Griffiths as a director of the company, received remuneration for her employment as the Director of Training. No other trustees have received any remuneration or any other benefits from employment with the charity.

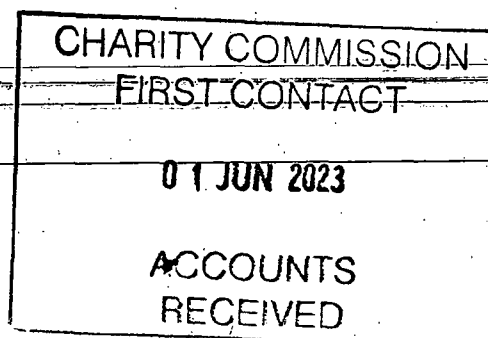
During the year, mediation training services were provided by Clarity Development, a company owned by the spouse of one of the trustees of the charity. The total fees charged for these services were £1,213 and there was no outstanding balance at the year end.

The total aggregate value of donations received during the year from trustees or other related parties where no conditions have been placed on such donations is £782.

Accounts

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2022



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity no: 1145235

Company Registration no: 07336077

Trustees: Revd Stephen Cobbin
Ven Nicola Groarke
Robert Quarton
Revd Ruth Whitehead
Revd Andrew Corsie

Director of Training: Liz Griffiths

Registered Office: 16 Horse Fair Lane
Cricklade
Swindon
SN6 6BN

Bankers: The Co-operative Bank
PO Box 250
Delf House
Southway
Skelmersdale
WN8 6WT

Independent Examiners: Dovey Accountancy Services Ltd
Heyford Park House,
Heyford Park,
Upper Heyford,
Bicester
OX25 5HD

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees and Directors

The Trustees who served during the year were:

Ven Nicola Groarke (appointed 26 September 2018)

Revd Stephen Cobbin (appointed 26 September 2018)

Robert Quarton (appointed 11 April 2019)

Revd Ruth Whitehead (appointed 11 April 2019)

Revd Andrew Corsie (appointed on 1 March 2020)

Elizabeth Griffiths was appointed as Executive Director on 1st November 2019.

Objectives and Activities

The charity's objectives are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peace-making, and (in furtherance of Christian community-building and peace-making) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this, Bridge Builders' vision is *'to see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in churches, charities, and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations, and individuals. The full range of Bridge Builders' activities is covered on its website: www.bbministries.org.uk.

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Structure, Governance and Management

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued

Structure, Governance and Management (continued)

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

Achievements and Performance

During the period covered by this report, Covid-19 restrictions were gradually lifted, meaning a return to residential open courses and in person- commissioned training became possible over a period of time. Three residential and one hybrid (part online/part in-person) open courses were run with a total of 69 participants:

12 -17 September 2021: **Transforming Conflict 1** 16 participants

30 January – 4 February 2022: **Transforming Conflict 1** 23 participants

27 March – 1 April 2022: **Transforming Conflict 1 for Senior Christian Leaders** 23 participants

20-21 June & 19-20 July 2022: **Leading in Anxious Times** 7 participants (run as a hybrid online/in-person course)

We also ran 8 online and 17 in-person training workshops around England and Wales, of half-day to four days in duration, at the request of the following range of church bodies:

- CPAS Arrow Programme
 - Salvation Army
 - Church in Wales
 - Holy Trinity Church, Brussels
 - St Paul's Church, Slough
 - Bristol Baptist College
- and the Church of England dioceses of:
- Worcester
 - Norwich
 - Diocese in Europe
 - Newcastle
 - Lincoln
 - Liverpool
 - St Edmundsbury and Ipswich
 - Winchester
 - Durham
 - Exeter
 - Truro

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, those training for ordained ministry and local church leaders, both lay and ordained. A total of 439 people participated in these workshops (319 in person, plus 120 online).

Bridge Builders also continued to facilitate the In Good Faith initiative from the Presence and Engagement department of Lambeth Palace. This brings together Anglican clergy and Jewish Rabbis in developing relationships and seeking through exploring differences. A total of 28 participants were involved in this programme which ran both online, and with one in-person.

~~This means that during 2021-22, 536 people attended Bridge Builders training.~~

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals. Due to the demand on time and resources involved, we have limited the number of large scale group interventions, and focussed on a small amount of individual mediation work. During the year, Bridge Builders:

- conducted 8 interventions either directly or using Bridge Builders' partners
- led a number of work consultancy or coaching sessions for individuals and groups in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

"Highly recommend this training – it will train and equip you to face into conflict situations giving you the knowledge and skills to fulfil your calling."

