

# THE BRIDGE FOUNDATION

England & Wales · Charity number 1178918

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2018-06-25

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 13 Sydenham Road  
Bristol  
BS6 5SH

**Phone** 01179424510

**Email** [info@bridgefoundation.org.uk](mailto:info@bridgefoundation.org.uk)

**Website** [www.bridgefoundation.org.uk](http://www.bridgefoundation.org.uk)

## Activities

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**Objects:** THE OBJECTS OF THE CIO ARE FOR THE PUBLIC BENEFIT IN BRISTOL AND THE SOUTH WEST (THE AREA OF BENEFIT):1. THE ADVANCEMENT OF THE SCIENCE, SKILLS AND APPLICATION OF PSYCHOANALYTICAL PSYCHOTHERAPY2. THE PROMOTION OF THE ARTSTHROUGH THE ADVANCEMENT OF THE SKILLS AND APPLICATION OF PSYCHOANALYTICALLY BASED THERAPEUTIC SERVICES ANDTHE PURSUIT OF GOOD PRACTICE THROUGH EDUCATION, TRAINING, CONSULTANCY AND PROMOTION OF THE ARTS.

**Activities:** The Bridge Foundation is a Bristol-based charity that provides accessible, high quality services to a wide range of individuals, professionals and commissioners. Since our formation in 1983, we have grown into a multidisciplinary, psychoanalytic Centre of Excellence, specialising in child and family mental health. We converted to a CIO on 1.4.19. Please see charity 1073759 for previous accounts.

## Classification

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- **How:** Provides Services
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, The General Public/mankind

## Geography

- **Area of benefit:** LOCAL
- Bristol City

## Finances

| Period end | Income     | Expenditure | Assets   | Employees |
|------------|------------|-------------|----------|-----------|
| 2025-03-31 | £1,013,589 | £1,067,694  | £389,974 | 46        |
| 2024-03-31 | £993,443   | £954,358    | £444,079 | 20        |
| 2023-03-31 | £963,341   | £825,815    | £404,994 | 18        |
| 2022-03-31 | £762,207   | £681,641    | £267,468 | 14        |
| 2021-03-31 | £606,778   | £577,865    | £186,902 | 12        |

## Trustees

| Name                    | Role  | Appointed  |
|-------------------------|-------|------------|
| <b>Dr Megan Yakeley</b> | Chair | 2023-09-25 |
| Christopher Bird        |       | 2024-01-29 |
| Itamar Cohen            |       | 2022-07-18 |
| Martin McColl           |       | 2023-09-25 |
| Matilda Crowhurst       |       | 2025-11-24 |
| Rosamund Grace Burke    |       | 2025-11-24 |

**THE BRIDGE FOUNDATION**

England & Wales - Charity number 1178918

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# Accounts

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Charity no. 1178918

**The Bridge Foundation**  
**Report and Audited Financial Statements**  
**31 March 2025**

## The Bridge Foundation

### Reference and administrative details

#### For the year ended 31 March 2025

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| <b>Charity number</b>    | 1178918                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| <b>Registered office</b> | 13 Sydenham Road<br>Bristol<br>BS6 5SH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| <b>Trustees</b>          | <p>The trustees who served during the year and up to the date of this report were as follows:</p> <p><b>Serving:</b></p> <table><tr><td>Rosamund Burke</td><td>(appointed 24 November 2025)</td></tr><tr><td>Chris Bird</td><td>Treasurer (appointed 29 January 2024)</td></tr><tr><td>Itamar Cohen</td><td>Clinical Trustee (appointed 29 January 2024)</td></tr><tr><td>Matilda Crowhurst</td><td>(appointed 24 November 2025)</td></tr><tr><td>Martin McColl</td><td>Vice Chair (appointed 25 September 2023)</td></tr><tr><td></td><td>(appointed Vice-Chair 23 September 2024)</td></tr><tr><td>Jonathan Parr</td><td>(appointed 29 January 2026)</td></tr><tr><td>Leila Stroud</td><td>(appointed 29 January 2026)</td></tr><tr><td>Megan Yakeley</td><td>Clinical Trustee &amp; Chair</td></tr><tr><td></td><td>(appointed Chair 1 January 2025)</td></tr></table> <p><b>Resigned:</b></p> <table><tr><td>Rob Barling</td><td>(resigned 4 December 2025)</td></tr><tr><td>Cathy Benjamin</td><td>Chair (resigned 23 September 2024)</td></tr><tr><td>Kristian Cox</td><td>(resigned 31 December 2024)</td></tr><tr><td>Jessica Miles</td><td>Chair (appointed 23 September 2024)</td></tr><tr><td></td><td>(resigned 31 December 2024)</td></tr><tr><td>Laura Vickers-Rendall</td><td>(resigned 29 September 2025)</td></tr><tr><td>Lindy Wootton</td><td>(resigned 15 June 2025)</td></tr></table> | Rosamund Burke | (appointed 24 November 2025) | Chris Bird | Treasurer (appointed 29 January 2024) | Itamar Cohen | Clinical Trustee (appointed 29 January 2024) | Matilda Crowhurst | (appointed 24 November 2025) | Martin McColl | Vice Chair (appointed 25 September 2023) |  | (appointed Vice-Chair 23 September 2024) | Jonathan Parr | (appointed 29 January 2026) | Leila Stroud | (appointed 29 January 2026) | Megan Yakeley | Clinical Trustee & Chair |  | (appointed Chair 1 January 2025) | Rob Barling | (resigned 4 December 2025) | Cathy Benjamin | Chair (resigned 23 September 2024) | Kristian Cox | (resigned 31 December 2024) | Jessica Miles | Chair (appointed 23 September 2024) |  | (resigned 31 December 2024) | Laura Vickers-Rendall | (resigned 29 September 2025) | Lindy Wootton | (resigned 15 June 2025) |
| Rosamund Burke           | (appointed 24 November 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Chris Bird               | Treasurer (appointed 29 January 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Itamar Cohen             | Clinical Trustee (appointed 29 January 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Matilda Crowhurst        | (appointed 24 November 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Martin McColl            | Vice Chair (appointed 25 September 2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
|                          | (appointed Vice-Chair 23 September 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Jonathan Parr            | (appointed 29 January 2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Leila Stroud             | (appointed 29 January 2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Megan Yakeley            | Clinical Trustee & Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
|                          | (appointed Chair 1 January 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Rob Barling              | (resigned 4 December 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Cathy Benjamin           | Chair (resigned 23 September 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Kristian Cox             | (resigned 31 December 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Jessica Miles            | Chair (appointed 23 September 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
|                          | (resigned 31 December 2024)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Laura Vickers-Rendall    | (resigned 29 September 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| Lindy Wootton            | (resigned 15 June 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| <b>CEO</b>               | Matthew Jenkins (appointed May 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| <b>Bankers</b>           | NatWest<br>40 Queen's Road<br>Clifton<br>Bristol<br>BS8 1BF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |
| <b>Auditors</b>          | Godfrey Wilson Limited<br>Chartered accountants and statutory auditors<br>5th Floor Mariner House<br>62 Prince Street<br>Bristol<br>BS1 4QD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                              |            |                                       |              |                                              |                   |                              |               |                                          |  |                                          |               |                             |              |                             |               |                          |  |                                  |             |                            |                |                                    |              |                             |               |                                     |  |                             |                       |                              |               |                         |

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2025**

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Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

#### **Objectives and activities**

##### **Purpose**

The objects of the Charitable Incorporated Organisation (CIO) are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

##### **Aims**

##### *Our vision*

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples and families, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Hosting conferences and events.

##### *Our approach*

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

## **The Bridge Foundation**

### **Report of the trustees**

**For the year ended 31 March 2025**

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#### **ACHIEVEMENTS AND PERFORMANCE**

##### **Change in Leadership**

Following a period of evaluation and some changes in senior staff, the trustees concluded that the Joint Leadership Team (JLT) structure established in 2022 should be replaced with a single Chief Executive Officer.

In December 2024, Matthew Jenkins, previously Clinical Director of the Bridge in Schools team and part of the JLT, was appointed CEO, initially on an interim basis. He was confirmed as permanent CEO in May 2025.

The transition was managed carefully to ensure continuity of service delivery and organisational stability. During this period, the trustee board also underwent changes, with Cathy Benjamin and Kristian Cox stepping down from the Board and Megan Yakeley being appointed as Chair. The Trustees have recruited new trustees to refresh and rejuvenate the board and strengthen governance capacity.

The organisation now has stable leadership in place, with a clear strategic direction and strong governance oversight.

##### **Bridge in Schools**

The Bridge in Schools team delivers therapeutic services in some of Bristol's most deprived areas, supporting children with complex emotional needs within the school setting. Schools face increasing challenges managing children experiencing severe emotional and behavioural difficulties, and our embedded therapeutic approach provides vital early intervention.

The service model, which combines direct therapeutic work with consultation to school staff, helps schools respond more effectively to children's mental health needs whilst reducing pressure on overstretched external CAMHS services.

##### **Bridge Psychotherapy Service**

The Bridge Psychotherapy Service provides a range of specialist therapeutic support for children, young people, and families, experiencing mental health and emotional wellbeing, including those affected by adoption and early childhood trauma, and an autism assessment service. In 2024-25, the BPS service delivered high-quality clinical work throughout the year.

##### **Funding Changes and Strategic Response**

The post year end period brought financial challenges for the Charity arising from external policy changes.

In April 2025, the government announced major changes in the Adoption and Special Guardianship Support Fund (ASGSF). As the income from this fund represented a substantial portion of the charity's income, it was clear that a change of strategic direction was needed.

This change is only partially complete in 2026 but results indicate that the new strategy has been largely successful. Trustees are continuing to monitor progress and remain confident in the strategic direction.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2025**

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##### **Service Quality and Delivery**

Throughout 2024-25, the clinical team maintained high standards of therapeutic work. Waiting times have been reduced, supervision, training, and clinical governance structures remained robust. The team's professionalism and commitment has been exemplary.

##### **Plans for the future**

###### **Strategy**

Our strategic approach continues to be driven by our four Core strategic guiding principles:

- A psychoanalytic approach and values;
- An emphasis on Quality;
- Equality, Diversity, Accessibility; and
- Reach, and Sustainable Growth.

The loss of the ASGSF funding resulted in the implementation of an immediate recovery plan and a review (ongoing) of our clinical model and clinical offer. These will remain rooted in psychodynamic principles, whilst evolving to best meet the current environment. We are also excited to be exploring new service development opportunities and new partnerships to further diversify our portfolio.

##### **Public benefit**

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conforms to the conditions and guidance offered by the Charity Commission in relation to public benefit.

##### **Financial review**

###### **Going concern**

The accounts have been prepared on the assumption that the charity will continue as a going concern. The announcement of the changes in the ASGSF clearly represent a challenge but the new strategic approach is clearly working.

It worth noting that the Trustees have had detailed contingency plans in place to deal with any timing issues arising from the new strategy.

###### **Financial Position**

At 31 March 2024, the charity held unrestricted, general reserves of £389,974 and a cash balance of £95,964.

The year ended with expenditure of £1,067,694 against an income of £1,013,589, At March 2025, total unrestricted reserves amounted to £389,974.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2025**

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##### **Principal risks and reserves policy**

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements.

The Board review financial performance and cash flow bi-monthly at board meetings. Clinical risk is currently managed through regular clinical supervision and adherence to ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least six months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

Support costs for six months amount to approx. £107,000 and at the end of the year free reserves are £25,232, equating to 1 to 2 months of support costs. The low reserves figure at the year-end reflects the purchase of the property in January. The trustees are in the process of reviewing the reserves policy, and will implement a plan for improving the reserves position of the Charity over time.

##### **Structure, governance and management**

###### **Constitution**

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019, the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

###### **Method of appointment or election of trustees**

Prospective trustees are initially invited to an informal discussion with the Chair and/or Vice Chair covering the organisation's mission, strategic direction, and the responsibilities of trustees, including the distinction between governance and management. Candidates are asked to provide two references to confirm their suitability.

On appointment, new trustees may attend a board meeting prior to formal confirmation by the board. Induction includes meetings with the Chair and CEO, a tour of the premises, introductions to the Senior Management Team, and an information pack containing the Articles of Association, Annual Report and Accounts, and Charity Commission guidance. Trustees are encouraged to attend local governance training and benefit from membership of Voscur and The Association of Chairs, which offer training and peer support opportunities. Trustees are appointed for an initial term of three years.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2025**

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##### **Organisational structure and decision making**

The Board of Trustees meets twelve times a year (six board meetings and six Strategy, Resources and Business Group meetings). The Board is responsible for the finances, strategic direction and policies of the charity.

The Board of Trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with.

The board has adopted, and will keep under review, a set of policies relating to corporate governance - including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustee recruitment has been a focus of the last year with a number of long-term Trustees standing down. The Trustees have committed to developing the membership of the Board and increasing its diversity.

The Strategy, Resources and Business Group (SRB) meets six times a year. Its purpose is:

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the Board of Trustees and to recommend proposals to the board for consideration and decision making
- To monitor and review progress of services, projects and developments and to report back to the board
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

The CEO holds responsibility for the operational management of The Bridge Foundation, the management of clinical service teams and for the planning, delivery and monitoring of day-to-day activity of the Foundation.

##### **Pay and remuneration**

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff and (if required) trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the Trustees for endorsement and/or approval.

##### **Risk management**

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity and are satisfied that systems and procedures are in place to mitigate the charity's exposure to the major risks.

##### **Insurance**

The charity holds employer liability, public liability and professional indemnity insurances.

##### **Trustees' indemnities**

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2025**

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##### **Statement of responsibilities of the trustees**

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

##### **Auditors**

Godfrey Wilson Limited were appointed as auditors to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 29 January 2026 and signed on their behalf by

*Megan Yakeley*

Dr Megan Yakeley - Chair

*Chris Bird*

Christopher Bird - Treasurer

## **Independent auditors' report**

### **To the trustees of**

#### **The Bridge Foundation**

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#### **Opinion**

We have audited the financial statements of The Bridge Foundation (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 7 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

## **Independent auditors' report**

### **To the trustees of**

#### **The Bridge Foundation**

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## **Independent auditors' report**

### **To the trustees of**

#### **The Bridge Foundation**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Independent auditors' report**

**To the trustees of**

**The Bridge Foundation**

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### **Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Godfrey Wilson Limited*

Date: 29 January 2026

### **GODFREY WILSON LIMITED**

Chartered accountants and statutory auditors  
5th Floor Mariner House  
62 Prince Street  
Bristol  
BS1 4QD

Godfrey Wilson Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**The Bridge Foundation**

**Statement of financial activities**

**For the year ended 31 March 2025**

|                                    | Note | Restricted<br>£  | Unrestricted<br>£ | 2025<br>Total<br>£      | 2024<br>Total<br>£ |
|------------------------------------|------|------------------|-------------------|-------------------------|--------------------|
| <b>Income from:</b>                |      |                  |                   |                         |                    |
| Donations                          | 3    | -                | 17,090            | <b>17,090</b>           | 48,726             |
| Charitable activities              | 4    | 114,500          | 880,187           | <b>994,687</b>          | 943,682            |
| Other income                       |      | -                | 1,812             | <b>1,812</b>            | 1,035              |
| <b>Total income</b>                |      | <u>114,500</u>   | <u>899,089</u>    | <b><u>1,013,589</u></b> | <u>993,443</u>     |
| <b>Expenditure on:</b>             |      |                  |                   |                         |                    |
| Raising funds                      |      | -                | 44,208            | <b>44,208</b>           | 43,259             |
| Charitable activities              |      | <u>129,500</u>   | <u>893,986</u>    | <b><u>1,023,486</u></b> | <u>911,099</u>     |
| <b>Total expenditure</b>           | 6    | <u>129,500</u>   | <u>938,194</u>    | <b><u>1,067,694</u></b> | <u>954,358</u>     |
| <b>Net income / (expenditure)</b>  | 7    | (15,000)         | (39,105)          | <b>(54,105)</b>         | 39,085             |
| Transfers between funds            |      | <u>(143,441)</u> | <u>143,441</u>    | <u>-</u>                | <u>-</u>           |
| <b>Net movement in funds</b>       |      | (158,441)        | 104,336           | <b>(54,105)</b>         | 39,085             |
| <b>Reconciliation of funds:</b>    |      |                  |                   |                         |                    |
| Total funds brought forward        |      | <u>158,441</u>   | <u>285,638</u>    | <b><u>444,079</u></b>   | <u>404,994</u>     |
| <b>Total funds carried forward</b> |      | <u>-</u>         | <u>389,974</u>    | <b><u>389,974</u></b>   | <u>444,079</u>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

# The Bridge Foundation

## Balance sheet

As at 31 March 2025

|                                                       | Note | 2025<br>£             | 2024<br>£       |
|-------------------------------------------------------|------|-----------------------|-----------------|
| <b>Fixed Assets</b>                                   |      |                       |                 |
| Tangible assets                                       | 10   | <u>364,742</u>        | <u>-</u>        |
| <b>Current assets</b>                                 |      |                       |                 |
| Debtors                                               | 11   | 140,259               | 158,148         |
| Cash at bank and in hand                              |      | <u>95,964</u>         | <u>318,492</u>  |
|                                                       |      | 236,223               | 476,640         |
| <b>Liabilities</b>                                    |      |                       |                 |
| Creditors: amounts falling due within 1 year          | 12   | <u>(47,269)</u>       | <u>(32,561)</u> |
| <b>Net current assets</b>                             |      | <u>188,954</u>        | <u>444,079</u>  |
| <b>Total assets less current liabilities</b>          |      | <b>553,696</b>        | 444,079         |
| Creditors: amounts falling due after more than 1 year | 13   | <u>(163,722)</u>      | <u>-</u>        |
| <b>Net assets</b>                                     | 14   | <u><b>389,974</b></u> | <u>444,079</u>  |
| <b>Funds</b>                                          | 15   |                       |                 |
| Restricted funds                                      |      | -                     | 158,441         |
| Unrestricted funds                                    |      |                       |                 |
| General funds                                         |      | <u>389,974</u>        | <u>285,638</u>  |
| <b>Total charity funds</b>                            |      | <u><b>389,974</b></u> | <u>444,079</u>  |

Approved by the trustees on 29 January 2026 and signed on their behalf by

*Megan Yakeley*

Dr Megan Yakeley - Chair

*Chris Bird*

Christopher Bird - Treasurer

# The Bridge Foundation

## Statement of cash flows

For the year ended 31 March 2025

|                                                                       | 2025<br>£        | 2024<br>£      |
|-----------------------------------------------------------------------|------------------|----------------|
| <b>Cash used in operating activities:</b>                             |                  |                |
| Net movement in funds                                                 | (54,105)         | 39,085         |
| Interest payable                                                      | 2,085            | -              |
| Decrease / (increase) in debtors                                      | 17,889           | (35,557)       |
| Increase in creditors                                                 | 692              | 25,236         |
| <b>Net cash (used in) / provided by operating activities</b>          | <b>(33,439)</b>  | <b>28,764</b>  |
| <b>Cash flows from investing activities:</b>                          |                  |                |
| Purchase of tangible fixed assets                                     | (364,742)        | -              |
| <b>Net cash used in investing activities</b>                          | <b>(364,742)</b> | <b>-</b>       |
| <b>Cash flows from financing activities:</b>                          |                  |                |
| Repayment of borrowings                                               | (4,347)          | -              |
| Cash inflows from new borrowings                                      | 180,000          | -              |
| <b>Net cash provided by financing activities</b>                      | <b>175,653</b>   | <b>-</b>       |
| <b>(Decrease) / increase in cash and cash equivalents in the year</b> | <b>(222,528)</b> | <b>28,764</b>  |
| Cash and cash equivalents at the beginning of the year                | 318,492          | 289,728        |
| <b>Cash and cash equivalents at the end of the year</b>               | <b>95,964</b>    | <b>318,492</b> |

## Analysis of changes in net debt

|                                 | At 1 April<br>2024<br>£ | Cash<br>flows<br>£ | New<br>loans<br>£ | Non-cash<br>movements<br>£ | At 31 March<br>2025<br>£ |
|---------------------------------|-------------------------|--------------------|-------------------|----------------------------|--------------------------|
| Cash                            | 318,492                 | (222,528)          | -                 | -                          | 95,964                   |
| Loans falling due within 1 year | -                       | 2,262              | (13,888)          | (2,390)                    | (14,016)                 |
| Loans falling due after 1 year  | -                       | -                  | (166,112)         | 2,390                      | (163,722)                |
| <b>Total</b>                    | <b>318,492</b>          | <b>(220,266)</b>   | <b>(180,000)</b>  | <b>-</b>                   | <b>(81,774)</b>          |

## **The Bridge Foundation**

### **Notes to the financial statements**

**For the year ended 31 March 2025**

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#### **1. Accounting policies**

##### **a) Basis of preparation and general information**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Bridge Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The Bridge Foundation is a registered charity, with its registered address at: 13 Sydenham Road, Bristol, BS6 5SH.

