



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

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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.

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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:

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- 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)

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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.

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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
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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

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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>

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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

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(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

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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.

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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

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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

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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

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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.

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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.