Church of England Team Vicar (Jan 2022, Transforming Conflict 1)

"There was a lot of gold-dust in the conversations and talks. I found the different styles of learning, physical, group discussion and personal reflection was great."

"The importance of a gracious, gentle manner in exploring conflicting issues. I gained much from the style as the content - thank you for your authenticity."

Participants on CPAS Arrow Programme (October 2021)

"Brilliant workshop – really thought-provoking and practically helpful"

Baptist Minister-in-training (Feb 2022, Handling Conflict Constructively, 2 day workshop)

"Wrestling with conflict and tension in such a way as to discern opportunity and give the hope of reconciliation"

Church of England Archdeacon (March 2022, Transforming Conflict 1 for Senior Christian Leaders)

Financial Review

Bridge Builders had a surplus for the year ended 31 August 2022 of £8,035 compared to a surplus in 2021 of £4,081.

Total income for the year was £106,970 - an increase of 38% from £77,542 in 2021).

The principal sources of funding during the year were;

- fees from training courses and workshops of £82, 595 (2021 £45,894);

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued

- mediation fees of £9,368 (2021 £21,358);
- grants of £1,200 (2021 £1,650); and
- donations received of £13,102 (2021 £7,871).

Total expenditure for the year was £98,935 – an increase of 36% from £72,561 in 2021

The principal items of expenditure were;

- staff costs of £42,804 (2021 £38,635);
- venue costs for courses of £27,231 (2021 £4,712),
- training partner service costs of £15,296 (2021 £16,150), and
- operating costs of £10,476 (2021 £1,749).

Net assets of the charity at the year-end were £86,846 (2021 £78,811).

As on 31st August 2022 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, at the 31 August 2022, this has been achieved.

Risk Management

The trustees review major risks on an ongoing basis, and in particular, at each of the Trustee meetings. In this way the Trustees are ensuring that we are paying due attention to the stability of our operations and to our duty of care to both our staff and programme participants. Financial sustainability and strategic risk assessments are also constantly considered.

During the period, the most significant risk was deemed to be sustainability of the delivery / operating model that could result from potential unavailability of key staff. Linked to this, is the additional risk /issue of the long-term sustainability of an organization that is dependent on the skills and expertise of a single key member of staff who is providing all of the main training delivery and associated financial income. These risks continue to be reviewed and mitigations sought by the Board of Trustees.

Plans for Future Periods

Having now emerged from the restrictions of COVID-19, Bridge Builders has continued with the trend of providing online resources to clients, mixing these with a return to a significant level of face-to-face residential workshops. We see this blend continuing into the future. The skills and capabilities developed over the last few years are helping to shape resources that meet the wide range of clients' needs. We believe that future client needs will continue to require a mix of resources – online and residential – and that these will be increasingly tailored to the individual needs of our clients.

In addition, Bridge Builders has continued to provide, as part of its core capability, a range of mediation services, from one-to-one to organization wide mediation. The demand for these services continues to grow following the end of COVID-19 restrictions.

Notwithstanding the provision of mediation services, the primary focus for Bridge Builders going forward will be the continued development and provision of high-quality training to meet the evolving needs of individual and corporate clients.

The stabilization of the financial challenges faced prior to COVID-19 and the growth experienced since coming out of the related restrictions has enabled Bridge Builders to not only achieve a solid financial

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued

basis but has allowed Bridge Builders to recruit an additional part-time member of staff to facilitate the growth and development of the organization and its resources.

Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their report and the financial statements 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

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

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 22/05/2023, and signed on their behalf by;



Chair of Trustees
Rev. Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Bridge Builders Ministries ('the charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of a charitable company, you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

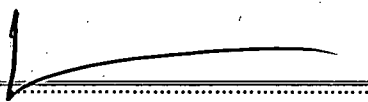
- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES -
continued**

Independent examiner's statement (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.