##### **b) Going concern basis of accounting**

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate due to the reasons as detailed in the trustees' annual report pp. 5-6. There are no material uncertainties about the charity's ability to continue as a going concern.

##### **c) Income**

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

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

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

##### **d) Interest receivable**

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

##### **e) Funds accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2025

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#### 1. Accounting policies (continued)

##### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

##### g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

|                       | 2025  | 2024  |
|-----------------------|-------|-------|
| Raising funds         | 4.1%  | 4.5%  |
| Charitable activities | 95.9% | 95.5% |

##### h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                    |                         |
|--------------------|-------------------------|
| Land and buildings | 2% straight line basis. |
|--------------------|-------------------------|

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000. The purchase price is deemed to be the individual price of each item (items purchased together where the individual purchase prices are < £1,000 but the price of the bundle is >£1,000 would not typically be capitalised).

##### i) Debtors

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

##### j) Cash at bank and in hand

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

## **The Bridge Foundation**

### **Notes to the financial statements**

**For the year ended 31 March 2025**

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#### **1. Accounting policies (continued)**

##### **k) Creditors**

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

##### **l) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

##### **m) Pension costs**

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

##### **n) Accounting estimates and key judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are depreciation as described in note 1h.

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2025**

**2. Prior period comparatives: statement of financial activities**

|                                             | Restricted<br>£ | Unrestricted<br>£ | 2024<br>Total<br>£ |
|---------------------------------------------|-----------------|-------------------|--------------------|
| <b>Income from:</b>                         |                 |                   |                    |
| Donations                                   | -               | 48,726            | 48,726             |
| Charitable activities                       | 112,500         | 831,182           | 943,682            |
| Other income                                | -               | 1,035             | 1,035              |
| <b>Total income</b>                         | <b>112,500</b>  | <b>880,943</b>    | <b>993,443</b>     |
| <b>Expenditure on:</b>                      |                 |                   |                    |
| Raising funds                               | -               | 43,259            | 43,259             |
| Charitable activities                       | 97,500          | 813,599           | 911,099            |
| <b>Total expenditure</b>                    | <b>97,500</b>   | <b>856,858</b>    | <b>954,358</b>     |
| <b>Net income and net movement in funds</b> | <b>15,000</b>   | <b>24,085</b>     | <b>39,085</b>      |

**3. Income from donations**

|           | Restricted<br>£ | Unrestricted<br>£ | 2025<br>Total<br>£ | 2024<br>Total<br>£ |
|-----------|-----------------|-------------------|--------------------|--------------------|
| Donations | -               | 17,090            | 17,090             | 48,726             |

All income from donations in the prior year was unrestricted.

**4. Income from charitable activities**

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2025<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Therapy session fees                           | -               | 547,460           | 547,460            |
| Grants                                         | 114,500         | 10,000            | 124,500            |
| Contracts                                      | -               | 321,137           | 321,137            |
| Conference fees                                | -               | 1,590             | 1,590              |
| <b>Total income from charitable activities</b> | <b>114,500</b>  | <b>880,187</b>    | <b>994,687</b>     |

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2025

### 4. Income from charitable activities (continued)

#### Prior period comparative:

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2024<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Therapy session fees                           | -               | 525,645           | 525,645            |
| Grants                                         | 112,500         | -                 | 112,500            |
| Contracts                                      | -               | 302,964           | 302,964            |
| Conference fees                                | -               | 2,573             | 2,573              |
| <b>Total income from charitable activities</b> | <b>112,500</b>  | <b>831,182</b>    | <b>943,682</b>     |

### 5. Government grants

No government grants were received by the charity during the current or prior year.

### 6. Total expenditure

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2025 Total<br>£  |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|------------------|
| Staff costs (note 8)                       | 31,183                | 767,686                       | 100,590                                 | <b>899,459</b>   |
| Sessional staff and other staff costs      | -                     | 38,145                        | -                                       | <b>38,145</b>    |
| Advertising                                | 4,136                 | -                             | -                                       | <b>4,136</b>     |
| Venue hire                                 | -                     | -                             | 3,168                                   | <b>3,168</b>     |
| Travel and subsistence                     | -                     | -                             | 1,314                                   | <b>1,314</b>     |
| Professional fees                          | -                     | 11,864                        | 15,252                                  | <b>27,116</b>    |
| IT costs                                   | -                     | -                             | 11,091                                  | <b>11,091</b>    |
| Premises and office costs                  | -                     | -                             | 73,350                                  | <b>73,350</b>    |
| Bank and card fees                         | -                     | -                             | 2,720                                   | <b>2,720</b>     |
| Sundry                                     | -                     | -                             | 1,923                                   | <b>1,923</b>     |
| Bad debt                                   | -                     | -                             | 3,187                                   | <b>3,187</b>     |
| Finance cost                               | -                     | -                             | 2,085                                   | <b>2,085</b>     |
| <b>Sub-total</b>                           | <b>35,319</b>         | <b>817,695</b>                | <b>214,680</b>                          | <b>1,067,694</b> |
| Allocation of support and governance costs | 8,889                 | 205,791                       | (214,680)                               | -                |
| <b>Total expenditure</b>                   | <b>44,208</b>         | <b>1,023,486</b>              | <b>-</b>                                | <b>1,067,694</b> |

Total governance costs were £8,100 (2024: £7,800).

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2025

### 6. Total expenditure (continued)

#### Prior period comparative

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2024 Total<br>£ |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                       | 29,510                | 666,527                       | 100,354                                 | 796,391         |
| Sessional staff and other staff costs      | -                     | 27,212                        | -                                       | 27,212          |
| Advertising                                | 4,210                 | -                             | -                                       | 4,210           |
| Venue hire                                 | -                     | -                             | 3,399                                   | 3,399           |
| Travel and subsistence                     | -                     | -                             | 3,739                                   | 3,739           |
| Professional fees                          | -                     | 16,456                        | 25,086                                  | 41,542          |
| IT costs                                   | -                     | -                             | 7,488                                   | 7,488           |
| Premises and office costs                  | -                     | -                             | 65,348                                  | 65,348          |
| Bank and card fees                         | -                     | -                             | 2,985                                   | 2,985           |
| Sundry                                     | -                     | -                             | 1,061                                   | 1,061           |
| Bad debt                                   | -                     | -                             | 983                                     | 983             |
| <b>Sub-total</b>                           | <b>33,720</b>         | <b>710,195</b>                | <b>210,443</b>                          | <b>954,358</b>  |
| Allocation of support and governance costs | 9,539                 | 200,904                       | (210,443)                               | -               |
| <b>Total expenditure</b>                   | <b>43,259</b>         | <b>911,099</b>                | <b>-</b>                                | <b>954,358</b>  |

### 7. Net movement in funds

This is stated after charging:

|                                               | 2025<br>£ | 2024<br>£ |
|-----------------------------------------------|-----------|-----------|
| Operating lease payments                      | 29,033    | 28,655    |
| Trustees' remuneration                        | Nil       | Nil       |
| Trustees' reimbursed expenses                 | Nil       | Nil       |
| Independent examiners' remuneration (ex VAT): |           |           |
| ▪ Audit                                       | 6,750     | 6,500     |

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements.

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2025

#### 8. Staff costs and numbers

Staff costs were as follows:

|                       | 2025<br>£      | 2024<br>£      |
|-----------------------|----------------|----------------|
| Salaries and wages    | 827,326        | 735,947        |
| Social security costs | 55,833         | 47,495         |
| Pension costs         | 16,300         | 12,949         |
|                       | <u>899,459</u> | <u>796,391</u> |

No employee earned more than £60,000 during the current or prior year.

From March 2024 to December 2024, key management personnel of the charity comprised the trustees, Finance and Office Director, Schools Manager and BPS Manager. From 1 January 2025, key management personnel comprised the trustees, Interim CEO, Interim School Manager, Interim BPS Manager, Finance and Operations Manager and Fundraising and Communications Manager. (2024: Trustees, Operations and Finance Director, Clinical Director and Clinical Lead for Bridge Psychotherapy Service and Clinical Director and Clinical Lead for Bridge in Schools). The total employee benefits of the key management personnel were £163,379 (2024: £134,661).

|                                | 2025<br>No. | 2024<br>No. |
|--------------------------------|-------------|-------------|
| Average head count             | <u>46.2</u> | <u>42.6</u> |
| Full time equivalent employees | <u>21.1</u> | <u>19.9</u> |

#### 9. Taxation

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

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2025

### 10. Tangible fixed assets

|                         | Land and buildings<br>£ |
|-------------------------|-------------------------|
| <b>Cost</b>             |                         |
| At 1 April 2024         | -                       |
| Additions in year       | <u>364,742</u>          |
| At 31 March 2025        | <u>364,742</u>          |
| <b>Depreciation</b>     |                         |
| At 1 April 2024         | -                       |
| Charge for the year     | <u>-</u>                |
| At 31 March 2025        | <u>-</u>                |
| <b>Net book value</b>   |                         |
| <b>At 31 March 2025</b> | <u><u>364,742</u></u>   |
| At 31 March 2024        | <u><u>-</u></u>         |

Included in land and buildings is £55,000 relating to the land element of the purchase that is not depreciated.

### 11. Debtors

|                | 2025<br>£             | 2024<br>£             |
|----------------|-----------------------|-----------------------|
| Trade debtors  | 57,828                | 58,700                |
| Prepayments    | 9,183                 | 7,034                 |
| Other debtors  | -                     | 4,384                 |
| Accrued income | <u>73,248</u>         | <u>88,030</u>         |
|                | <u><u>140,259</u></u> | <u><u>158,148</u></u> |

### 12. Creditors : amounts due within 1 year

|                              | 2025<br>£            | 2024<br>£            |
|------------------------------|----------------------|----------------------|
| Trade creditors              | 1,501                | 162                  |
| Accruals and other creditors | 31,752               | 32,399               |
| CAF Loan                     | <u>14,016</u>        | <u>-</u>             |
|                              | <u><u>47,269</u></u> | <u><u>32,561</u></u> |

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2025**

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**13. Creditors : amounts due > 1 year**

|                                      | <b>2025</b>           | <b>2024</b>     |
|--------------------------------------|-----------------------|-----------------|
|                                      | <b>£</b>              | <b>£</b>        |
| CAF Loan                             | <b><u>163,722</u></b> | <b><u>-</u></b> |
| <b>Analysis of debt maturity</b>     |                       |                 |
| Debt due after more than one year:   |                       |                 |
| repayable between one and five years | <b>64,429</b>         | -               |
| repayable in five years or more      | <b><u>99,293</u></b>  | <b><u>-</u></b> |
|                                      | <b><u>163,722</u></b> | <b><u>-</u></b> |

In 2024/25, the charity secured a loan of £180,000 from CAF Bank in order to finance the purchase of 12 Sydenham Road. The loan was secured at 5.5% interest over a period of ten years.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2025

14. Analysis of net assets between funds

|                                    | Restricted<br>£ | Unrestricted<br>£ | Total<br>funds<br>£ |
|------------------------------------|-----------------|-------------------|---------------------|
| Tangible fixed assets              |                 | 364,742           | <b>364,742</b>      |
| Current assets                     | -               | 236,223           | <b>236,223</b>      |
| Current liabilities                | -               | (47,269)          | <b>(47,269)</b>     |
| Non-current liabilities            | -               | (163,722)         | <b>(163,722)</b>    |
| <b>Net assets at 31 March 2025</b> | <b>-</b>        | <b>389,974</b>    | <b>389,974</b>      |

Prior period comparative

|                                    | Restricted<br>£ | Unrestricted<br>£ | funds<br>funds<br>£ |
|------------------------------------|-----------------|-------------------|---------------------|
| Current assets                     | 158,441         | 318,199           | 476,640             |
| Current liabilities                | -               | (32,561)          | (32,561)            |
| <b>Net assets at 31 March 2024</b> | <b>158,441</b>  | <b>285,638</b>    | <b>444,079</b>      |

15. Movements in funds

|                                 | At 1 April<br>2024<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>£   | At 31 March<br>2025<br>£ |
|---------------------------------|-------------------------|------------------|--------------------|------------------|--------------------------|
| <b>Restricted funds</b>         |                         |                  |                    |                  |                          |
| Bridge in Schools               | 15,000                  | 114,500          | (129,500)          | -                | -                        |
| Quartet Property Fund           | 143,441                 | -                | -                  | (143,441)        | -                        |
| <b>Total restricted funds</b>   | <b>158,441</b>          | <b>114,500</b>   | <b>(129,500)</b>   | <b>(143,441)</b> | <b>-</b>                 |
| <b>Unrestricted funds</b>       |                         |                  |                    |                  |                          |
| General funds                   | 285,638                 | 899,089          | (938,194)          | 143,441          | <b>389,974</b>           |
| <b>Total unrestricted funds</b> | <b>285,638</b>          | <b>899,089</b>   | <b>(938,194)</b>   | <b>143,441</b>   | <b>389,974</b>           |
| <b>Total funds</b>              | <b>444,079</b>          | <b>1,013,589</b> | <b>(1,067,694)</b> | <b>-</b>         | <b>389,974</b>           |

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2025

#### 15. Movements in funds (continued)

| Prior period comparative        | At 1 April<br>2023<br>£ | Income<br>£    | Expenditure<br>£ | At 31 March<br>2024<br>£ |
|---------------------------------|-------------------------|----------------|------------------|--------------------------|
| <b>Restricted funds</b>         |                         |                |                  |                          |
| Bridge in Schools               | -                       | 112,500        | (97,500)         | 15,000                   |
| Quartet Property Fund           | 143,441                 | -              | -                | 143,441                  |
| <b>Total restricted funds</b>   | <b>143,441</b>          | <b>112,500</b> | <b>(97,500)</b>  | <b>158,441</b>           |
| <b>Unrestricted funds</b>       |                         |                |                  |                          |
| General funds                   | 261,553                 | 880,943        | (856,858)        | 285,638                  |
| <b>Total unrestricted funds</b> | <b>261,553</b>          | <b>880,943</b> | <b>(856,858)</b> | <b>285,638</b>           |
| <b>Total funds</b>              | <b>404,994</b>          | <b>993,443</b> | <b>(954,358)</b> | <b>444,079</b>           |

#### Purposes of restricted funds

##### Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations.

##### Quartet Property

Funds originally received to purchase a building in 2023/24. The building purchase was delayed but completed in January 2025. Use of the restricted funds to purchase the building is shown as a transfer into general funds.

#### 16. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

|                     | 2025<br>£    | 2024<br>£     |
|---------------------|--------------|---------------|
| Amount falling due: |              |               |
| Within 1 year       | 2,854        | 14,214        |
| Within 1 - 5 years  | 1,638        | -             |
|                     | <b>4,492</b> | <b>14,214</b> |

#### 17. Related party transactions

There were no related party transactions in the current or prior year.

**THE BRIDGE FOUNDATION**

England & Wales - Charity number 1178918

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# Accounts

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# The Bridge Foundation

## Annual Report and Accounts

### 31 March 2024



Charity Number: 1178918

The Bridge Foundation was founded in late 1983 in Bristol, by a psychotherapist trained at the Tavistock Clinic – a world-leading centre of excellence for psychotherapy training. Over the past 40 years we have helped 11,000+ individuals and established a reputation for clinical excellence and effective results.

Today, we specialise in providing in-depth psychotherapeutic interventions that include arts, play and talking-based approaches. Our award-winning model sustainably combines schools-based outreach, commissioned services and fee-paying services, to make a difference to children, young people, families and adults suffering mental health difficulties across Bristol.

We were awarded a Bristol Social Impact Award for Good Governance in February 2024, in recognition of our strong and innovative governance.



*"The skills and ability to think differently have helped me so much..."*  
(Young person)

*"The work you do with my child is amazing and incredible."*  
(Parent)

*"I can share my worries."*  
(Child)

*"This has been a lifeline for me."*  
(Therapy group member)

*"Pupils, staff and parents access expert help on-site... a vital part of our mental health provision."*  
(School leader)

*"My therapist has helped me to see that I am strong, and I will be forever grateful for that."*  
(Adult)

*"The sun shines brighter when you are here."*  
(School staff)

In 2023, one in five children and young people aged 8-25 in England had a probable mental health disorder (NHS Digital 2023). 50% of long-term mental health problems begin before children reach 14. Those growing up in deprived areas are three times as likely to develop mental health difficulties to better off peers. Children and young people with learning disabilities are more than four times more likely to develop a mental health problem than those without (SEND Network 2023). The latest national data showed around one in six adults (over 16s) were experiencing depression (ONS 2021).

The Bridge brings the best help to the most vulnerable, including looked after children, young people with special educational needs and disabilities, children from deprived backgrounds, and those experiencing adverse childhood experiences (ACEs) or dealing with the consequences in their adult lives. Our holistic approach includes support for families and schools to enhance and sustain the impact of the improvements that the therapy brings.



As experts and local leaders in mental health, our breadth of experience and evidence-based approach are underpinned by in-depth psychodynamic training and rich professional insights from across our ever-growing multi-disciplinary team, which includes therapists with arts trainings. Our highly qualified clinicians have many years of experience.



Our diverse approaches use accessible means of communication – including play, music, art and drama – and are as individual as every child who uses our services.

Among the ~500 young people we directly support each year:

- Nearly half are from socio-economically **disadvantaged backgrounds**
- 1/3 are **care-experienced**
- More than 1/3 are recipients of **Education and Health Care Plans (EHCPs)**
- Nearly 3/4 are classified as having **special educational needs and disabilities (SEND)**
- 9 out of 10 children clients have experienced **Adverse Childhood Experiences (ACEs)**.

We also support ~200 adults each year, including parents of the children receiving our 1-1 support, and individuals experiencing difficulties or trauma in their adult lives.

## Schools-embedded early intervention mental health support

**Bridge in Schools** focuses its work in disadvantaged areas of Bristol and takes a holistic approach, including support for parents and schools, to increase resilience and enable long-lasting results. Through partnerships with local primary, specialist and secondary schools we embed highly qualified child and adolescent psychotherapists within pastoral teams to provide tailored solutions for whole-school emotional well-being. Teachers refer children with complex needs into our 1-1 early intervention support.



## Individualised therapeutic work through client-led services

**Bridge Psychotherapy Service** includes our fee-paying long- and short-term therapy for parents and infants, children, adolescents, parents and families; specialist work for adults; low cost and free therapy initiatives; and autism assessment services. Commissioned work through the Adoption Support Fund, Social Services, the NHS and others allows us to reach children, young people and adults who might otherwise be unable to access high quality, in-depth, and often long-term, therapy.



