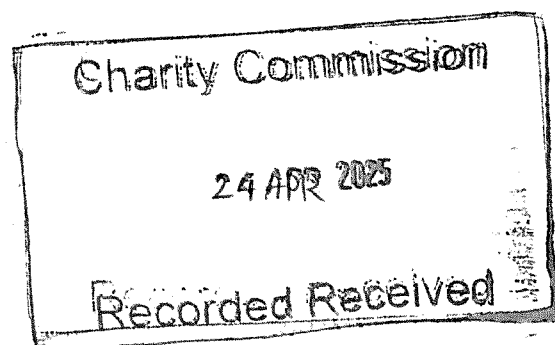


BRIDGE BUILDERS MINISTRIES
(a company limited by guarantee)
Company number: 07336077

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').

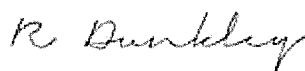
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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 shape.

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
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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
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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.