Mr J Dovey, FCCA

Date 23.05.2023

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR END 31ST AUGUST 2022**

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2022	2022	2022	2021
	Note	£	£	£	£
INCOME FROM					
Charitable activities	3	92,661		92,661	68,010
Grants	4	1,200		1,200	1,650
Donations		13,102		13,102	7,871
Interest		98		98	11
		<u>106,970</u>		<u>106,970</u>	<u>77,542</u>
EXPENDITURE ON					
Charitable activities	5	88,059		88,059	60,519
Operating costs	6	10,476		10,476	11,749
Management and administration	7	400		400	293
		<u>98,935</u>		<u>98,935</u>	<u>72,561</u>
NET (EXPENDITURE)/INCOME		<u>8,035</u>		<u>8,035</u>	<u>4,981</u>
Fund balances at start of year		<u>78,811</u>		<u>78,811</u>	<u>73,830</u>
FUND BALANCES AT END OF YEAR		<u>86,846</u>		<u>86,846</u>	<u>78,811</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

For the year ended 31 August 2022 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

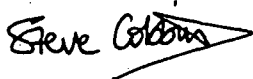
The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

~~(b) preparing financial statements which give a true and fair view of the state of affairs of the~~
company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006. The financial statements were approved by the trustees on 22/05/2023 and signed on their behalf by:



Chair of Trustees
Reverend Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2022

1 Accounting policies

(a) Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: ~~Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.~~

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

(b) Income recognition

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure recognition

~~Resources expended are accounted for on an accruals basis.~~

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2022

1 Accounting policies – continued

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Offsetting

Financial assets and liabilities are offset, and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2022	2021
	£	£
3 Charitable activities which generate funds		
Course fees	82,595	45,894
Mediation fees	9,368	21,358
Consultancy	340	560
Other income	359	198
	<u>92,661</u>	<u>68,010</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued
YEAR ENDED 31 AUGUST 2022

	2022	2021
	£	£
4 Grants received		
Grants	<u>1,200</u>	<u>1,650</u>
	<u>1,200</u>	<u>1,650</u>

	2022	2021
	£	£
5 Charitable expenditure		
Staff costs	42,804	38,685
Redundancy	0	0
Venue costs	27,231	4,712
Training costs	15,296	16,150
Travel and subsistence	212	75
Books and stationery	<u>2516</u>	<u>897</u>
	<u>88,059</u>	<u>60,519</u>

	2022	2021
	£	£
6 Operating costs		
Office Expenses	4,338	4,125
Professional Fees	2,260	2,518
Bursary Fund	0	0
Banking and Bookkeeping	936	1,090
Hardware and software support	<u>2,942</u>	4,016
	<u>10,476</u>	<u>11,749</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2022

	2022	2021
7 Management and administration	£	£
Administration staff costs	0	0
Administration redundancy costs	0	0
Fundraising	0	0
Other (Travel Expenses, welfare and Suspense Account)	400	293
	<u>400</u>	<u>293</u>

	2022	2021
8 Debtors	£	£
Trade debtors	10,258	16,167
Other debtors	1,520	1,520
Prepayments and accrued income	712	711
	<u>12,490</u>	<u>18,398</u>

	2022	2021
9 Creditors	£	£
Trade creditors	-	-
Accruals and deferred income (see note 10)	26,939	45,720
Other creditors	0	370
	<u>26,939</u>	<u>46,090</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued

YEAR ENDED 31 AUGUST 2022

10 Deferred income movement	£
At 1 September 2021	44,210
Released in year	-57,505
Deferred in year	<u>43,925</u>
At 31 August 2022	<u>30,530</u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

11 Related party transactions

During the year, Liz Griffiths as a director of the company, received remuneration for her employment as the Director of Training. No other trustees have received any remuneration or any other benefits from employment with the charity. None of the trustees have claimed expenses during the year for travel, subsistence, and accommodation costs.

During the year, mediation training services were provided by Clarity Development, a company owned by the spouse of one of the trustees of the charity. The total fees charged for these services were £2,218 and there was no outstanding balance at the year end.

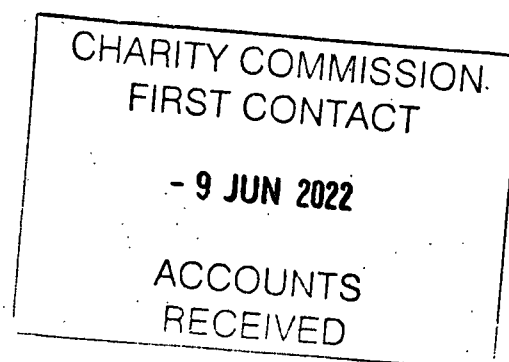
The total aggregate value of donations received during the year from trustees or other related parties where no conditions have been placed on such donations is £858.