## Expert professional support services, training opportunities and events

The **Bridge's Professional Support services** provide reflective practice support ("supervision", in therapeutic terms), training, and conferences and events for frontline professionals working with children, including teachers, mental health workers and social workers. We are highly reputed throughout professional networks in the region and nationally.





## Outreach programme

We designed our innovative Bridge in Schools outreach programme to provide specialist mental health services from within an environment that is already safe and accessible to children by embedding our expert therapists into school pastoral teams.

Children and families see highly trained staff, rarely to be found outside specialist NHS services or costly private clinics – so that the best help is there for the most vulnerable.



## School partnerships

We collaborate with local schools to co-create a mental health service that builds on their expertise and provision.

Our model brings specialist mental health into the heart of the school community. We work with local primary, secondary and Special Educational Needs and Disabilities (SEND) schools across the Bristol region, focusing on the most deprived areas. Placing our highly qualified child and adolescent mental health experts within local schools overcomes barriers to access. Schools refer children with the greatest mental health struggles into our in-depth therapeutic services, which are integrated into the familiar and safe school environment.



## Whole-school wellbeing programme

Schools benefit from access to this in-house expert mental health support through a therapeutic offer that is responsive to the particular and current needs of the school community.

The programme includes:

- 1:1 therapy
- Group sessions
- Classroom observations
- Professional assessment
- Reflective practice
- Supervision and training
- Treatment planning
- Consultation

We augment positive impact on children's emotional wellbeing through support for teachers and parents to help sustain emotional and behavioural improvements.

This year we also conducted a pupil voice evaluation pilot to gather views about emotional wellbeing and mental health needs in school from a pupil population.

*"Invaluable, life transforming support for pupils with significant and complex mental health challenges."*

(Schools Trust Deputy CEO)

*"Bridge in Schools' work with children has always shown exceptional impact, and the work with parents has been crucial to the emotional health of their children (and them)."*

(SENDCo, May 2023)

*"The knowledge and experience Bridge in Schools therapists share with staff to help support our children is rich and inspiring."*

(Learning Mentor, June 2023)

*"I feel blessed to be part of a school that has The Bridge involved, as its impact is great, supporting children, families and staff to thrive."*

(Learning Mentor/Family Support/Attendance Officer, June 2023)

*"I doubt I would have survived SENDCoing for 10 years so well without the support of Bridge in Schools – they just know how to make you feel safe to share, think and problem solve."*

(SENDCo, May 2023)

## This year we:



Provided **287** young people with 1:1 in-depth therapeutic support, including **70** children and young people within SEND schools.



Embedded our support within **19** partner schools, including **6** SEND schools across Bristol and South Gloucester through long-term partnerships.



Delivered **5,119** clinical sessions of therapeutic support within term time.

Our established data set shows that, despite rising levels of severity, we continue to make a consistently positive impact on children's mental health. We measure mental health outcomes using established clinical tools, comparing the change in emotional and behavioural symptoms between the start and end of the therapy.

## We see the following results after therapeutic intervention:



Children are more able to think about and manage their difficult feelings.



Their relationships with peers and adults show improvements.



Their emotional resilience and self-confidence increases.



School staff are more confident to support pupils with complex needs.



Parents are more able to understand and respond to the needs of their children.



8 out of 10 children show improvement after their therapy, despite high levels of mental health severity and complexity.

## This year we:

- ✓ Supported **289** clients (196 children and young people and 93 adults) of which:
  - **50%** paid a subsidised, means-assessed rate.
  - **25%** were services commissioned by social services or adoption support for children and families.
- ✓ Delivered **7,306** clinical sessions.
- ✓ Provided subsidised group therapy to **38** parents.

Through our not-for-profit psychotherapy services we provide highly effective support, tailored to individual needs, to benefit the mental health of children, young people, families, and adults. Our experienced and highly qualified multidisciplinary team is dedicated to supporting life-long improvements for individuals who are suffering mental health difficulties and challenges. We help people across the Bristol region feel secure and supported in their mental health; working with all ages, backgrounds and experiences.

We strive to increase our reach to people who might not be able to afford therapy. Initiatives have included time-limited therapy for adults through the NHS, free therapy for Bristol University students, and partnerships with a children's centre and a community centre.

We also offer professional placements to trainee psychodynamic therapists who can deliver free or low fee therapy. Many join our team in long-term roles following full qualification.





*"I cannot thank you enough for the new awareness you have given me. The skills and ability to think differently have helped me so much and I feel like they are leading the way to the next stage of my life."*

(Young person)

*"Our therapist was able to offer us so many useful insights into our situation and has increased our confidence in parenting our challenging teen. We will always be grateful for her advice."*

(Parent)

*"Until recently he was head banging, now I can't remember the last time this happened. He is much happier now."*

(Parent)

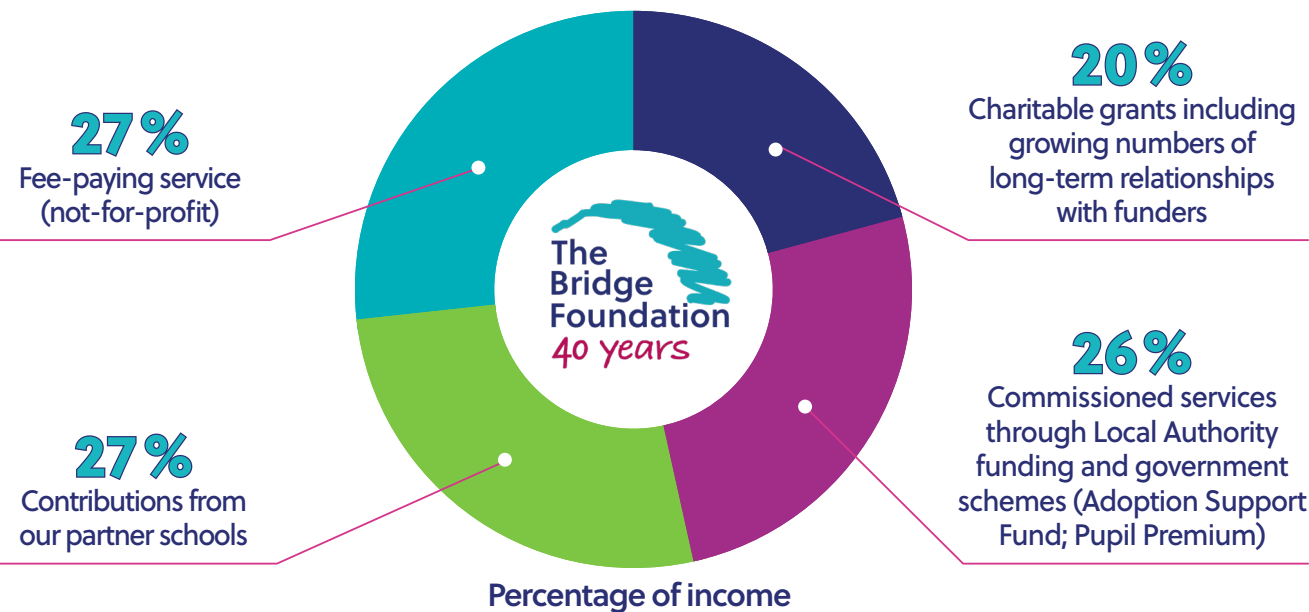
*"My therapist's gentle encouragement has given me the safe space to explore things from my past that I have never spoken about."*

(Adult)

*"Meeting other parents going through similar struggles has been helpful. Sharing experiences helped me feel less alone."*

(Parent Group attendee)

The Bridge Foundation’s diverse income streams include our (not-for-profit) fee-paying service; contributions from our partner schools; commissioned services through Local Authority funding and government schemes; and charitable grants:



We have a strong loyal supporter base among local funders, many of whom have funded our work for nearly a decade. Partnering long term with trusts and statutory sources who know our work well, we also seek to expand our range of funders each year.

We would like to thank all funders and partners who have generously supported our work during this year



Henry Smith Foundation  
Nisbet Trust  
John Thaw Foundation  
Walter Guinness Charitable Trust  
Souter Charitable Trust  
Baily Thomas Charitable Fund  
Portishead Nautical Trust

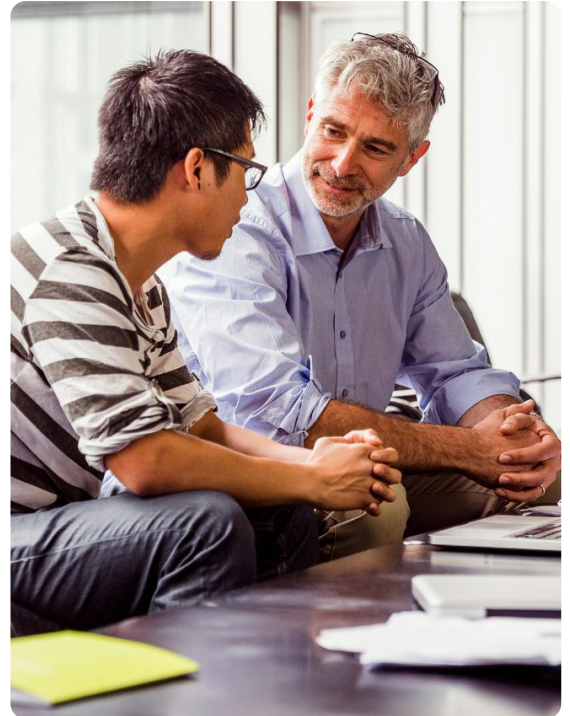
Linnet Trust  
Inchrye Trust  
Alfred Hill Fund  
Nagle Family Fund  
James Tudor Foundation  
G R Lane Health

We extend our sincere thanks to the funders and partners who wish to remain anonymous, as well as members of the public who have raised funds, and the individuals and close supporters who have donated to our cause this year.

The Bridge has never stood still, there is always more work to be done and one thing that has been consistent over the past 40 years is that we are always growing. To this end we are in the process of purchasing a building into which we can expand and continue to deliver our services to as many people as possible.

In our strategy for the next five years, we are focusing on four strands:

- To ensure that our psychodynamic approach and values are at the heart of everything we do.
- To strive to deliver the highest quality services within a robust, effective learning organisation.
- To improve equality, diversity and accessibility across the whole organisation.
- To commit to sustainable growth.



We enter our next decade focused on supporting Bristol's mental health, alongside the many other role players and experts in our local mental health ecosystem. We will do this by maintaining our high quality services and staying true to our values, while striving to support even more vulnerable individuals, sustainably and accessibly, for many more years to come.



Another busy year has passed at The Bridge Foundation. We have seen change on our Board of Trustees with three long-serving talented members standing down for personal reasons. Their presence around the Board table has been greatly valued over the years. We have welcomed four new trustees with backgrounds in clinical practice, psychiatry, accountancy and business development. These new members bring new energy, perspectives and expertise to our strong and established Board.

This has also been the first full year of the organisation being led through joint leadership. At the end of 2022, when our CEO left, we decided to trial a new arrangement where leadership was shared in a Joint Leadership Team (JLT) between our Operations and Finance Manager and our two clinical leads – all three now known as Directors. A performance review one year in, by trustees, staff and JLT Directors, showed overwhelming endorsement of the new leadership approach. It was felt to be efficient and effective while also allowing for increased collaboration, innovation, creative thinking and reflection.

At the same time, we learned of the end-2024 retirement plans of our Operations and Finance Director – one of the JLT members and our longest standing member of staff. It has meant that, as well as reviewing the JLT, we have concentrated on succession planning and the design of an adjusted model of leadership. After consultation, we are now working towards a joint CEO model where the two clinical leads share leadership with support from a Senior Management Team with enhanced responsibilities.

These changes have occupied considerable time and energy, so we were particularly thrilled to be awarded a Social Impact Award for good governance by our local third sector support organisation, Voscur, around the same time. The award recognises the innovation, effectiveness and sustainability of our governance practices - specifically our leadership innovations and thinking, and our sustainable diversified financial model.

In parallel to all of this, we have ensured continued service delivery excellence, and I am delighted that our Bridge Foundation services have prospered. We continue to offer a mix of free and fee-paying services; working in schools throughout Bristol and its surrounds, and offering therapy to children and families from our base in Cotham. Our commissioned caseload continues to grow; our new services – including group therapy sessions and diagnostic autism assessments – have been well received and we continue to organise our annual clinical conference. We are proud that our services remain of the highest quality, supported by our skilled and committed staff team.

As we prepare for another year, one in which we will celebrate our 40th anniversary and move into our new property, I find myself thinking of all those, past and present, who have made the work of The Bridge Foundation possible and helped it to have a bright future as a leading player in the field of mental health. It has been and remains a collective endeavour, the result of consistency, caring and commitment.

And so – to our staff team, our Directors, our Trustees, funders, partners and supporters – thank you for the continuing excellence of The Bridge Foundation. Let us work together to ensure the continuation of this excellence into the future.

Best wishes,



Cathy Benjamin

## Reference and administrative details

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|-------------|---------------------------|------------------------|--|------------------------|---------------------------|--------------|--|--------------|--|-----------------|-------------------------|---------------|-----------------------------|---------------|--|-----------------------|--|---------------|--|---------------|-----------------------------|------------|----------------------------|
| <b>Charity number</b>        | 1178918                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| <b>Registered office</b>     | 13 Sydenham Road<br>Bristol<br>BS6 5SH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| <b>Trustees</b>              | <p>The trustees who served during the year and up to the date of this report were as follows:</p> <table><tr><td>Alison Appshaw - Treasurer</td><td>Resigned 1 April 2023</td></tr><tr><td>Rob Barling</td><td>Appointed 29 January 2024</td></tr><tr><td>Cathy Benjamin - Chair</td><td></td></tr><tr><td>Chris Bird - Treasurer</td><td>Appointed 29 January 2024</td></tr><tr><td>Itamar Cohen</td><td></td></tr><tr><td>Kristian Cox</td><td></td></tr><tr><td>Caroline Harris</td><td>Resigned 1 January 2024</td></tr><tr><td>Martin McColl</td><td>Appointed 25 September 2023</td></tr><tr><td>Jessica Miles</td><td></td></tr><tr><td>Laura Vickers-Rendall</td><td></td></tr><tr><td>Lindy Wootton</td><td></td></tr><tr><td>Megan Yakeley</td><td>Appointed 25 September 2023</td></tr><tr><td>Lucy Young</td><td>Resigned 25 September 2023</td></tr></table> | Alison Appshaw - Treasurer | Resigned 1 April 2023 | Rob Barling | Appointed 29 January 2024 | Cathy Benjamin - Chair |  | Chris Bird - Treasurer | Appointed 29 January 2024 | Itamar Cohen |  | Kristian Cox |  | Caroline Harris | Resigned 1 January 2024 | Martin McColl | Appointed 25 September 2023 | Jessica Miles |  | Laura Vickers-Rendall |  | Lindy Wootton |  | Megan Yakeley | Appointed 25 September 2023 | Lucy Young | Resigned 25 September 2023 |
| Alison Appshaw - Treasurer   | Resigned 1 April 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Rob Barling                  | Appointed 29 January 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Cathy Benjamin - Chair       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Chris Bird - Treasurer       | Appointed 29 January 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Itamar Cohen                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Kristian Cox                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Caroline Harris              | Resigned 1 January 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Martin McColl                | Appointed 25 September 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Jessica Miles                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Laura Vickers-Rendall        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Lindy Wootton                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Megan Yakeley                | Appointed 25 September 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| Lucy Young                   | Resigned 25 September 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| <b>Joint Leadership Team</b> | Matthew Jenkins<br>Annabelle Patel<br>Georgina Taylor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| <b>Bankers</b>               | NatWest<br>40 Queen's Road<br>Clifton<br>Bristol<br>BS8 1BF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |
| <b>Auditors</b>              | Godfrey Wilson Limited<br>Chartered accountants and statutory auditors<br>5th Floor Mariner House<br>62 Prince Street<br>Bristol<br>BS1 4QD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |                       |             |                           |                        |  |                        |                           |              |  |              |  |                 |                         |               |                             |               |  |                       |  |               |  |               |                             |            |                            |

## Report of the trustees

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

### Objectives and activities

#### Purpose

The objects of the Charitable Incorporated Organisation (CIO) are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

#### Aims

##### Our vision

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision, informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples, families and groups, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Conferences and events.

##### Our approach

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

## Report of the trustees

### Strategic goals 2024-2029

- To ensure that our psychodynamic approach and values are at the heart of everything we do at The Bridge Foundation;
- To strive to deliver the highest quality services within a robust, effective learning organisation;
- To improve equality, diversity and accessibility across the whole organisation; and
- To commit to sustainable growth.

### **Organisation developments and performance**

#### **Joint leadership team**

From late December 2022, Georgina Taylor, Clinical Director and Clinical Lead Bridge Psychotherapy Service, Annabelle Patel, Operations and Finance Director and Matthew Jenkins, Clinical Director and Clinical Lead Bridge in Schools, formed the Joint Leadership Team (JLT). The JLT have been in place for the entirety of 23/24 and have worked together to run the Bridge Foundation. They have focused on developing a five year strategic plan which they are beginning to deliver.

The trustees completed a review of the JLT and how it was functioning in early 2024 and the resulting paper reported that staff, trustees and the JLT (all of whom had been surveyed) found that it was a robust and effective leadership model and that The Bridge Foundation was thriving under it. This work is now being used to inform the succession planning that is in progress as the Operations and Finance Director is leaving The Bridge Foundation in December 2024.

#### **Bridge in Schools (BiS)**

As last year, the long term effects of the pandemic on families are still very much with us particularly in many of the areas of greater deprivation that we support, who were disproportionately affected. School staff are supporting children with complex emotional needs, while at the same time attempting to make up lost ground in terms of learning and development. Much of our work has included support for school staff and families as well as the direct therapeutic work with children.

This year we also piloted a pupil voice project which aimed to gather the views of primary school children in one of our partner schools about their mental health and emotional well-being needs, with the intention of using the evaluation to inform service delivery.

We continue to advocate our whole school partnership approach to wellbeing which helps schools to prioritise emotional wellbeing within the education system in the context of the many challenges they face.

Schools continue to experience ongoing financial pressures which impact on what they are able to offer. Some of our partner schools have been forced to implement reductions in therapeutic provision (as well as other services) in spite of clearly valuing the service. However this has been offset by some new partnerships over the course of the year and overall, the trajectory continues to be one of growth.

## Report of the trustees

### Bridge Psychotherapy Service (BPS)

We continued to have a waiting list of around 4 months for children and young people; the waiting time was much shorter for adults (sometimes no wait at all), while for children and young people needing after school appointments it can be 6 months or longer. We had a new therapist start work in June and an existing therapist had increased her hours also from June. We have an open application invitation on the website, and from time to time get enquiries to work in the team.

Our autism assessment service is now fully up and running and we are now carrying a waiting list for these of around a year. We have had very positive feedback from all of the assessments conducted. We have expanded our group therapy provision from one to two parent groups, enabling parents of adolescents and of primary aged neurodivergent children to access therapeutic support at a low fee.

A new trainee child psychotherapist began work in the team in October 2023 and is progressing very well in what is the first year of his four year clinical training. He is able to offer low fee and free services to clients including some who could not otherwise access therapy services.

Continuing Professional Development (CPD) in the BPS team has included issues such as neurodiversity, working with dreams and working with groups. Staff value the high quality training offered and the variety of both topics and approaches; these CPD sessions contribute to ensuring that we continue to offer the highest quality services.