Accounts



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2021



BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity no: 1145235

Company Registration no: 07336077

Trustees: Revd Stephen Cobbin
Ven Nicola Groarke
Robert Quarton
Revd Ruth Whitehead
Revd Andrew Corsie

Director of Training: Liz Griffiths

Registered Office: 16 Horse Fair Lane
Cricklade
Swindon
SN6 6BN

Bankers: The Co-operative Bank
PO Box 250
Delf House
Southway
Skelmersdale
WN8 6WT

Independent Examiners: Dovey Accountancy Services Ltd
Heyford Park House,
Heyford Park,
Upper Heyford,
Bicester
OX25 5HD

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees and Directors

The Trustees who served during the year were:

Ven Nicola Groarke (appointed 26 September 2018)
Revd Stephen Cobbin (appointed 26 September 2018)
Robert Quarton (appointed 11 April 2019)
Revd Ruth Whitehead (appointed 11 April 2019)
Revd Andrew Corsie (appointed on 1 March 2020)

Elizabeth Griffiths was appointed as Executive Director on 1st November 2019.

Objectives and Activities

The charity's objectives are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peace-making, and (in furtherance of Christian community-building and peace-making) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this, Bridge Builders' vision is *'to see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in ministry roles for churches, charities and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations and individuals. The full range of Bridge Builders' activities is covered on its website: www.bbministries.org.uk.

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Structure, Governance and Management

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

Structure, Governance and Management (continued)

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

Achievements and Performance

During the period covered by this report, Covid-19 restrictions were in place, meaning that residential in-person training was not possible. Two open courses were run online with a total of 29 participants:

5-6 October and 16-17 November 2020: **Leading in Anxious Times: A Systems Approach to Leadership**

Online with 15 participants

17-18 May and 28-29 June 2021: **Leading in Anxious Times: A Systems Approach to Leadership**

Online with 14 participants

In addition we ran two online open day workshops, attended by 31 people in total

We also ran 23 online and 3 in-person training workshops around England and Wales, of half-day to four days in duration, at the request of the following range of church bodies:

- Church of England Interim Ministry Conference
 - Germinate Trust
 - Church in Wales
 - URC SW Synod
 - Wigan Deanery
 - Stepney Area of the Diocese of London
 - Rotherham Team
 - Westminster College in the Cambridge Theological Federation
 - The Unitarian Church
 - Gloucester and Hereford Reader Training Programme
- and the Church of England dioceses of:
- Sheffield
 - Exeter
 - Diocese in Europe
 - Canterbury
 - St Alban's
 - Norwich

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

- Newcastle
- Lincoln
- Liverpool
- Southwell and Nottingham

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, those training for ordained ministry and local church leaders, both lay and ordained. A total of over 502 people participated in these workshops (26 in person, plus 476 online).

Bridge Builders also facilitated part of the In Good Faith initiative from the Presence and Engagement department of Lambeth Palace. This brings together Anglican clergy and Jewish Rabbis in developing relationships and seeking through exploring differences. A total of 22 participants were involved in this ongoing programme.

This means that during 2020-21, 584 people attended Bridge Builders training.

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals as follows. The ability to offer large scale group interventions was significantly impacted by the Covid-19 restrictions. Smaller scale group work and individual mediations were carried out online.

- handled 19 enquiries for church group or interventions
- conducted 10 interventions either directly or using Bridge Builders' partners
- led a number of work consultancy or coaching sessions for people in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

"This training has flicked a switch in my thinking, I now feel empowered to lead my churches with confidence. The content is based in reality, simple yet profound, I have learnt a lot but realise that I can go a lot deeper with it."

Paula Preston, Church of England, Team Rector, Essex (Oct/Nov 2020, Leading in Anxious Times)

"These tools are insightful and easily applicable to all manner of relationship difficulties by learning to listen with curiosity. An eye-opener of a course which is as much a key to understanding ourselves as others."

Gill Hitchen, Church of England, Vicar, Warrington (May 2021, Transforming Conflict – Online Workshop)

"It was so helpful to have the time and space to consider how we all react to conflict, both as individuals and within larger systems, to learn different strategies and approaches that avoid escalating the problems and can help people find common ground. The sessions were both informative and inspiring, the facilitation of discussion was excellent, and the exercises were illuminating. Highly recommend!"