At the end of the 2023-2024 financial year the number of commissioned cases had continued to grow, standing at:

|                                | <b>BPS</b>                         | <b>BiS</b> |
|--------------------------------|------------------------------------|------------|
| Adoption Support Fund (ASF)    | 50                                 | 3          |
| ASF Special Guardianship Order | 11                                 | 6          |
| Social Services                | 2                                  |            |
| NHS                            | 1                                  |            |
| Schools                        |                                    |            |
| Other                          | 1 Education Healthcare Plan (EHCP) |            |

There were a further seven cases waiting for allocation at that time. The increase in commissioned work has contributed to the financial stability of the BPS service, though it continues to be uncertain in the long term whether or not the Adoption Support Fund (ASF) will continue; as the ASF provides the majority of the commissioned cases this would have a large impact on BPS if it was discontinued. The children and young people whose therapy is commissioned on the whole have a higher level of difficulty than would be average for cases in the BPS service and they are more likely to have complex networks and additional vulnerabilities (e.g. risk of exclusion, risk of family or placement breakdown).

### Award

The Bridge Foundation were delighted to receive the Good Governance Award at the Bristol Social Impact Awards in February. This major awards event is organised by Voscur and brings together third sector organisations from across Bristol. This recognition of our work and strong governance was much appreciated by the whole organisation.

## Report of the trustees

### Plans for the future

The new strategic plan for The Bridge Foundation reflects the vision and core values of our organisation. In developing this strategic plan the JLT (joint leadership team) decided to start with a blank sheet, rather than make adjustments to the previous plan or use a template. This is to ensure that the strategic plan fully reflects our current situation and our development needs, and that it aligns fully with our unique organisational ethos. The strategy is designed around four primary goals:

#### **To ensure that a psychodynamic approach and values are at the heart of everything we do at The Bridge Foundation**

To ensure that a psychodynamic approach and values permeates the organisation, we will continue to embed this ethos into all aspects of the service and organisation by:

- Fostering a welcoming therapeutic environment; Communicating our psychodynamic model effectively;
- Developing and maintaining a strong leadership team that exemplifies our core values; and
- Ensuring the recruitment strategy attracts clinicians and other staff with the appropriate psychoanalytic or psychodynamic training or experience and a commitment to further developing these skills within a psychodynamic organisation.

#### **To strive to deliver the highest quality services within a robust, effective learning organisation**

We are committed to upholding high-quality service standards and organisational efficiency. We will achieve this by:

- Enhancing our infrastructure;
- Implementing a robust evaluation system;
- Ensuring strong and effective leadership;
- High-quality training programs; and
- Maintaining and developing appropriate and rigorous policies.

#### **To improve equality, diversity and accessibility across the whole organisation**

We wish to make our services accessible and relevant to as wide a section of the community around Bristol as possible; this includes people from diverse ethnic groups or who represent diversity of sexuality, gender identity, religious identity, class, disability, age or health issues.

We will also endeavour to improve the diversity within our staff group, celebrate diversity and expand our reach to those who need our services. We will do this by:

- Enhancing our facilities for accessibility;
- Communicating the relevance of our services to diverse communities
- Developing a strategy to diversify our workforce; and
- Developing an evaluation system to track our progress on these fronts.

## Report of the trustees

### To commit to sustainable growth

We are committed to sustainable growth while maintaining the highest quality services and ensuring that new therapist recruits are able to deliver high quality psychodynamic therapy. By growth we mean: increasing the number of children, families and individuals we see to better meet the need and to extend the range of services we can offer in order to address gaps in provision. To this end we will be:

- Securing additional premises for expansion;
- Ensuring that our external communication is as effective as possible to reach a wider potential client group and potential staff group; and
- Seeking to expand our fundraising in order to support expanded services in schools.

These four strategic goals are interconnected and underpinned by several fundamental enablers:

- Premises;
- Communications;
- Fundraising;
- Evaluation and evidence base for our work;
- Sound finances;
- Strong and effective leadership;
- Human resources;
- Recruitment; and
- Robust governance.

Work we have done so far includes:

- 1) Psychodynamic approach and values, and
- 2) Delivering Quality Services  
Delivering nine high quality CPDs throughout the year to staff on working psychodynamically.
- 3) Equality and diversity  
Setting up an equality and diversity working group, spanning across all three teams. The group will focus on areas such as
  - Recruitment and equality / diversity;
  - Ensuring access and support for the diverse needs and backgrounds of existing staff members; and
  - Widening access to therapy for diverse groups within Bristol.
- 4) Sustainable Growth  
Marketing to schools to maintain growth in schools partnership contracts.

### Public benefit

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conform to the conditions and guidance offered by the Charity Commission in relation to public benefit.

## Report of the trustees

### Financial review

#### Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

The charity holds unrestricted, general reserves of £285,638 and a cash balance of £318,492 at year end. The charity has continued to secure income in 24/25 through its established mixed financial model and the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

#### Financial position

The year ended with expenditure of £954,358 against an income of £993,443. At March 2024, total unrestricted reserves amounted to £285,638.

#### Principal risks

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements. The Treasurer and Chair review financial performance and cash flow bi-monthly. Clinical risk is currently managed through regular clinical supervision and adherence to the ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

#### Reserves policy

Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation and have established a clear policy. The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least six months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

Support costs for six months amount to approx. £105,000 and at the end of the year general reserves are £285,638. The reason for this high figure is the fact that some of this amount

(£170,000) is intended to be used for a property purchase in 24/25. Therefore, available general reserves at the end of the year are £115,638 which is in line with the stated reserves policy.

## Report of the trustees

### Structure, governance and management

#### Constitution

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019, the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

#### Method of appointment or election of trustees

Potential trustees are initially invited to have an informal discussion with the JLT and / or the Chair and to visit the organisation. Potential trustees are then invited to an interview with two trustees to gain an understanding of the organisation. This involves discussion of the mission, vision and strategic direction of the organisation; the roles and responsibilities of being a trustee, and the difference between governance and management. The meeting explores the skills and qualities the candidate can bring and their capacity and willingness to commit sufficient time to the role. In addition prospective trustees are asked to provide two references to ensure that they have the requisite skills and are of good character.

On appointment new trustees have the opportunity to attend a board meeting to get the feel of the board, and are later formally appointed by the board with confirmation at the AGM.

Trustee induction and training consists of a meeting with the Chair and JLT, a tour of the premises and introductions to the Senior Management Team. They also receive an information package that includes the Articles of Association, Annual Report and Accounts and Charity Commission booklets describing the responsibilities of the trustee role. New trustees are strongly encouraged to attend locally organised governance training opportunities details of which are circulated periodically to all trustees.

The Bridge Foundation is a member of Voscur – a Bristol based organisation that aims to support, develop and represent Bristol's Voluntary, Community and Social Enterprise (VCSE) sector – and The Association of Chairs – a national membership organisation supporting Chairs and Vice Chairs of charities and social enterprises in England and Wales. Both of these organisations provide training and peer support opportunities for members of the board.

Trustees are appointed for a term of three years in the first instance.

#### Organisational structure and decision making

The board of trustees meets six times a year and is responsible for the finances, the strategic direction and policy of the charity.

The board of trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with. Professions currently represented include child and adult psychotherapy, social work, education, finance, child protection, public relations and human resources.

## Report of the trustees

The board has adopted, and will keep under review, a set of policies relating to corporate governance including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustee recruitment has remained a focus of the last year with a number of long-standing Trustees standing down in recent years and new ones coming on board. The Trustees have committed to developing the membership of the Board and increasing its diversity. Planning has included more accessible recruitment procedures with wider advertising and clearer supporting information such as trustee job and role descriptions.

We have hybrid Trustee meetings with some attendees meeting in person and others remotely. These work moderately effectively whilst acknowledging that there is still work to do on making them equitable.

Trustees also meet three times a year for a facilitated in-person reflective meeting. Two of these meetings include JLT members while the third is trustees only. Trustees are strongly encouraged to attend these.

Two sub-boards meet regularly and report to the board.

### Sub-boards

Strategy, Resources and Business Group (SRB) meets six times a year. Membership: Joint Leadership Team and 3 trustees – one of whom acts as Chair. Purpose:

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the board of trustees and to recommend proposals to the board for consideration and decision making;
- To monitor and review progress of services, projects and developments and to report back to the board; and
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

Finance Group meets six times a year. Membership: JLT, the Bridge Foundation Treasurer and one other trustee. Purpose:

- Preparation of annual budget for approval by board; and
- Regular monitoring of expenditure and income and related financial matters and quarterly reporting to board.

The JLT holds responsibility for the operational management of The Bridge Foundation, the management of clinical service teams and for the planning, delivery and monitoring of services.

The Operations and Finance Director, assisted by the Finance Assistant, holds responsibility for financial planning and monitoring and for the preparation of management accounts and for audit. The Monitoring and Evaluation Data Analyst has responsibility for the collection and analysis and presentation of monitoring and evaluation information.

## Report of the trustees

### Pay and remuneration

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff (JLT) and trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the SRB and either agreed there or passed to the board for endorsement and/or approval.

### Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate the charity's exposure to the major risks.

### Insurance

The charity holds employer liability, public liability and professional indemnity insurances.

### Trustees' indemnities

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

### Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

## Report of the trustees

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

### **Auditors**

Godfrey Wilson Limited were appointed as auditors to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 23 September 2024 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

## Independent auditors' report

### Opinion

We have audited the financial statements of The Bridge Foundation (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

## Independent auditors' report

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Other matter

The financial statements for the year ended 31 March 2023 were not audited because the charity was below the statutory audit threshold.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## Independent auditors' report

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- 1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- 2) We reviewed the charity's policies and procedures in relation to:
  - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
  - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- 3) We inspected the minutes of trustee meetings.
- 4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- 5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- 6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- 7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
  - Testing the appropriateness of journal entries;
  - Assessing judgements and accounting estimates for potential bias;
  - Reviewing related party transactions; and
  - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Independent auditors' report

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Godfrey Wilson Limited*

Date: 23 September 2024

### **GODFREY WILSON LIMITED**

Chartered accountants and statutory auditors  
5th Floor Mariner House  
62 Prince Street  
Bristol  
BS1 4QD

Godfrey Wilson Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

## Statement of financial activities

|                                             | Note | Restricted<br>£       | Unrestricted<br>£     | 2024<br>Total<br>£           | 2023<br>Total<br>£    |
|---------------------------------------------|------|-----------------------|-----------------------|------------------------------|-----------------------|
| <b>Income from:</b>                         |      |                       |                       |                              |                       |
| Donations                                   | 3    | -                     | 48,726                | <b>48,726</b>                | 41,130                |
| Charitable activities                       | 4    | 112,500               | 831,182               | <b>943,682</b>               | 919,157               |
| Other income                                |      | -                     | 1,035                 | <b>1,035</b>                 | 3,054                 |
| <b>Total income</b>                         |      | <u>112,500</u>        | <u>880,943</u>        | <u><b>993,443</b></u>        | <u>963,341</u>        |
| <b>Expenditure on:</b>                      |      |                       |                       |                              |                       |
| Raising funds                               |      | -                     | 43,259                | <b>43,259</b>                | 29,750                |
| Charitable activities                       |      | <u>97,500</u>         | <u>813,599</u>        | <u><b>911,099</b></u>        | <u>796,065</u>        |
| <b>Total expenditure</b>                    | 6    | <u>97,500</u>         | <u>856,858</u>        | <u><b>954,358</b></u>        | <u>825,815</u>        |
| <b>Net income and net movement in funds</b> | 7    | 15,000                | 24,085                | <b>39,085</b>                | 137,526               |
| <b>Reconciliation of funds:</b>             |      |                       |                       |                              |                       |
| Total funds brought forward                 |      | <u>143,441</u>        | <u>261,553</u>        | <u><b>404,994</b></u>        | <u>267,468</u>        |
| <b>Total funds carried forward</b>          |      | <u><u>158,441</u></u> | <u><u>285,638</u></u> | <u><u><b>444,079</b></u></u> | <u><u>404,994</u></u> |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 13 to the accounts.

## Balance sheet

|                                              | Note | 2024<br>£       | 2023<br>£      |
|----------------------------------------------|------|-----------------|----------------|
| <b>Current assets</b>                        |      |                 |                |
| Debtors                                      | 10   | 158,148         | 122,591        |
| Cash at bank and in hand                     |      | <u>318,492</u>  | <u>289,728</u> |
|                                              |      | 476,640         | 412,319        |
| <b>Liabilities</b>                           |      |                 |                |
| Creditors: amounts falling due within 1 year | 11   | <u>(32,561)</u> | <u>(7,325)</u> |
| <b>Net current assets and net assets</b>     | 12   | <u>444,079</u>  | <u>404,994</u> |
| <b>Funds</b>                                 | 13   |                 |                |
| Restricted funds                             |      | 158,441         | 143,441        |
| Unrestricted funds                           |      |                 |                |
| General funds                                |      | <u>285,638</u>  | <u>261,553</u> |
| <b>Total charity funds</b>                   |      | <u>444,079</u>  | <u>404,994</u> |

Approved by the trustees on 23 September 2024 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

## Statement of cash flows

|                                                          | 2024<br>£             | 2023<br>£             |
|----------------------------------------------------------|-----------------------|-----------------------|
| <b>Cash used in operating activities:</b>                |                       |                       |
| Net movement in funds                                    | 39,085                | 137,526               |
| (Increase) / decrease in debtors                         | (35,557)              | 26,955                |
| Increase / (decrease) in creditors                       | <u>25,236</u>         | <u>(14,259)</u>       |
| <b>Net cash provided by operating activities</b>         | <u>28,764</u>         | <u>150,222</u>        |
| <b>Increase in cash and cash equivalents in the year</b> | 28,764                | 150,222               |
| Cash and cash equivalents at the beginning of the year   | <u>289,728</u>        | <u>139,506</u>        |
| <b>Cash and cash equivalents at the end of the year</b>  | <u><u>318,492</u></u> | <u><u>289,728</u></u> |

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

## Notes to the financial statements

### 1. Accounting policies

#### a) Basis of preparation and general information

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Bridge Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The Bridge Foundation is a registered charity, with its registered address at: 13 Sydenham Road, Bristol, BS6 5SH.

#### b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

#### c) Income

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

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

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

#### d) Interest receivable

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

#### e) Funds accounting

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

## Notes to the financial statements

### 1. Accounting policies (continued)

#### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

#### g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

|                       | 2024  | 2023  |
|-----------------------|-------|-------|
| Raising funds         | 4.5%  | 3.6%  |
| Charitable activities | 95.5% | 96.4% |

#### h) Debtors

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

#### i) Cash at bank and in hand

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

#### j) Creditors

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

#### k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

#### l) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

## Notes to the financial statements

### 1. Accounting policies (continued)

#### m) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

### 2. Prior period comparatives: statement of financial activities

|                                             | Restricted<br>£ | Unrestricted<br>£ | 2023<br>Total<br>£ |
|---------------------------------------------|-----------------|-------------------|--------------------|
| <b>Income from:</b>                         |                 |                   |                    |
| Donations                                   | -               | 41,130            | <b>41,130</b>      |
| Charitable activities                       | 251,565         | 667,592           | <b>919,157</b>     |
| Other income                                | -               | 3,054             | <b>3,054</b>       |
| <b>Total income</b>                         | <b>251,565</b>  | <b>711,776</b>    | <b>963,341</b>     |
| <b>Expenditure on:</b>                      |                 |                   |                    |
| Raising funds                               | -               | 29,750            | <b>29,750</b>      |
| Charitable activities                       | 116,204         | 679,861           | <b>796,065</b>     |
| <b>Total expenditure</b>                    | <b>116,204</b>  | <b>709,611</b>    | <b>825,815</b>     |
| <b>Net income and net movement in funds</b> | <b>135,361</b>  | <b>2,165</b>      | <b>137,526</b>     |

## Notes to the financial statements

### 3. Income from donations

|               | Restricted<br>£ | Unrestricted<br>£ | 2024<br>Total<br>£   | 2023<br>Total<br>£ |
|---------------|-----------------|-------------------|----------------------|--------------------|
| Donations     | -               | 48,726            | <b>48,726</b>        | 40,530             |
| Gifts in kind | -               | -                 | -                    | 600                |
|               | <u>-</u>        | <u>-</u>          | <u>-</u>             | <u>600</u>         |
|               | <u>-</u>        | <u>48,726</u>     | <u><b>48,726</b></u> | <u>41,130</u>      |

All income from donations and gifts in kind in the prior year was unrestricted.

### 4. Income from charitable activities

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2024<br>Total<br>£    |
|------------------------------------------------|-----------------|-------------------|-----------------------|
| Therapy session fees                           | -               | 525,645           | <b>525,645</b>        |
| Grants                                         | 112,500         | -                 | <b>112,500</b>        |
| Contracts                                      | -               | 302,964           | <b>302,964</b>        |
| Conference fees                                | -               | 2,573             | <b>2,573</b>          |
|                                                | <u>-</u>        | <u>2,573</u>      | <u><b>2,573</b></u>   |
| <b>Total income from charitable activities</b> | <u>112,500</u>  | <u>831,182</u>    | <u><b>943,682</b></u> |

#### Prior period comparative:

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2023<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Therapy session fees                           | -               | 468,867           | 468,867            |
| Grants                                         | 251,565         | -                 | 251,565            |
| Contracts                                      | -               | 198,725           | 198,725            |
|                                                | <u>-</u>        | <u>198,725</u>    | <u>198,725</u>     |
| <b>Total income from charitable activities</b> | <u>251,565</u>  | <u>667,592</u>    | <u>919,157</u>     |

### 5. Government grants

No government grants were received by the charity during the current or prior year.

## Notes to the financial statements

## 6. Total expenditure

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2024 Total<br>£ |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                       | 29,510                | 666,527                       | 100,354                                 | 796,391         |
| Sessional staff and other staff costs      | -                     | 27,212                        | -                                       | 27,212          |
| Advertising                                | 4,210                 | -                             | -                                       | 4,210           |
| Venue hire                                 | -                     | -                             | 3,399                                   | 3,399           |
| Travel and subsistence                     | -                     | -                             | 3,739                                   | 3,739           |
| Professional fees                          | -                     | 16,456                        | 25,086                                  | 41,542          |
| IT costs                                   | -                     | -                             | 7,488                                   | 7,488           |
| Premises and office costs                  | -                     | -                             | 65,348                                  | 65,348          |
| Bank and card fees                         | -                     | -                             | 2,985                                   | 2,985           |
| Sundry                                     | -                     | -                             | 1,061                                   | 1,061           |
| Bad debt                                   | -                     | -                             | 983                                     | 983             |
| <b>Sub-total</b>                           | <b>33,720</b>         | <b>710,195</b>                | <b>210,443</b>                          | <b>954,358</b>  |
| Allocation of support and governance costs | 9,539                 | 200,904                       | (210,443)                               | -               |
| <b>Total expenditure</b>                   | <b>43,259</b>         | <b>911,099</b>                | <b>-</b>                                | <b>954,358</b>  |

Total governance costs were £7,800 (2023: £2,640).

## Notes to the financial statements

## 6. Total expenditure (continued)

| Prior period comparative                   | Raising funds<br>£   | Charitable activities<br>£ | Support and governance costs<br>£ | 2023 Total<br>£       |
|--------------------------------------------|----------------------|----------------------------|-----------------------------------|-----------------------|
| Staff costs (note 8)                       | 20,390               | 577,413                    | 81,863                            | 679,666               |
| Sessional staff and other staff costs      | -                    | 34,070                     | -                                 | 34,070                |
| Advertising                                | 3,005                | -                          | -                                 | 3,005                 |
| Venue hire                                 | -                    | -                          | 1,481                             | 1,481                 |
| Travel and subsistence                     | -                    | -                          | 3,433                             | 3,433                 |
| Professional fees                          | -                    | 14,532                     | 23,647                            | 38,179                |
| IT costs                                   | -                    | -                          | 7,739                             | 7,739                 |
| Premises and office costs                  | -                    | -                          | 52,779                            | 52,779                |
| Bank and card fees                         | -                    | -                          | 1,583                             | 1,583                 |
| Sundry                                     | -                    | -                          | 1,870                             | 1,870                 |
| Bad debt                                   | -                    | -                          | 2,010                             | 2,010                 |
| <b>Sub-total</b>                           | <b>23,395</b>        | <b>626,015</b>             | <b>176,405</b>                    | <b>825,815</b>        |
| Allocation of support and governance costs | <u>6,355</u>         | <u>170,050</u>             | <u>(176,405)</u>                  | <u>-</u>              |
| <b>Total expenditure</b>                   | <u><u>29,750</u></u> | <u><u>796,065</u></u>      | <u><u>-</u></u>                   | <u><u>825,815</u></u> |

## Notes to the financial statements

### 7. Net movement in funds

This is stated after charging:

|                                               | 2024<br>£    | 2023<br>£    |
|-----------------------------------------------|--------------|--------------|
| Operating lease payments                      | 28,655       | 28,655       |
| Trustees' remuneration                        | Nil          | Nil          |
| Trustees' reimbursed expenses                 | Nil          | Nil          |
| Independent examiners' remuneration (ex VAT): |              |              |
| ▪ Audit                                       | 6,500        | -            |
| ▪ Independent examination                     | -            | 2,200        |
| ▪ Other services                              | -            | 364          |
|                                               | <u>6,500</u> | <u>2,564</u> |

No trustees were reimbursed for any expenses during the current or prior year.

### 8. Staff costs and numbers

Staff costs were as follows:

|                       | 2024<br>£      | 2023<br>£      |
|-----------------------|----------------|----------------|
| Salaries and wages    | 735,947        | 623,454        |
| Social security costs | 47,495         | 44,303         |
| Pension costs         | 12,949         | 11,909         |
|                       | <u>796,391</u> | <u>679,666</u> |

No employee earned more than £60,000 during the current or prior year.

The key management personnel of the charity comprise the Trustees, Operations and Finance Director, Clinical Director and Clinical Lead for Bridge Psychotherapy Service and Clinical Director and Clinical Lead for Bridge in Schools (2023: Trustees, Chief Executive Officer, Finance and Office Manager, and the Clinical Managers). The total employee benefits of the key management personnel were £134,661 (2023: £143,065).

|                    | 2024<br>No. | 2023<br>No. |
|--------------------|-------------|-------------|
| Average head count | <u>19.9</u> | <u>17.8</u> |

### 9. Taxation

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

## Notes to the financial statements

## 10. Debtors

|                | 2024<br>£      | 2023<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 58,700         | 20,071         |
| Prepayments    | 7,034          | 5,169          |
| Other debtors  | 4,384          | 694            |
| Accrued income | 88,030         | 96,657         |
|                | <u>158,148</u> | <u>122,591</u> |

## 11. Creditors: amounts due within 1 year

|                 | 2024<br>£     | 2023<br>£    |
|-----------------|---------------|--------------|
| Trade creditors | 162           | -            |
| Accruals        | 32,399        | 4,259        |
| Other creditors | -             | 3,066        |
|                 | <u>32,561</u> | <u>7,325</u> |

## 12. Analysis of net assets between funds

|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|--------------------------|----------------------------|---------------------|
| Current assets                     | 158,441                  | 318,199                    | 476,640             |
| Current liabilities                | -                        | (32,561)                   | (32,561)            |
| <b>Net assets at 31 March 2024</b> | <u>158,441</u>           | <u>285,638</u>             | <u>444,079</u>      |
| <b>Prior period comparative</b>    |                          |                            |                     |
|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total<br>funds<br>£ |
| Current assets                     | 143,441                  | 268,878                    | 412,319             |
| Current liabilities                | -                        | (7,325)                    | (7,325)             |
| <b>Net assets at 31 March 2023</b> | <u>143,441</u>           | <u>261,553</u>             | <u>404,994</u>      |

## Notes to the financial statements

## 13. Movements in funds

|                                 | At 1 April<br>2023<br>£ | Income<br>£           | Expenditure<br>£        | At 31 March<br>2024<br>£     |
|---------------------------------|-------------------------|-----------------------|-------------------------|------------------------------|
| <b>Restricted funds</b>         |                         |                       |                         |                              |
| Bridge in Schools               | -                       | 112,500               | (97,500)                | <b>15,000</b>                |
| Quartet Property Fund           | <u>143,441</u>          | <u>-</u>              | <u>-</u>                | <u><b>143,441</b></u>        |
| <b>Total restricted funds</b>   | <u>143,441</u>          | <u>112,500</u>        | <u>(97,500)</u>         | <u><b>158,441</b></u>        |
| <b>Unrestricted funds</b>       |                         |                       |                         |                              |
| General funds                   | <u>261,553</u>          | <u>880,943</u>        | <u>(856,858)</u>        | <u><b>285,638</b></u>        |
| <b>Total unrestricted funds</b> | <u>261,553</u>          | <u>880,943</u>        | <u>(856,858)</u>        | <u><b>285,638</b></u>        |
| <b>Total funds</b>              | <u><u>404,994</u></u>   | <u><u>993,443</u></u> | <u><u>(954,358)</u></u> | <u><u><b>444,079</b></u></u> |

|                                                                  | At 1 April<br>2022<br>£ | Income<br>£           | Expenditure<br>£        | At 31 March<br>2023<br>£ |
|------------------------------------------------------------------|-------------------------|-----------------------|-------------------------|--------------------------|
| <b>Restricted funds</b>                                          |                         |                       |                         |                          |
| Bridge in Schools                                                | -                       | 108,124               | (108,124)               | -                        |
| Bristol Community Health – Health<br>& Wellbeing Grant Programme | 8,080                   | -                     | (8,080)                 | -                        |
| Quartet Property Fund                                            | <u>-</u>                | <u>143,441</u>        | <u>-</u>                | <u>143,441</u>           |
| <b>Total restricted funds</b>                                    | <u>8,080</u>            | <u>251,565</u>        | <u>(116,204)</u>        | <u>143,441</u>           |
| <b>Unrestricted funds</b>                                        |                         |                       |                         |                          |
| General funds                                                    | <u>259,388</u>          | <u>711,776</u>        | <u>(709,611)</u>        | <u>261,553</u>           |
| <b>Total unrestricted funds</b>                                  | <u>259,388</u>          | <u>711,776</u>        | <u>(709,611)</u>        | <u>261,553</u>           |
| <b>Total funds</b>                                               | <u><u>267,468</u></u>   | <u><u>963,341</u></u> | <u><u>(825,815)</u></u> | <u><u>404,994</u></u>    |

## Notes to the financial statements

### 13. Movements in funds (continued)

#### Purposes of restricted funds

##### Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations. The balance carried forward at the year end reflects grant income received in March 2024 which will be spent in the 2024/25 financial year.

##### Bristol Community Health - Health & Wellbeing Grant Programme

Grant for a research programme to find a psychological approach to resolve trauma issues which are creating incontinence problems in teenage refugees. This programme finished in the prior financial year.

##### Quartet Property Fund

Funds received to purchase a building. This was originally expected to complete in 2023/24 but has been delayed and is now expected to complete in 2024/25.

### 14. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

|                     | 2024          | 2023          |
|---------------------|---------------|---------------|
|                     | £             | £             |
| Amount falling due: |               |               |
| Within 1 year       | 14,214        | 28,655        |
| Within 1 - 5 years  | -             | 14,214        |
|                     | <u>14,214</u> | <u>42,869</u> |

### 15. Related party transactions

There were no related party transactions in the current or prior year.



13 Sydenham Road  
Cotham, Bristol, BS6 5SH

Charity Number: 1178918

**THE BRIDGE FOUNDATION**

England & Wales - Charity number 1178918

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# Accounts

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# The Bridge Foundation

## Annual Report and Accounts

### 31 March 2023



Charity Number: 1178918

The Bridge Foundation was founded in 1983 in Bristol, by a psychotherapist trained at the Tavistock Clinic – a world-leading centre of excellence for psychotherapy training. The Bridge soon established a regional reputation for clinical quality, dealing with acute mental health difficulties and making life-changing differences to local lives. Almost 40 years later, with our role as leaders in mental health firmly established, The Bridge's support services remain a vital contribution to Bristol communities.

*"You are literally the reason my child comes to school."*

(Parent of child receiving therapy, Bridge in Schools)

*"I don't know how I would have coped with secondary school without you."*

(Young person, Bridge Psychotherapy Service)

*"There is no money in this world that can pay for the good you did me, the good that will last for my life. There are no words to describe my gratitude for having you in my story."*

(Parent receiving parent therapy, Bridge in Schools)

*"The work I did at The Bridge allowed me to continue taking the steps in my recovery I needed, and eventually lead the life that at one point I didn't know if I would ever be able to live."*

(Young person, Bridge Psychotherapy Service)

*"I have come away from my therapy with a better understanding of myself, and a set of tools for when I experience either new stresses or the reappearance of the old."*

(Adult, Bridge Psychotherapy Service)

## Schools-embedded early intervention mental health support

Through **Bridge in Schools**, we have channelled decades of experience and an evidence-based approach into providing high-quality psychotherapy to children and families, where deprivation and entrenched inequalities lead to disproportionate levels of mental health difficulties. Our “life-transforming support” (Schools Trust Deputy CEO) brings the best help to the most vulnerable to give children a better start in life.



## Individualised person-centred therapeutic work through client-led services

Our **Bridge Psychotherapy Service** helps individuals and families feel secure and supported in their mental health. Our expert multidisciplinary team support children, young people, families and adults from all backgrounds and experiences. Our clinicians who work with clients under 18 also have in-depth training in child and adolescent development.



## Expert professional support services, training opportunities and events

**The Bridge** supports professionals to manage work involving complex situations and vulnerabilities. We provide our rich clinical expertise through commissioned referrals, supervision and training, and well-attended conferences, and are highly reputed throughout professional networks in the region and nationally.





## Outreach programme

We designed our innovative Bridge in Schools outreach programme to provide specialist mental health services from within an environment that is already safe and accessible to children by embedding our expert therapists as part of the pastoral team. Children and families see highly trained staff, rarely to be found outside specialist NHS services or costly private clinics. We are uncompromising about maintaining this level of expertise, so that the best help is there for the most vulnerable.



## School partnerships

Our school partnerships are built around collaboration, to co-create a mental health service that builds on the individual school's existing expertise and provision. Our model brings specialist mental health into the heart of the school community. We work with local primary, secondary and Special Educational Needs and Disabilities (SEND) schools across the Bristol region, focusing on the most deprived areas.

Placing our highly qualified child and adolescent mental health experts within local schools overcomes barriers to access. Schools refer children with the greatest mental health struggles into our in-depth therapeutic services, which we deliver within an environment that is familiar and safe.



## Whole-school wellbeing programme

Schools also benefit from access to this in-house expert mental health support through a therapeutic offer that is responsive to the particular and current needs of the school community. The Bridge in Schools whole-school wellbeing programme includes:

- 1:1 therapy
- Group sessions
- Classroom observations
- Professional assessment
- Reflective practice
- Supervision and training
- Treatment planning
- Consultation

We augment our positive impact on children's emotional wellbeing through a holistic approach and support for teachers and parents to help sustain the emotional and behavioural improvements gained.

*"What's so great about The Bridge is that they don't come and go; they're in it for the long haul and that's what makes the difference."*

(Head Teacher)

*"The knowledge and experience Bridge in Schools therapists share with staff to help support our children is rich and inspiring."*

(Learning Mentor, June 2023)

*"The additional supervision space for staff is vital, especially in the current climate. I doubt I would have survived SENDCoing for 10 years so well without the support of Bridge in Schools – they just know how to make you feel safe to share, think and problem solve."*

(SENDCo, May 2023)

*"The Bridge in Schools' work with children has always shown exceptional impact and the work with parents has also been crucial to the emotional health of their children (and them)."*

(SENDCo, May 2023)

*"Many schools do not have therapeutic interventions. I feel blessed to be part of a school that has The Bridge involved, as its impact is great, supporting children, families and staff to thrive."*

(Learning Mentor/Family Support/  
Attendance Officer, June 2023)

## This year we:



Provided **316** young people with 1:1 in-depth therapeutic support, including **68** children and young people within SEND schools.



Embedded our support within **17** partner schools, including **6** SEND schools across Bristol and South Gloucester through long-term partnerships.



Delivered **5,054** clinical sessions of therapeutic support within term time.

Our established data set shows that, despite rising levels of severity, we continue to make a consistently positive impact on children's mental health. We measure mental health outcomes using established clinical tools, comparing the change in emotional and behavioural symptoms between the start and end of the therapy.

## We see the following results after therapeutic intervention:



Children are more able to think about and manage their difficult feelings.



Children's relationships with both peers and adults show improvements.



Children's emotional resilience and self-confidence increases.



School staff are more confident in supporting pupils with complex needs.



Parents are more able to understand and respond to the needs of their children.

During this period **86%** of respondents reported that problems had been much or a bit better since coming to therapy.



## Tailored support

Through our not-for-profit psychotherapy services we provide highly effective support, tailored to individual needs, to benefit the mental health of children, young people, families, and adults. Our experienced and highly qualified multidisciplinary team is dedicated to supporting life-long improvements for individuals who are suffering mental health difficulties and challenges. We help people across the Bristol region feel secure and supported in their mental health; working with all ages, backgrounds and experiences.

## This year we:



Supported 357 clients, of which:

- **22%** were services commissioned by social services or adoption support for children and families. Of these, approximately **82%** were for children and young people with additional needs or struggles in accessing or continuing with their education.
- **80%** paid a subsidised, means-assessed rate.



Delivered **6,257** clinical sessions.



Provided subsidised group therapy to **11** parents.



Launched a new psychotherapeutically-informed autism assessment service.



Began a pilot for psychotherapy outreach in a nearby community, providing free therapeutic support to **2** clients with low incomes.





*"I cannot thank you enough for the new awareness you have given me. The skills and ability to think differently have helped me so much and I feel like they are leading the way to the next stage of my life."*

*(Young person)*

*"Our therapist was able to offer us so many useful insights into our situation and has increased our confidence in parenting our challenging teen. We will always be grateful for her advice."*

*(Parent)*

*"Until recently he was head banging, now I can't remember the last time this happened. He is much happier now."*

*(Parent)*

*"My therapist's gentle encouragement has given me the safe space to explore things from my past that I have never spoken about."*

*(Adult)*

*"Meeting other parents going through similar struggles has been helpful. Sharing experiences helped me feel less alone."*

*(Parent Group attendee)*

The Bridge Foundation’s diverse income streams include our (not-for-profit) fee-paying service; contributions from our partner schools; commissioned services through Local Authority funding and government schemes; and charitable grants:



We have a strong loyal supporter base among local funders, many of whom have funded our work for nearly a decade. Partnering long term with trusts and statutory sources who know our work well, we also seek to expand our range of funders each year.

We would like to thank all funders and partners who have generously supported our work during this year



Trusthouse Charitable Foundation

Henry Smith Foundation

Medlock Charitable Trust

Lloyd Robinson Family Trust

Nisbet Trust

John Thaw Foundation

Edward Gostling Foundation

Walter Guinness Charitable Trust

Souter Charitable Trust

Linnet Trust

Inchrye Trust

Gilbert Lane Trust

Casey Trust

Estelle Trust

Portishead Nautical Trust

England Charitable Trust

Alfred Hill Fund

We also extend our sincere thanks to the funders and partners who wish to remain anonymous, as well as members of the public who have raised funds, and the individuals and close supporters who have donated to our cause this year.

As we close out the final year of a five-year strategy that sought to bring the highest quality clinical work to diverse and vulnerable communities, we have been reflecting on all of the learning we have gained over the last four decades as we look to the future.

Mental health awareness may be higher than ever in the public sphere but challenges on mental health are also at crisis point for many, and especially among our children and adolescents, who have experienced disproportionate levels of challenge over recent years. We intend to build on our position as a local and trusted mental health expert in the Bristol region and play our part in leading lasting and sustainable solutions to the mental health crisis, through our innovative and evidence-based approaches.



In our 40th year, we are focused on how we can bring the proven outcomes of psychotherapy and our highly effective psychodynamic, psychoanalytic approach and model to benefit our local communities as fully and accessibly as possible. We are working to capitalise on the successes of our past while ensuring continual improvements and positive evolution. We do so from a place of relative strength and stability – especially given the considerable uncertainty of the times – through a proven combination of unrivalled clinical excellence and effective professional processes underpinned by a robust and diverse financial model.

We approach the next stage of our journey with high ambitions and a healthy level of confidence in our ability to reduce the damaging impact of poor mental health among local individuals and families.

As The Bridge Foundation approaches its 40th anniversary I find myself reflecting on how much has been achieved over those years. The organisation has grown and changed in myriad ways as old friends and colleagues move on and new people with different skills and ideas take the helm. The focus of the work may change and develop with time; our current emphasis being on our two core services – Bridge in Schools and Bridge Psychotherapy Service. What doesn't change are the fundamental principles behind the work. We continue with our aim of widening access to and understanding of psychodynamic ideas and interventions while offering a range of services that make a difference to the lives of children and families. The quality of our service is paramount and we continue looking for innovative and yet sustainable ways to achieve this.

This year has seen four important developments within the organisation. Firstly we said good bye to our CEO, Michelle Windle at the end of 2022. Michelle made a hugely valuable contribution in her two years with The Bridge – particularly in the development of a robust infrastructure for the organisation that will stand us in good stead for the future. We have not replaced Michelle with another CEO. Instead we have opted for a Joint Leadership Model where our three senior managers now act as Directors and work closely with the Board of Trustees to lead and manage the organisation. It is early days for this model of leadership but we aim to review the change during the latter half of 2023 and should be able to report on its progress next year.

Secondly, we have the good fortune to be able to buy the property next door to the one that we currently rent. We are buying from another therapeutic organisation so the space needs little alteration for the delivery of our services. It was within this new building that The Bridge was originally housed so it feels a little as though The Bridge is coming 'home'. We are enormously grateful to all those involved in facilitating this transaction. It means a great deal to us all.

The third development I would like to mention is to do with service delivery. Although our core services remain the same, we are continuing to diversify within those services. For example, we are starting to work with groups – parent groups at the moment – and are developing a multi-disciplinary autism assessment service that will provide therapeutic support for families. We are also developing our support for honorary and trainee therapists. This not only contributes to the wider profession but it allows us to offer therapy to a wider range of people and meet some of our diversity objectives.

Lastly, whilst navigating the change of leadership arrangement we have been reminded of the value of reflection as a way of meeting some of our core aims and objectives. When working hard it is possible to get tied into strategy and business and leave little time for thinking. This seems at odds with a psychodynamic approach and we have now introduced reflective space for all those involved in management and leadership including the Board of trustees.

My final words are to say thank you to all those who make it possible for the Bridge to go from strength to strength. That includes our wonderful staff and Directors, our committed Board of Trustees, our partner schools, our funders and all the other supporters who quietly wish us well in the background. Thank you for another successful year at the Bridge.