Dr Alison Gray, URC Tutor in Cambridge Federation (July 2021, Two day Online Workshop – Handling Conflict Constructively)

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

Impact of Covid-19 Pandemic

With almost all training during the period having to take place online, development work in enabling a wider range to be offered has continued. This has highlighted both the benefits and the limitations of this mode of delivery. Emerging from the pandemic, as we return to in-person training, the possibility of offering ongoing online support through facilitated groups to build on the foundation of the in-person work is being developed as a strategic step in embedding learning.

Financial Review

Bridge Builders had a surplus for the year ended 31 August 2021 of £4,981 compared to a deficit in 2020 of £36,661.

Total income for the year was £77,542 (2020 £157,467).

The principal sources of funding during the year were;

- fees from training courses and workshops of £45,894 (2020 £57,126);
- mediation fees of £21,358 (2020 £41,593);
- grants of £1,650 (2020 £37,355); and
- donations received of £7,871 (2020 £20,437).

Total expenditure for the year was £72,561 (2020 £120,806)

The principal items of expenditure were;

- staff costs of £38,685 (2020 £52,047);
- venue costs for courses of £4,712 (2020 £36,620),
- training partner service costs of £16,150 (2020 £10,824), and
- operating costs of £11,749 (2020 £16,312).

Net assets of the charity at the year-end were £78,811.

As on 31st August 2021 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, at the 31 August 2021, this has been achieved.

Risk Management

The trustees review major risks on an ongoing basis, and in particular, at each of the Trustee meetings. In this way the Trustees are ensuring that we are paying due attention to the stability of our operations and to our duty of care to both our staff and programme participants. Financial sustainability and strategic risk assessments are also constantly considered.

During the period, the most significant risk impacting the organization has been the ongoing global Covid pandemic, and its impact on training and hence income generation, as in-person contact has been severely limited.

That said, the pandemic has forced the charity to be more creative and adaptable in the delivery methods used for its various offerings and we have been successful in adopting a variety of on online delivery methods.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

This transition has allowed the charity to maintain reasonable income, and to meet all of its ongoing operating expenditure. Even as we move back to a more normal in person contact model, the charity is continuing to explore the movement towards a hybrid offering including a mixture of online and physical training.

At the time of writing the Annual Report, the trustees consider that all major risks, including those detailed above have been and continue to be successfully managed and mitigated

Plans for Future Periods

Having taken significant steps to put the charity onto a more sustainable cost base for the future, Bridge Builders has been able to focus on developing and delivering the high-quality training it is universally recognized for. This has been brought into sharper focus due to the impact of COVID-19. There was already a trend away from residential training to more bespoke training for the specific needs of individual clients. However, the pandemic has accelerated the trend away from largely fixed base residential workshops to putting more resources online. Significant additional funding has been secured to enable this to take place in a timescale consistent with client needs.

We see this trend as likely to continue into the future, and it is envisioned that training needs will be increasingly met through a mix of online and in-person training. Bridge Builders has been able to use its capabilities, skills and resources to position itself for this future demand. This mix of training is based on the modularization of what has been offered in residential courses as well as new material developed for our clients.

In addition, Bridge Builders has consistently provided as part of its core capability a widely acknowledged range of mediation services, from one-to-one to organization wide mediation. The demand for these services has grown during the pandemic and we believe will continue. Whilst the primary focus for Bridge Builders going forward will be the continued development and provision of high quality training to meet the evolving needs of clients, Bridge Builders will continue to look at how future mediation services can best be provided nationwide to meet these growing individual and corporate needs.

We will continue to seek grants to help us to develop our existing capabilities and our future range of services, and we are in the process of recruiting additional staff to ensure we are well placed to respond to the changing nature of the training and mediation marketplace for reconciliation and peace-making.

Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their report and the financial statements 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2021 - continued

and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

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

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 18th May 2022, and signed on their behalf by;

Chair of Trustees
Rev. Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Bridge Builders Ministries ('the charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of a charitable company, you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES -
continued**

Independent examiner's statement (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Mr J Dovey FCCA