Best wishes,

Cathy Benjamin

# The Bridge Foundation Annual Review, 31 March 2023

## Reference and administrative details

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|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------|----------------|-------|--------------|--------------------|--------------|--|-----------------|--|---------------|--|---------------|--|---------------|--|------------|--|
| <b>Charity number</b>          | 1178918                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Registered office</b>       | 13 Sydenham Road<br>Bristol<br>BS6 5SH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Trustees</b>                | <p>The trustees who served during the year and up to the date of this report were as follows:</p> <table><tr><td>Alison Appshaw</td><td>Treasurer</td></tr><tr><td>Cathy Benjamin</td><td>Chair</td></tr><tr><td>Itamar Cohen</td><td>Appointed 18.07.22</td></tr><tr><td>Kristian Cox</td><td></td></tr><tr><td>Caroline Harris</td><td></td></tr><tr><td>Jessica Miles</td><td></td></tr><tr><td>Laura Vickers</td><td></td></tr><tr><td>Lindy Wootton</td><td></td></tr><tr><td>Lucy Young</td><td></td></tr></table> | Alison Appshaw | Treasurer | Cathy Benjamin | Chair | Itamar Cohen | Appointed 18.07.22 | Kristian Cox |  | Caroline Harris |  | Jessica Miles |  | Laura Vickers |  | Lindy Wootton |  | Lucy Young |  |
| Alison Appshaw                 | Treasurer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Cathy Benjamin                 | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Itamar Cohen                   | Appointed 18.07.22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Kristian Cox                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Caroline Harris                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Jessica Miles                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Laura Vickers                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Lindy Wootton                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| Lucy Young                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Chief Executive Officer</b> | Michelle Windle (Until 14.12.22)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Joint Leadership Team</b>   | Matthew Jenkins (from 15.12.22)<br>Annabelle Patel (from 15.12.22)<br>Georgina Taylor (from 15.12.22)                                                                                                                                                                                                                                                                                                                                                                                                                    |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Bankers</b>                 | Natwest<br>40 Queen's Road<br>Clifton<br>Bristol<br>BS8 1BF                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |
| <b>Independent Examiners</b>   | Godfrey Wilson Limited<br>Chartered accountants and statutory auditors<br>5th Floor Mariner House<br>62 Prince Street<br>Bristol<br>BS1 4QD                                                                                                                                                                                                                                                                                                                                                                              |                |           |                |       |              |                    |              |  |                 |  |               |  |               |  |               |  |            |  |

Reference and administrative information set out on this page forms part of this report. The financial statements below comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

### Objectives and activities

#### Purpose

The objects of the CIO are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

#### Aims

##### Our vision

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples and families, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Hosting conferences and events.

##### Our approach

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

### Strategic aims

- To provide a high professional standard of psychotherapy and counselling services for individuals, families, parents, children and young people;
- To respond to disadvantage and diversity through provision of counselling and psychotherapy services for those who would not easily have access to such services;
- To support appreciation, learning and development of psychoanalytic thinking and its application through provision of conferences, arts events, training and consultation; and
- To promote monitoring, evaluation, research and intelligence to inform and educate policy and service development.

### **Organisational developments and performance**

#### **Change in Leadership**

The Bridge Foundation CEO tendered her resignation in June 2022 giving six months' notice. Through a period of consultation with staff and trustees it was decided to move forward with a joint leadership model. From late December 2022 Georgina Taylor, Clinical Director and Clinical Lead Bridge Psychotherapy Service, Annabelle Patel, Operations and Finance Director and Matthew Jenkins, Clinical Director and Clinical Lead Bridge in Schools formed the Joint Leadership Team (JLT). JLT meet regularly with trustees to review this new structure and so far it is going well.

#### **Bridge in Schools**

The increase in the level and complexity of issues that children are coming to us with that was noted last year, is a trend that has continued. Although the pandemic is "over" in the sense that we no longer have lockdowns or social distancing, the long term effects of the pandemic on families are still very much with us. Schools are at the forefront in experiencing the continuing impact of the pandemic on children's development and mental health. School staff are under a great deal of pressure, supporting children with complex emotional needs, while at the same time attempting to make up lost ground in terms of learning and development.

In addition the worsening cost of living pressures experienced by many of our families have been a source of additional stress and anxiety. Other support services that many families rely on such as mental health services and social care are also continuing to experience pressures that lead to longer waiting times and limited access. This leaves many families feeling unsupported.

As a result of all these pressures, the children and young people who access our services are frequently nearing a state of crisis. This can then mean that they require longer term or more in depth support. Restricted school budgets and a rising need for support means that demand for services can exceed capacity, and as a service we can then only respond to those in most need, while other children and young people who might benefit from effective early intervention struggle to access timely intervention and are at risk of further deterioration.

We continue to advocate our whole school partnership approach to wellbeing which helps schools to prioritise emotional wellbeing within the education system in the context of the many challenges facing schools. Although we are fully back in schools, we have retained some aspects of things that were developed during the pandemic such as being able to offer online consultations to parents who might find it difficult to access a face to face appointment for a variety of reasons.

In spite of all the financial pressures experienced by schools, we continue to grow as a service. This reflects not only the increased need in the areas of children's mental health and emotional wellbeing but also that by offering a model that is based on partnership with schools, and high quality interventions from experienced expert staff, we are able to add real value. This is reflected both in the clinical outcomes data that we collect but also in the qualitative feedback that we get from schools and children and young people and families.

### **Bridge Psychotherapy Service**

The waiting time in the Bridge Psychotherapy Service (BPS) for much of the year was around 4 months due to high demand for our services. We have recruited to help meet this need and are continuing to recruit. The majority of those waiting for appointments were under 16s and their parents.

In 2022 we created a new management structure within BPS where in place of one manager and two assistant managers we instead have a clinical lead, assistant clinical lead and three senior therapists. This has been helpful in expanding our management capacity and also enabling us to develop and expand. Each senior therapist has an area of areas of specific responsibility, which are currently:

- Trainees, supervision service;
- Commissioned work; group work; and
- Autism assessments, training and CPD (internal / external), parent-infant work.

The senior therapists also share in the supervision of the team and all contribute to the running of our internal CPDs.

Our autism assessments are a new development. One of our senior therapists has completed the training required, and will work alongside our psychiatrist to deliver high quality assessments. We are uniquely placed to offer assessments that are therapeutic in nature and can offer ongoing therapy or parent support where needed, recognising that a diagnosis of autism is just the start of the help that may be needed. We are responding both to our own internal need for children who attend therapy here to be able to receive a prompt autism assessment if needed, and also the external climate where waiting lists for autism assessments are lengthy and where the NHS waiting list locally can now only be accessed at the point that a family is at crisis point.

Our therapy group for parents has continued to run successfully, offering a much lower fee option to clients and enabling them to benefit from sharing thoughts and views with other parents. This has been facilitated by two of the senior therapists. We are aiming to run additional groups from September, potentially aimed at different client groups.

One of our therapists has been delivering free therapy to clients in a community setting as a pilot. This is enabling clients who would not be able to afford our regular therapy fees or who could not easily travel to access time limited therapy. If this is successful and valued we will consider possible funding models for this going forwards.

We continue to offer a strong internal programme of training and development, including a regular space to think about issues of diversity. Some of the training is across BPS and the schools team while some is team specific. Topics we have looked at recently have included working with adopted young people, parent work, understanding the body in therapy and autism. We have also covered a range of topics in our staff forums which are open to both clinical and non-clinical staff.

### **Plans for the Future**

We are in the third year of our new three-year organisational Strategic Plan launched in April 2021. The plan was developed to enable us to grow to meet the ever-increasing demand for our services whilst also having a focus on sustainable growth to ensure all services are delivered with the same level of clinical excellence. Demand for services has reached higher levels than we have ever seen in our long history and we recognise that we need to strengthen the organisation on all levels to be able to meet the level of need in a clinically robust way. Our Strategic Plan is essential to enable this to happen.

There are five pillars to this strategic plan:

1. **Accessibility** – Make the organisation and our services accessible to more diverse communities;
2. **Innovation** – Build on our clinical expertise to offer new services to engage and help clients in different ways;
3. **Sustainability** – Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients;
4. **Evidence** – Develop an evidence base to demonstrate the impact and strength of our clinical work; and
5. **Quality** – Develop a KPI Framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence.

The Joint Leadership is currently working on a new strategic plan to build on the existing one and take us into a future of sustainable growth.

We have plans to purchase a property to aid this strategic growth and hope to complete this purchase in the 23/24 financial year.

### Public benefit

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conforms to the conditions and guidance offered by the Charity Commission in relation to public benefit.

### Financial review

#### Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

The charity holds unrestricted, general reserves of £261,553 and a cash balance of £289,728 at year end. The charity has continued to secure income in 23/24 through its established mixed financial model and the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

# The Bridge Foundation Annual Review, 31 March 2023

## Report of the trustees

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### Financial position

The year ended with expenditure of £825,815 against an income of £963,341. At March 2023, total unrestricted reserves amounted to £261,553.

### Principal risks

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements. The Treasurer and Chair review financial performance and cash flow bi-monthly. Clinical risk is currently managed through regular clinical supervision and adherence to the ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

### Reserves policy

Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation and have established a clear policy. The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least three months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

There is no separate reserves account but the unrestricted reserves of cash (monitored by trustees and staff monthly) at the end of the year were sufficient to cover ten months of support costs. Support costs for ten months amount to £147,004 and as at the balance sheet date, unrestricted cash reserves were £146,287.

General reserves are £261,553. The reason for this high figure is the fact that some of this amount (£170,000) will be used for the property purchase in 23/24.

# The Bridge Foundation Annual Review, 31 March 2023

## Report of the trustees

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### **Structure, governance and management**

#### **Constitution**

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019, the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

#### **Method of appointment or election of trustees**

Potential trustees are initially invited to have an informal discussion with the JLT and / or the Chair and to visit the organisation. Potential trustees are then invited to an interview with two trustees to gain an understanding of the organisation. This involves discussion of the mission, vision and strategic direction of the organisation; the roles and responsibilities of being a trustee, and the difference between governance and management. The meeting explores the skills and qualities the candidate can bring and their capacity and willingness to commit sufficient time to the role.

On appointment new trustees have the opportunity to attend a board meeting to get the feel of the board, and are later formally appointed by the board with confirmation at the AGM.

Trustee induction and training consists of a meeting with the Chair and JLT, a tour of the premises and introductions to the Senior Management Team. They also receive an information package that includes the Articles of Association, Annual Report and Accounts and Charity Commission booklets describing the responsibilities of the trustee role. New trustees are strongly encouraged to attend locally organised governance training opportunities details of which are circulated periodically to all trustees.

The Bridge Foundation is a member of Voscur – a Bristol based organisation that aims to support, develop and represent Bristol's Voluntary, Community and Social Enterprise (VCSE) sector – and The Association of Chairs – a national membership organisation supporting Chairs and Vice Chairs of charities and social enterprises in England and Wales. Both of these organisations provide training and peer support opportunities for members of the board.

Trustees are appointed for a term of four years in the first instance.

### **Organisational structure and decision making**

The Board of Trustees meets six times a year and is responsible for the finances, the strategic direction and policy of the charity.

The Board of Trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with. Professions currently represented include child and adult psychotherapy, social work, education, finance, child protection, public relations and human resources.

The board has adopted, and will keep under review, a set of policies relating to corporate governance - including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustee recruitment has been a focus of the last year with a number of long-standing Trustees standing down in the previous year and new ones coming on board. The Trustees have committed to developing the membership of the Board and increasing its diversity. Planning has included more accessible recruitment procedures with wider advertising and clearer supporting information such as trustee job and role descriptions.

We now have hybrid Trustee meetings which can be a challenge and we are working on ways to make these operate more effectively and equitably.

Two sub-boards meet regularly and report to the board.

### **Sub-boards**

Strategy, Resources and Business Group (SRB) meets six times a year.

Membership: Joint Leadership Team and 3 trustees – one of whom acts as Chair.

Purpose:

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the Board of Trustees and to recommend proposals to the board for consideration and decision making;
- To monitor and review progress of services, projects and developments and to report back to the board; and
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

# The Bridge Foundation Annual Review, 31 March 2023

## Report of the trustees

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Finance Group meets six times a year.

Membership: Operations and Finance Director, the Bridge Foundation Treasurer and one other trustee.

Purpose:

- Preparation of Annual Budget for approval by board; and
- Regular monitoring of expenditure and income and related financial matters and quarterly reporting to board.

The JLT holds responsibility for the operational management of The Bridge Foundation, the management of clinical service teams and for the planning, delivery and monitoring of services.

The Operations and Finance Director, assisted by the Finance Assistant, holds responsibility for financial planning and monitoring and for the preparation of management accounts and for audit. The Monitoring and Evaluation Data Analyst has responsibility for the collection and analysis and presentation of monitoring and evaluation information.

### **Pay and remuneration**

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff and trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the SRB and either agreed there or passed to the board for endorsement and/or approval.

### **Risk management**

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate the charity's exposure to the major risks.

### **Insurance**

The charity holds employer liability, public liability and professional indemnity insurances.

### **Trustees' indemnities**

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

### Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### Independent examiners

Godfrey Wilson Limited were re-appointed as independent examiners to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 25<sup>th</sup> September 2023

**Cathy Benjamin,**  
**Chair of Trustees, The Bridge Foundation**

CMB.

# The Bridge Foundation Annual Review, 31 March 2023

## Independent examiner's report to the trustees

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I report to the trustees on my examination of the accounts of The Bridge Foundation (the CIO) for the year ended 31 March 2023, which are set out on pages 24 to 37.

### Responsibilities and basis of report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts carried out under section 145 of 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 Act.

### Independent examiner's statement

Since the CIO's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

Godfrey Wilson Limited also provides ad hoc bookkeeping services to the CIO. I confirm that as a member of the ICAEW I am subject to the FRC's Revised Ethical Standard 2016, which I have applied with respect to this engagement.

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:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Date: 25 September 2023 *Alison Godfrey*

**Alison Godfrey, FCA Member of the ICAEW**, for and on behalf of:

**Godfrey Wilson Limited**, Chartered accountants and statutory auditors,  
5th Floor Mariner House, 62 Prince Street, Bristol BS14QD

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Statement of financial activities

For the year ended 31 March 2023

|                                             | Note | Restricted<br>£       | Unrestricted<br>£     | 2023<br>Total<br>£           | 2022<br>Total<br>£    |
|---------------------------------------------|------|-----------------------|-----------------------|------------------------------|-----------------------|
| <b>Income from:</b>                         |      |                       |                       |                              |                       |
| Donations                                   | 3    | -                     | 41,130                | <b>41,130</b>                | 29,811                |
| Charitable activities                       | 4    | 251,565               | 667,592               | <b>919,157</b>               | 727,418               |
| Other income                                |      | -                     | 3,054                 | <b>3,054</b>                 | 4,978                 |
| <b>Total income</b>                         |      | <u>251,565</u>        | <u>711,776</u>        | <u><b>963,341</b></u>        | <u>762,207</u>        |
| <b>Expenditure on:</b>                      |      |                       |                       |                              |                       |
| Raising funds                               |      | -                     | 29,750                | <b>29,750</b>                | 21,003                |
| Charitable activities                       |      | <u>116,204</u>        | <u>679,861</u>        | <u><b>796,065</b></u>        | <u>660,638</u>        |
| <b>Total expenditure</b>                    | 6    | <u>116,204</u>        | <u>709,611</u>        | <u><b>825,815</b></u>        | <u>681,641</u>        |
| <b>Net income and net movement in funds</b> | 7    | 135,361               | 2,165                 | <b>137,526</b>               | 80,566                |
| <b>Reconciliation of funds:</b>             |      |                       |                       |                              |                       |
| Total funds brought forward                 |      | <u>8,080</u>          | <u>259,388</u>        | <u><b>267,468</b></u>        | <u>186,902</u>        |
| <b>Total funds carried forward</b>          |      | <u><u>143,441</u></u> | <u><u>261,553</u></u> | <u><u><b>404,994</b></u></u> | <u><u>267,468</u></u> |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Balance sheet

As at 31 March 2023

|                                              | Note | 2023<br>£             | 2022<br>£             |
|----------------------------------------------|------|-----------------------|-----------------------|
| <b>Current assets</b>                        |      |                       |                       |
| Debtors                                      | 10   | 122,591               | 149,546               |
| Cash at bank and in hand                     |      | <u>289,728</u>        | <u>139,506</u>        |
|                                              |      | <b>412,319</b>        | <b>289,052</b>        |
| <b>Liabilities</b>                           |      |                       |                       |
| Creditors: amounts falling due within 1 year | 11   | <u>(7,325)</u>        | <u>(21,584)</u>       |
| <b>Net current assets and net assets</b>     | 13   | <u><b>404,994</b></u> | <u><b>267,468</b></u> |
| <b>Funds</b>                                 | 14   |                       |                       |
| Restricted funds                             |      | 143,441               | 8,080                 |
| Unrestricted funds                           |      |                       |                       |
| General funds                                |      | <u>261,553</u>        | <u>259,388</u>        |
| <b>Total charity funds</b>                   |      | <u><b>404,994</b></u> | <u><b>267,468</b></u> |

Approved by the trustees on 25 September 2023 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Statement of cash flows

For the year ended 31 March 2023

|                                                          | 2023<br>£             | 2022<br>£             |
|----------------------------------------------------------|-----------------------|-----------------------|
| <b>Cash used in operating activities:</b>                |                       |                       |
| Net movement in funds                                    | 137,526               | 80,566                |
| Decrease / (increase) in debtors                         | 26,955                | (14,949)              |
| Increase in creditors                                    | <u>(14,259)</u>       | <u>(22,681)</u>       |
| <b>Net cash provided by operating activities</b>         | <u>150,222</u>        | <u>42,936</u>         |
| <b>Increase in cash and cash equivalents in the year</b> | <b>150,222</b>        | <b>42,936</b>         |
| Cash and cash equivalents at the beginning of the year   | <u>139,506</u>        | <u>96,570</u>         |
| <b>Cash and cash equivalents at the end of the year</b>  | <u><b>289,728</b></u> | <u><b>139,506</b></u> |

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

### The Bridge Foundation

#### Notes to the financial statements

#### For the year ended 31 March 2023

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#### 1. Accounting policies

##### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Bridge Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

##### b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

##### c) Income

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

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

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

##### d) Interest receivable

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

##### e) Funds accounting

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

### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

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#### 1. Accounting policies (continued)

##### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

##### g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

|                       | 2023  | 2022  |
|-----------------------|-------|-------|
| Raising funds         | 3.6%  | 3.1%  |
| Charitable activities | 96.4% | 96.9% |

##### h) Debtors

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

##### i) Cash at bank and in hand

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

##### j) Creditors

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

##### k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

##### l) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

#### For the year ended 31 March 2023

#### 1. Accounting policies (continued)

##### m) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

#### 2. Prior period comparatives: statement of financial activities

|                                                             | Restricted<br>£ | Unrestricted<br>£ | 2022<br>Total<br>£ |
|-------------------------------------------------------------|-----------------|-------------------|--------------------|
| <b>Income from:</b>                                         |                 |                   |                    |
| Donations                                                   | -               | 29,811            | <b>29,811</b>      |
| Charitable activities                                       | 146,269         | 581,149           | <b>727,418</b>     |
| Other income                                                | -               | 4,978             | <b>4,978</b>       |
| <b>Total income</b>                                         | <b>146,269</b>  | <b>615,938</b>    | <b>762,207</b>     |
| <b>Expenditure on:</b>                                      |                 |                   |                    |
| Raising funds                                               | -               | 21,003            | <b>21,003</b>      |
| Charitable activities                                       | 157,069         | 503,569           | <b>660,638</b>     |
| <b>Total expenditure</b>                                    | <b>157,069</b>  | <b>524,572</b>    | <b>681,641</b>     |
| <b>Net income / (expenditure) and net movement in funds</b> | <b>(10,800)</b> | <b>91,366</b>     | <b>80,566</b>      |

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

#### 3. Income from donations

|               | Restricted<br>£ | Unrestricted<br>£ | 2023<br>Total<br>£   | 2022<br>Total<br>£ |
|---------------|-----------------|-------------------|----------------------|--------------------|
| Donations     | -               | 40,530            | <b>40,530</b>        | 29,811             |
| Gifts in kind | -               | 600               | <b>600</b>           | -                  |
|               | <u>-</u>        | <u>41,130</u>     | <u><b>41,130</b></u> | <u>29,811</u>      |

All income from donations in the prior year was unrestricted.

#### 4. Income from charitable activities

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2023<br>Total<br>£    |
|------------------------------------------------|-----------------|-------------------|-----------------------|
| Therapy session fees                           | -               | 468,867           | <b>468,867</b>        |
| Grants                                         | 251,565         | -                 | <b>251,565</b>        |
| Contracts                                      | -               | 198,725           | <b>198,725</b>        |
| <b>Total income from charitable activities</b> | <u>251,565</u>  | <u>667,592</u>    | <u><b>919,157</b></u> |

#### Prior period comparative:

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2022<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Therapy session fees                           | -               | 342,134           | 342,134            |
| Contracts                                      | -               | 236,902           | 236,902            |
| Grants                                         | 146,269         | -                 | 146,269            |
| Conference fees                                | -               | 2,113             | 2,113              |
| <b>Total income from charitable activities</b> | <u>146,269</u>  | <u>581,149</u>    | <u>727,418</u>     |

#### 5. Government grants

No government grants were received by the charity during the current or prior year.

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

#### 6. Total expenditure

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2023 Total<br>£ |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                       | 20,390                | 577,413                       | 81,863                                  | 679,666         |
| Sessional staff and other staff costs      | -                     | 34,070                        | -                                       | 34,070          |
| Advertising                                | 3,005                 | -                             | -                                       | 3,005           |
| Venue hire                                 | -                     | -                             | 1,481                                   | 1,481           |
| Travel and subsistence                     | -                     | -                             | 3,433                                   | 3,433           |
| Professional fees                          | -                     | 14,532                        | 23,647                                  | 38,179          |
| IT costs                                   | -                     | -                             | 7,739                                   | 7,739           |
| Premises and office costs                  | -                     | -                             | 52,779                                  | 52,779          |
| Bank and card fees                         | -                     | -                             | 1,583                                   | 1,583           |
| Sundry                                     | -                     | -                             | 1,870                                   | 1,870           |
| Bad debt                                   | -                     | -                             | 2,010                                   | 2,010           |
| <b>Sub-total</b>                           | <b>23,395</b>         | <b>626,015</b>                | <b>176,405</b>                          | <b>825,815</b>  |
| Allocation of support and governance costs | 6,355                 | 170,050                       | (176,405)                               | -               |
| <b>Total expenditure</b>                   | <b>29,750</b>         | <b>796,065</b>                | <b>-</b>                                | <b>825,815</b>  |

Total governance costs were £2,640 (2022: £2,165).

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

#### 6. Total expenditure (continued)

##### Prior period comparative

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2022 Total<br>£ |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                       | 16,430                | 482,059                       | 45,676                                  | 544,165         |
| Sessional staff and other staff costs      | -                     | 49,157                        | -                                       | 49,157          |
| Fees and subscriptions                     | -                     | -                             | 607                                     | 607             |
| Advertising                                | 982                   | -                             | -                                       | 982             |
| Venue hire                                 | -                     | -                             | 150                                     | 150             |
| Travel and subsistence                     | -                     | -                             | 731                                     | 731             |
| Professional fees                          | -                     | 16,490                        | 6,758                                   | 23,248          |
| IT costs                                   | -                     | -                             | 8,630                                   | 8,630           |
| Premises and office costs                  | -                     | -                             | 47,031                                  | 47,031          |
| Bank and card fees                         | -                     | -                             | 1,443                                   | 1,443           |
| Sundry                                     | -                     | -                             | 2,241                                   | 2,241           |
| Bad debt                                   | -                     | -                             | 3,256                                   | 3,256           |
| <b>Sub-total</b>                           | <b>17,412</b>         | <b>547,706</b>                | <b>116,523</b>                          | <b>681,641</b>  |
| Allocation of support and governance costs | 3,591                 | 112,932                       | (116,523)                               | -               |
| <b>Total expenditure</b>                   | <b>21,003</b>         | <b>660,638</b>                | <b>-</b>                                | <b>681,641</b>  |

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

#### For the year ended 31 March 2023

#### 7. Net movement in funds

This is stated after charging:

|                                      | 2023<br>£     | 2022<br>£     |
|--------------------------------------|---------------|---------------|
| Operating lease payments             | 28,655        | 28,655        |
| Trustees' remuneration               | Nil           | Nil           |
| Trustees' reimbursed expenses        | Nil           | 5             |
| Independent examiners' remuneration: |               |               |
| ▪ Independent examination (excl VAT) | 2,200         | 1,800         |
| ▪ Other services (excl VAT)          | 364           | 144           |
|                                      | <u>28,655</u> | <u>28,655</u> |

In the prior year, one trustee was paid £5 for parking relating to trustee obligations.

#### 8. Staff costs and numbers

Staff costs were as follows:

|                       | 2023<br>£      | 2022<br>£      |
|-----------------------|----------------|----------------|
| Salaries and wages    | 623,454        | 502,833        |
| Social security costs | 44,303         | 32,176         |
| Pension costs         | 11,909         | 9,156          |
|                       | <u>679,666</u> | <u>544,165</u> |

No employee earned more than £60,000 during the year.

The key management personnel of the charity comprise the Trustees, Chief Executive Officer, Finance and Office Manager, and the Clinical Managers. The total employee benefits of the key management personnel were £143,065 (2022: £129,603).

|                    | 2023<br>No. | 2022<br>No. |
|--------------------|-------------|-------------|
| Average head count | <u>17.8</u> | <u>14.2</u> |

#### 9. Taxation

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

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

#### 10. Debtors

|                | 2023<br>£      | 2022<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 20,071         | 77,352         |
| Prepayments    | 5,169          | 2,069          |
| Other debtors  | 694            | 1,881          |
| Accrued income | 96,657         | 68,244         |
|                | <u>122,591</u> | <u>149,546</u> |

#### 11. Creditors : amounts due within 1 year

|                           | 2023<br>£    | 2022<br>£     |
|---------------------------|--------------|---------------|
| Trade creditors           | -            | 2,704         |
| Accruals                  | 4,259        | 10,418        |
| Deferred income (note 12) | -            | 6,002         |
| Other creditors           | 3,066        | 2,460         |
|                           | <u>7,325</u> | <u>21,584</u> |

#### 12. Deferred income

|                          | 2023<br>£ | 2022<br>£    |
|--------------------------|-----------|--------------|
| At 1 April 2022          | 6,002     | 15,632       |
| Deferred during the year | -         | 6,002        |
| Released during the year | (6,002)   | (15,632)     |
| <b>At 31 March 2023</b>  | <u>-</u>  | <u>6,002</u> |

Deferred income relates to income received in advance of therapeutic service provision.

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2023

### 13. Analysis of net assets between funds

|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|--------------------------|----------------------------|---------------------|
| Current assets                     | 143,441                  | 268,878                    | 412,319             |
| Current liabilities                | -                        | (7,325)                    | (7,325)             |
| <b>Net assets at 31 March 2023</b> | <b>143,441</b>           | <b>261,553</b>             | <b>404,994</b>      |
| <b>Prior period comparative</b>    |                          |                            |                     |
|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total<br>funds<br>£ |
| Current assets                     | 8,080                    | 280,972                    | 289,052             |
| Current liabilities                | -                        | (21,584)                   | (21,584)            |
| <b>Net assets at 31 March 2022</b> | <b>8,080</b>             | <b>259,388</b>             | <b>267,468</b>      |

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

For the year ended 31 March 2023

#### 14. Movements in funds

|                                                                  | At 1 April<br>2022<br>£          | Income<br>£         | Expenditure<br>£         | At 31 March<br>2023<br>£          |
|------------------------------------------------------------------|----------------------------------|---------------------|--------------------------|-----------------------------------|
| <b>Restricted funds</b>                                          |                                  |                     |                          |                                   |
| Bridge in Schools                                                | -                                | 108,124             | (108,124)                | -                                 |
| Bristol Community Health - Health<br>& Wellbeing Grant Programme | 8,080                            | -                   | (8,080)                  | -                                 |
| Quartet Property Fund                                            | -                                | 143,441             | -                        | <b>143,441</b>                    |
| <b>Total restricted funds</b>                                    | <b>8,080</b>                     | <b>251,565</b>      | <b>(116,204)</b>         | <b>143,441</b>                    |
| <b>Unrestricted funds</b>                                        |                                  |                     |                          |                                   |
| General funds                                                    | 259,388                          | 711,776             | (709,611)                | <b>261,553</b>                    |
| <b>Total unrestricted funds</b>                                  | <b>259,388</b>                   | <b>711,776</b>      | <b>(709,611)</b>         | <b>261,553</b>                    |
| <b>Total funds</b>                                               | <b>267,468</b>                   | <b>963,341</b>      | <b>(825,815)</b>         | <b>404,994</b>                    |
| <b>Prior period comparative</b>                                  | <b>At 1 April<br/>2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>At 31 March<br/>2022<br/>£</b> |
| <b>Restricted funds</b>                                          |                                  |                     |                          |                                   |
| Bridge in Schools                                                | -                                | 146,269             | (146,269)                | -                                 |
| Bristol Community Health - Health<br>& Wellbeing Grant Programme | 18,880                           | -                   | (10,800)                 | 8,080                             |
| <b>Total restricted funds</b>                                    | <b>18,880</b>                    | <b>146,269</b>      | <b>(157,069)</b>         | <b>8,080</b>                      |
| <b>Unrestricted funds</b>                                        |                                  |                     |                          |                                   |
| General funds                                                    | 168,022                          | 615,938             | (524,572)                | 259,388                           |
| <b>Total unrestricted funds</b>                                  | <b>168,022</b>                   | <b>615,938</b>      | <b>(524,572)</b>         | <b>259,388</b>                    |
| <b>Total funds</b>                                               | <b>186,902</b>                   | <b>762,207</b>      | <b>(681,641)</b>         | <b>267,468</b>                    |

# The Bridge Foundation Annual Review, 31 March 2023

## Financial Statements

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### The Bridge Foundation

#### Notes to the financial statements

#### For the year ended 31 March 2023

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#### 14. Movements in funds (continued)

##### Purposes of restricted funds

###### Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations.

###### Bristol Community Health - Health & Wellbeing Grant Programme

Grant for a research programme to find a psychological approach to resolve trauma issues which are creating incontinence problems in teenage refugees.

###### Quartet Property Fund

Funds received to purchase a building in 23/24.

#### 15. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

|                     | 2023          | 2022          |
|---------------------|---------------|---------------|
|                     | £             | £             |
| Amount falling due: |               |               |
| Within 1 year       | 28,655        | 28,655        |
| Within 1 - 5 years  | 14,214        | 42,869        |
|                     | <u>42,869</u> | <u>71,524</u> |

#### 16. Related party transactions

There were no related party transactions in the current or prior year.



13 Sydenham Road  
Cotham, Bristol, BS6 5SH

Charity Number: 1178918

**THE BRIDGE FOUNDATION**

England & Wales - Charity number 1178918

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# Accounts

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# THE BRIDGE FOUNDATION

Annual Report and Accounts  
31 March 2022

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# WHO WE ARE

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Founded in 1983 by Sally Box, a psychoanalytic psychotherapist trained at the Tavistock clinic who had the vision of an organisation applying a psychoanalytic approach to understanding issues of everyday life, groups and organisations.

Today our focus is on providing high quality psychodynamic therapy to children and their families to make a difference at the earlier stages of life.

In 2021-22, our multi-disciplinary team provided therapy to over **300** children and adults each month.



# WHAT WE DO

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- **Bridge in Schools**

Psychotherapy delivered in schools in areas of deprivation and diversity.

- **Psychotherapy services**

- Psychotherapy delivered to vulnerable children via services commissioned through Adoption Support Fund and Social Services spot purchases.
- Our not-for-profit service for children, families and adults who self-refer. Fees are determined by family income and over 50% are subsidised.

- **Supervision and reflective practice sessions for professionals in schools and healthcare.**

- **Professional training for counsellors working in schools.**

- **Conferences and events.**

# OUR ETHOS

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- A commitment to psychodynamic principles underpins every aspect of the work in the organisation
- This commitment translates into an organisational culture and infrastructure with space and time built in for weekly meetings, CPDs, and group supervisions for therapists to thoroughly consider the clinical work
- Ensures high quality therapy and clients held by the organisation as a whole
- Multi-disciplinary team of 42 psychodynamically trained therapists.
- We place the emotional wellbeing of children and families at the heart of everything we do.



“

My therapist's gentle encouragement has given me the safe space to explore things from my past that I have never spoken about.

I feel like I know myself more than ever before and this is helping me grow as a person and as a parent.



Our schools model was developed thirteen years ago in response to the local needs of the young people in inner city Bristol.

Through embedding a dedicated psychotherapist in schools in areas of deprivation, we have been successful in engaging with children that fall through the cracks of other statutory services.

Teachers are best placed to identify vulnerable and at-risk children and operating within schools, enables us to meet mental health challenges when they first emerge.

### **We provide:**

- One to one therapy with children
- Parent support
- Classroom observations
- Staff consultation, supervision and wellbeing sessions
- Professional assessments.

The partnerships are funded through fundraising by The Bridge Foundation and contribution by the schools from Pupil Premium and other income streams.

# In 2021-22 we:



Worked in partnership with **14** schools across Bristol and South Gloucester.  
Provided additional support to another **20** schools throughout the year.



supported **211** children and young people



Delivered **2,388** clinical sessions

## Measuring our Impact

We use a range of different nationally validated clinical outcomes measures to evaluate our impact. We have continued to see a rise in the complexity and severity of the mental health issues that children are coming to the service with at the start of therapy. This is a trend that was noticed before the pandemic but has increased significantly since then.

In spite of the challenging operating environment and the high levels of emotional difficulty, parents and teachers continued to report a positive impact from our therapeutic work.



of pupils using the service were reported by teachers and parents as seeing an improvement in their emotional and behaviour difficulties.



Our not-for-profit fee paying service has seen a significant increase in referrals as we continue to see the impact of the pandemic on mental health. We have invested considerable resources in developing the infrastructure of the organisation as well as recruiting new therapists to be able to meet this demand.

As a consequence, we have managed to deliver **59%** more clinical sessions this year compared to last year. We anticipate that we will continue to see increasing demand for our service and are planning for sustainable growth to meet that.

- **282** psychotherapy clients
- **51%** of these clients paid a subsidised rate.
- **14%** of these were commissioned by social services or adoption support fund
- **5,431** clinical sessions were delivered in total over the year



“

Our therapist was able to offer us so many useful insights into our situation and has increased our confidence in parenting our challenging teen.

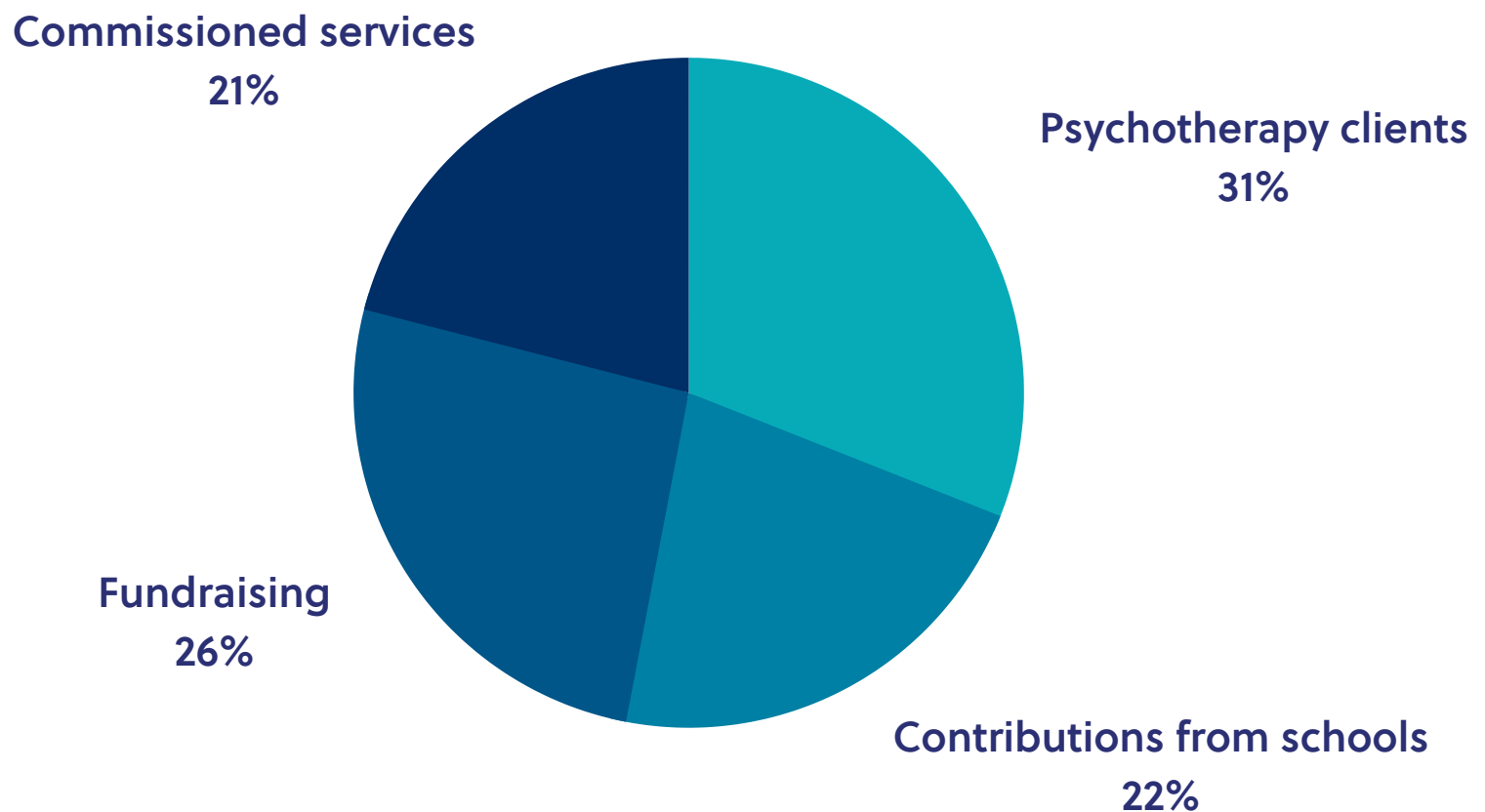
We will always be grateful for her help.

Parent

# OUR FINANCIAL MODEL

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In uncertain times, it is essential that we are able to sustain ourselves financially to continue to provide the mental health services that are needed now more than ever. The Bridge Foundation, therefore, maintains a mixed funding stream model to provide that sustainability.



**Our 2021-22 Income Sources**

# PLANS FOR THE FUTURE

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Our Strategic Plan 21-23 has been developed for the organisation to enable us to grow to meet the ever-increasing demand for our services. There are five pillars to this strategic plan:

## Accessibility

Make the organisation and our services accessible to more diverse communities

## Innovation

Build on our clinical expertise to offer new services to engage and help clients in different ways

## Sustainability

Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients

## Evidence

Develop an evidence base to demonstrate the impact and strength of our clinical work

## Quality

Develop KPI framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence

Underpinning all of these priorities is a focus on sustainable growth to ensure that all services are delivered with the same level of clinical excellence.

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# LETTER FROM OUR CHAIR

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Another year has passed – one in which the Bridge has been as busy as it has ever been. Covid has receded as a daily operational issue as the year has progressed. However I believe we are still experiencing lasting effects – ranging from staff absences to increasingly long waiting lists for therapy for children and their families.