Date 18.5.2027

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR END 31ST AUGUST 2021

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2021	2021	2021	2020
	Note	£	£	£	£
INCOME FROM					
Charitable activities	3	68,010		68,010	99,550
Grants	4	1,650		1,650	37,355
Donations		7,871		7,871	20,437
Interest		11		11	125
		<u>77,542</u>	<u>-</u>	<u>77,542</u>	<u>157,467</u>
EXPENDITURE ON					
Charitable activities	5	60,519		60,519	96,495
Operating costs	6	11,749		11,749	16,312
Management and administration	7	293		293	7,999
		<u>72,561</u>	<u>-</u>	<u>72,561</u>	<u>120,806</u>
NET (EXPENDITURE)/INCOME		<u>4,981</u>	<u>-</u>	<u>4,981</u>	<u>36,661</u>
Fund balances at start of year		<u>73,830</u>		<u>73,830</u>	<u>37,169</u>
FUND BALANCES AT END OF YEAR		<u><u>78,811</u></u>	<u><u>-</u></u>	<u><u>78,811</u></u>	<u><u>73,830</u></u>

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BALANCE SHEET
AS AT 31ST AUGUST 2021

	Note	2021 £	2020 £
CURRENT ASSETS			
Debtors	10	18,399	12,883
Cash at bank and in hand		106,502	88,588
		<u>124,901</u>	<u>101,471</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	11	46,090	27,641
NET CURRENT ASSETS		<u>78,811</u>	<u>73,830</u>
TOTAL NET ASSETS		<u>78,811</u>	<u>73,830</u>
Representing:			
UNRESTRICTED INCOME FUND		4,981	36,661
BB Fund General		4,446	4,446
Fund balances at start of year		34,384	(2,277)
UNRESTRICTED OPERATIONAL RESERVE		<u>35,000</u>	<u>35,000</u>
		<u>78,811</u>	<u>73,830</u>

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For the year ended 31 August 2021 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006. The financial statements were approved by the trustees on 18th May 2022 and signed on their behalf by:

Chair of Trustees
Reverend Steve Cobbin

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(a) Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

(b) Income recognition

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure recognition

Resources expended are accounted for on an accruals basis.

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2021

1 Accounting policies - continued

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Offsetting

Financial assets and liabilities are offset and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2021	2020
	£	£
3 Charitable activities which generate funds		
Course fees	45,894	57,126
Mediation fees	21,358	41,593
Consultancy	560	378
Other income	198	453
	<u>68,010</u>	<u>99,550</u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS – continued
YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
4 Grants received		
Grants	<u>1,650</u>	<u>37,355</u>
	<u><u>1,650</u></u>	<u><u>37,355</u></u>

	2021	2020
	£	£
5 Charitable expenditure		
Staff costs	38,685	42,760
Redundancy	0	3,556
Venue costs	4,712	36,620
Training costs	16,150	10,824
Travel and subsistence	75	1,800
Books and stationery	<u>897</u>	<u>935</u>
	<u><u>60,519</u></u>	<u><u>96,495</u></u>

	£	£
6 Operating costs		
Office Expenses	4,125	5,099
Professional Fees	2,518	5,728
Bursary Fund	0	0
Banking and Bookkeeping	1,090	1,008
Hardware and software support	<u>4,016</u>	<u>4,477</u>
	<u><u>11,749</u></u>	<u><u>16,312</u></u>

BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
7 Management and administration		
Administration staff costs	0	3,981
Administration redundancy costs	0	1,750
Fundraising	0	1,990
Other (Travel Expenses, welfare and Suspense Account)	293	278
	<u>293</u>	<u>7,999</u>

The company operates a contributory pension scheme. It is a defined contribution scheme and contributions are charged in the Statement of Financial Activities as they accrue.

	2021	2020
	£	£
8 Debtors		
Trade debtors	16,167	10,660
Other debtors	1,520	1,520
Prepayments and accrued income	711	703
	<u>18,398</u>	<u>12,883</u>

	2021	2020
	£	£
9 Creditors		
Trade creditors	-	-
Accruals and deferred income (see note 10)	45,720	27,450
Other creditors	370	191
	<u>46,090</u>	<u>27,641</u>

BRIDGE BUILDERS MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS - continued

YEAR ENDED 31 AUGUST 2021

10 Deferred income movement	£
At 1 September 2020	26,820
Released in year	(5,460)
Deferred in year	<u>22,850</u>
At 31 August 2021	<u><u>44,210</u></u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

11 Related party transactions

No trustees have received any remuneration or any other benefits from employment with the charity. None of the trustees have claimed expenses during the year for travel, subsistence, and accommodation costs.

During the year, mediation training services were provided by Clarity Development, a company owned by the spouse of one of the trustees of the charity. The total fees charged for these services were £1,500 and there was no outstanding balance at the year end.

The total aggregate value of donations received during the year from trustees or other related parties where no conditions have been placed on such donations is £600.