Work at the Bridge continues to expand and develop on an incremental basis. This year has seen the development of our non clinical team who now provide a robust infrastructure, making the most of our two excellent services – Bridge Psychotherapy Service and Bridge in Schools. For example we now have up to the minute data which tells us who is using our services, how long they stay with us, what outcomes were achieved and so on. Importantly it also helps us understand who is not using our services – all information that can be used for planning for the future.

Our budget increases year on year and we have successfully raised £197,584 in funds towards our work in schools where we provide free individual therapy alongside reflective practice and training in support of a systemic approach to mental health within the school. We are, in particular, developing our work with children with additional needs – practice that I believe to be pioneering and innovative. We continue to support a mix of work – with clients who pay a fee for therapy within the Bridge Psychotherapy Service and therapy that is free to the user within schools, through the Adoption Support Fund and with refugees. Having a mix of income streams continues to ensure a certain stability within our finances.

With the expansion in therapy sessions we have turned our attention to the development of our staffing structure and succession planning. In order to maximise the skills and contribution of our staff we have introduced a salary banding scheme which acknowledges both level of qualification and responsibility within the team.

This allows us to develop supervisory and managerial skills and recognise professional expertise. We have also taken on a number of trainee therapists so that we can contribute more widely to the development of the profession and increase diversity within the organisation.

With Covid receding we have returned to primarily face to face therapy as the year has progressed. Additionally our staff team has grown. This has meant that we are considering again our need for extra therapy space. We have been grateful for the use of outreach space at a children's centre in Sea Mills but need now to decide whether to move premises or to find additional dedicated space. This will be a project for the next year.

Finally we have said good bye this year to four long standing trustees including Murray Stewart who made an outstanding contribution as chair of the Bridge for around fifteen years. Jane Cheshire, Michael Randall and Jeff Hurran have also moved on and we shall miss their thoughtfulness and commitment.

Since then we have welcomed four new trustees – Jess Miles, Laura Vickers, Lindy Wootton and Kristian Cox. It now feels like a new Board of Trustees and I greatly look forward to working together to face the challenges that next year will bring.

My very best wishes

**Cathy Benjamin**

**The Bridge Foundation | Chair of Trustees**

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## **The Bridge Foundation**

### **Reference and administrative details**

**For the year ended 31 March 2022**

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|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--|------------------------|--|---------------|-----------------------|--------------|---------------------------|-----------------|--|-------------|--------------------------|---------------|-----------------------------|-----------------|-----------------------|----------------|----------------------------|-------------|------------------------|---------------|-----------------------------|---------------|---------------------------|------------|--|
| <b>Charity number</b>          | 1178918                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| <b>Registered office</b>       | 13 Sydenham Road<br>Bristol<br>BS6 5SH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| <b>Trustees</b>                | <p>The trustees who served during the year and up to the date of this report were as follows:</p> <table><tr><td>Alison Appshaw - Treasurer</td><td></td></tr><tr><td>Cathy Benjamin - Chair</td><td></td></tr><tr><td>Jane Cheshire</td><td>resigned 30 June 2021</td></tr><tr><td>Kristian Cox</td><td>appointed 31 January 2022</td></tr><tr><td>Caroline Harris</td><td></td></tr><tr><td>Jeff Hurran</td><td>resigned 31 January 2022</td></tr><tr><td>Jessica Miles</td><td>appointed 27 September 2021</td></tr><tr><td>Michael Randall</td><td>resigned 1 April 2021</td></tr><tr><td>Murray Stewart</td><td>resigned 27 September 2021</td></tr><tr><td>Sayi Thomas</td><td>resigned 28 March 2022</td></tr><tr><td>Laura Vickers</td><td>appointed 27 September 2021</td></tr><tr><td>Lindy Wootton</td><td>appointed 31 January 2022</td></tr><tr><td>Lucy Young</td><td></td></tr></table> | Alison Appshaw - Treasurer |  | Cathy Benjamin - Chair |  | Jane Cheshire | resigned 30 June 2021 | Kristian Cox | appointed 31 January 2022 | Caroline Harris |  | Jeff Hurran | resigned 31 January 2022 | Jessica Miles | appointed 27 September 2021 | Michael Randall | resigned 1 April 2021 | Murray Stewart | resigned 27 September 2021 | Sayi Thomas | resigned 28 March 2022 | Laura Vickers | appointed 27 September 2021 | Lindy Wootton | appointed 31 January 2022 | Lucy Young |  |
| Alison Appshaw - Treasurer     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Cathy Benjamin - Chair         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Jane Cheshire                  | resigned 30 June 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Kristian Cox                   | appointed 31 January 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Caroline Harris                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Jeff Hurran                    | resigned 31 January 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Jessica Miles                  | appointed 27 September 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Michael Randall                | resigned 1 April 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Murray Stewart                 | resigned 27 September 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Sayi Thomas                    | resigned 28 March 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Laura Vickers                  | appointed 27 September 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Lindy Wootton                  | appointed 31 January 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| Lucy Young                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| <b>Chief executive officer</b> | Michelle Windle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| <b>Bankers</b>                 | NatWest<br>40 Queen's Road<br>Clifton<br>Bristol<br>BS8 1BF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |
| <b>Independent examiners</b>   | Godfrey Wilson Limited<br>Chartered accountants and statutory auditors<br>5th Floor Mariner House<br>62 Prince Street<br>Bristol<br>BS1 4QD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                            |  |                        |  |               |                       |              |                           |                 |  |             |                          |               |                             |                 |                       |                |                            |             |                        |               |                             |               |                           |            |  |

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

### **Objectives and activities**

#### **Purpose**

The objects of the CIO are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

#### **Aims**

##### Our vision

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples and families, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Hosting conferences and events.

##### Our approach

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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##### Strategic aims

- To provide a high professional standard of psychotherapy and counselling services for individuals, families, parents, children and young people;
- To respond to disadvantage and diversity through provision of counselling and psychotherapy services for those who would not easily have access to such services;
- To support appreciation, learning and development of psychoanalytic thinking and its application through provision of conferences, arts events, training and consultation; and
- To promote monitoring, evaluation, research and intelligence to inform and educate policy and service development.

##### **Organisation developments and performance**

###### **Bridge in Schools**

We have witnessed a substantial increase in the level and complexity of issues that children are coming to us with. Pressures on local families (many of whom were already living chaotic and fractured lives before the pandemic) has intensified to unprecedented levels. Multiple lockdowns in overcrowded accommodation, sudden loss of income and increased living costs have compounded existing stress and anxiety. Access to local services and other support systems has been reduced or removed entirely, leaving many families feeling isolated and desperate.

As a result, the children who access the service are often close to crisis point. This usually means that they require a more in depth and longer intervention to support them through their difficulties. Due to school budget limitations and the increased number of children requiring support, Bridge in Schools is currently only able to support those pupils experiencing the highest levels of emotional distress. We are concerned about the lack of alternate service provision for 'the missing middle' – those children who would respond to an effective early intervention to prevent mental health difficulties from escalating but are not able to access appropriate, professional support in a timely manner.

We continue to advocate our whole school approach to wellbeing which helps schools to prioritise emotional wellbeing within the education system during these challenging times. We have begun to offer local schools a free 'emotional wellbeing check', to help them assess the mental health needs of the student and staff population and identify options to work with more effectively.

We have further developed our online delivery model allowing us to effectively take on new referrals, for Brief Interventions with schools. We are now firmly based back in schools but utilising the online model can be helpful when disruptions occur due to sickness or operational issues. One of the advantages we have also found is that it can be useful to engage with parents through virtual sessions as it gives more flexibility to them and we often have a higher level of uptake through providing them with choice of how to interact with us.

As we enter a new academic year, we are proud to have retained all ten partnership schools and secured relationships with two new primary schools in the area. Our outcomes data remains comparable with previous years, and importantly we have been a consistent and reliable source of support for families when access to other services has been severely diminished.

## The Bridge Foundation

### Report of the trustees

#### For the year ended 31 March 2022

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##### Bridge Psychotherapy Service

The demand for services saw our not-for-profit fee-paying service have a significant waiting list for the first time in its history. The service has grown incrementally over the years and as it is largely self-funding, in the past we have been able to recruit new staff as demand has risen. The sharp rise in demand after the pandemic meant that we had a five-month waiting list, particularly for those clients that wished to be seen in sessions outside of school hours. We have undertaken a number of measures to address this situation including a staggered recruitment and onboarding strategy for new staff in the team. We have also created a new management structure where senior therapists are being developed to take on new responsibilities that match with their individual strengths.

Alongside this we have also developed a more streamlined way of taking and allocating referrals to therapists and initiated parental consultation sessions as the first step for parents referring their children in to the service. A therapy group for parents of adolescents is also being developed to provide different options for clients.

These improvements to our systems and resources have resulted in us in increasing the number of our clinical sessions by 59% from the previous year. We will continue our staggered recruitment programme into the next year to build on this growth in a sustainable way. Alongside these increases in service capacity, we have maintained a strong training programme where staff have undertaken training and development on a range of issues that present in the service including eating disorders, gender identity and working with refugees and asylum seekers.

##### Plans for the future

We are in the second year of our new three-year organisational Strategic Plan launched in April 2021. The plan was developed to enable us to grow to meet the ever-increasing demand for our services whilst also having a focus on sustainable growth to ensure all services are delivered with the same level of clinical excellence. Demand for services has reached higher levels than we have ever seen in our long history and we recognise that we need to strengthen the organisation on all levels to be able to meet the level of need in a clinically robust way. Our Strategic Plan is essential to enable this to happen.

There are five pillars to this strategic plan:

- **Accessibility** – Make the organisation and our services accessible to more diverse communities
- **Innovation** – Build on our clinical expertise to offer new services to engage and help clients in different ways
- **Sustainability** – Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients
- **Evidence** – Develop an evidence base to demonstrate the impact and strength of our clinical work
- **Quality** – Develop a KPI Framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence

## **The Bridge Foundation**

### **Report of the trustees**

**For the year ended 31 March 2022**

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#### **Public benefit**

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conform to the conditions and guidance offered by the Charity Commission in relation to public benefit.

#### **Financial review**

##### **Going concern**

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

The charity holds unrestricted, general reserves of £259,388 and a cash balance of £139,506 at year end. The charity has continued to secure income in 22/23 through its established mixed financial model and the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

##### **Financial position**

The year ended with expenditure of £681,641 against an income of £762,207. At March 2022, total unrestricted reserves amounted to £259,388.

##### **Principal risks**

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements. The Treasurer and Chair review financial performance and cash flow bi-monthly. Clinical risk is currently managed through regular clinical supervision and adherence to the ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

##### **Reserves policy**

Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation and have established a clear policy. The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least three months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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There is no separate reserves account but the reserves of cash (monitored by trustees and staff monthly) at end of year were sufficient to cover six months of support costs. Support costs for six months amount to £58,262 and as at the balance sheet date, cash reserves were £139,506.

#### **Structure, governance and management**

##### **Constitution**

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019, the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

##### **Method of appointment or election of trustees**

Potential trustees are initially invited to have an informal discussion with the CEO and / or the Chair and to visit the organisation. Potential trustees are then invited to an interview with two trustees to gain an understanding of the organisation. This involves discussion of the mission, vision and strategic direction of the organisation; the roles and responsibilities of being a trustee, and the difference between governance and management. The meeting explores the skills and qualities the candidate can bring and their capacity and willingness to commit sufficient time to the role.

On appointment new trustees have the opportunity to attend a board meeting to get the feel of the board, and are later formally appointed by the board with confirmation at the AGM.

Trustee induction and training consists of a meeting with the Chair and CEO, a tour of the premises and introductions to the Senior Management Team. They also receive an information package that includes the Articles of Association, Annual Report and Accounts and Charity Commission booklets describing the responsibilities of the trustee role. New trustees are strongly encouraged to attend locally organised governance training opportunities, details of which are circulated periodically to all trustees.

The Bridge Foundation is a member of Voscur – a Bristol based organisation that aims to support, develop and represent Bristol's Voluntary, Community and Social Enterprise (VCSE) sector – and The Association of Chairs – a national membership organisation supporting Chairs and Vice Chairs of charities and social enterprises in England and Wales. Both of these organisations provide training and peer support opportunities for members of the board.

Trustees are appointed for a term of four years in the first instance.

##### **Organisational structure and decision making**

The board of trustees meets six times a year and is responsible for the finances, the strategic direction and policy of the charity.

The board of trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with. Professions currently represented include child and adult psychotherapy, social work, education, finance, child protection, public relations and human resources.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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The board has adopted, and will keep under review, a set of policies relating to corporate governance including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustee recruitment has been a focus of the last year with a number of long-standing trustees standing down after Covid and new ones coming on board. The trustees have committed to developing the membership of the board and increasing its diversity. Planning has included more accessible recruitment procedures with wider advertising and clearer supporting information such as trustee job and role descriptions.

We have returned to in person trustee meetings as well as an in person facilitated away day to bring together staff and trustees after the two years of remote working during Covid. These events form part of the development of the organisation and the formulation of its longer-term strategic thinking and planning.

Two sub-boards meet regularly and report to the board.

#### **Sub-boards**

Strategy, Resources and Business Group (SRB) meets six times a year.

Membership: Senior Management Team and 3 trustees – one of whom acts as Chair.

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the board of trustees and to recommend proposals to the board for consideration and decision making;
- To monitor and review progress of services, projects and developments and to report back to the board; and
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

Finance Group meets six times a year. Membership: Finance and Office Manager, the Bridge Foundation Treasurer and one other trustee. Purpose:

- Preparation of annual budget for approval by board; and
- Regular monitoring of expenditure and income and related financial matters and quarterly reporting to board.

The CEO holds responsibility for the operational management of The Bridge Foundation, supported by the Senior Management team who in turn hold responsibility for the management of clinical service teams and for the planning, delivery and monitoring of services.

The Operations and Finance Manager, assisted by the Finance Assistant, holds responsibility for financial planning and monitoring and for the preparation of management accounts and for audit. The Monitoring and Evaluation Data Analyst has responsibility for the collection and analysis and presentation of monitoring and evaluation information.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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##### **Pay and remuneration**

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff and trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the SRB and either agreed there or passed to the board for endorsement and/or approval.

##### **Insurance**

The charity holds employer liability, public liability and professional indemnity insurances.

##### **Trustees' indemnities**

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

##### **Statement of responsibilities of the trustees**

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2022**

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

#### **Independent examiners**

Godfrey Wilson Limited were appointed as independent examiners to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 26 September 2022 and signed on their behalf by

*Cathy Benjamin*

Cathy Benjamin - Chair of Trustees

## **Independent examiner's report**

### **To the trustees of**

### **The Bridge Foundation**

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I report to the trustees on my examination of the accounts of The Bridge Foundation (the CIO) for the year ended 31 March 2022, which are set out on pages 11 to 24.

#### **Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts carried out under section 145 of 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 Act.

#### **Independent examiner's statement**

Since the CIO's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

Godfrey Wilson Limited also provides ad hoc bookkeeping services to the CIO. I confirm that as a member of the ICAEW I am subject to the FRC's Revised Ethical Standard 2016, which I have applied with respect to this engagement.

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:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

*Alison Godfrey*

Date: 26 September 2022

**Alison Godfrey FCA**

**Member of the ICAEW**

For and on behalf of:

**Godfrey Wilson Limited**

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

# The Bridge Foundation

## Statement of financial activities

For the year ended 31 March 2022

|                                                             | Note | Restricted<br>£     | Unrestricted<br>£     | 2022<br>Total<br>£           | 2021<br>Total<br>£    |
|-------------------------------------------------------------|------|---------------------|-----------------------|------------------------------|-----------------------|
| <b>Income from:</b>                                         |      |                     |                       |                              |                       |
| Donations                                                   | 3    | -                   | 29,811                | <b>29,811</b>                | 33,391                |
| Charitable activities                                       | 4    | 146,269             | 581,149               | <b>727,418</b>               | 570,912               |
| Investments                                                 |      | -                   | -                     | -                            | 38                    |
| Other income                                                |      | -                   | 4,978                 | <b>4,978</b>                 | 2,437                 |
| <b>Total income</b>                                         |      | <u>146,269</u>      | <u>615,938</u>        | <b><u>762,207</u></b>        | <u>606,778</u>        |
| <b>Expenditure on:</b>                                      |      |                     |                       |                              |                       |
| Raising funds                                               |      | -                   | 21,003                | <b>21,003</b>                | 9,132                 |
| Charitable activities                                       |      | <u>157,069</u>      | <u>503,569</u>        | <b><u>660,638</u></b>        | <u>568,733</u>        |
| <b>Total expenditure</b>                                    | 6    | <u>157,069</u>      | <u>524,572</u>        | <b><u>681,641</u></b>        | <u>577,865</u>        |
| <b>Net income / (expenditure) and net movement in funds</b> | 7    | (10,800)            | 91,366                | <b>80,566</b>                | 28,913                |
| <b>Reconciliation of funds:</b>                             |      |                     |                       |                              |                       |
| Total funds brought forward                                 |      | <u>18,880</u>       | <u>168,022</u>        | <b><u>186,902</u></b>        | <u>157,989</u>        |
| <b>Total funds carried forward</b>                          |      | <u><u>8,080</u></u> | <u><u>259,388</u></u> | <b><u><u>267,468</u></u></b> | <u><u>186,902</u></u> |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

# The Bridge Foundation

## Balance sheet

As at 31 March 2022

|                                              | Note | 2022<br>£       | 2021<br>£ |
|----------------------------------------------|------|-----------------|-----------|
| <b>Current assets</b>                        |      |                 |           |
| Debtors                                      | 10   | <b>149,546</b>  | 134,597   |
| Cash at bank and in hand                     |      | <b>139,506</b>  | 96,570    |
|                                              |      | <b>289,052</b>  | 231,167   |
| <b>Liabilities</b>                           |      |                 |           |
| Creditors: amounts falling due within 1 year | 11   | <b>(21,584)</b> | (44,265)  |
| <b>Net current assets and net assets</b>     | 13   | <b>267,468</b>  | 186,902   |
| <b>Funds</b>                                 | 14   |                 |           |
| Restricted funds                             |      | <b>8,080</b>    | 18,880    |
| Unrestricted funds                           |      |                 |           |
| General funds                                |      | <b>259,388</b>  | 168,022   |
| <b>Total charity funds</b>                   |      | <b>267,468</b>  | 186,902   |

Approved by the trustees on 26 September 2022 and signed on their behalf by

*Cathy Benjamin*

Cathy Benjamin - Chair of Trustees

**The Bridge Foundation**

**Statement of cash flows**

**For the year ended 31 March 2022**

|                                                          | <b>2022</b>     | <b>2021</b> |
|----------------------------------------------------------|-----------------|-------------|
|                                                          | <b>£</b>        | <b>£</b>    |
| <b>Cash used in operating activities:</b>                |                 |             |
| Net movement in funds                                    | <b>80,566</b>   | 28,913      |
| Interest from investments                                | -               | (38)        |
| Decrease / (increase) in debtors                         | <b>(14,949)</b> | (38,995)    |
| Increase / (decrease) in creditors                       | <b>(22,681)</b> | 16,167      |
| <b>Net cash provided by operating activities</b>         | <b>42,936</b>   | 6,047       |
| <b>Cash flows from investing activities:</b>             |                 |             |
| Interest from investments                                | -               | 38          |
| <b>Net cash provided by investing activities</b>         | -               | 38          |
| <b>Increase in cash and cash equivalents in the year</b> | <b>42,936</b>   | 6,085       |
| Cash and cash equivalents at the beginning of the year   | <b>96,570</b>   | 90,485      |
| <b>Cash and cash equivalents at the end of the year</b>  | <b>139,506</b>  | 96,570      |

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

## **The Bridge Foundation**

### **Notes to the financial statements**

**For the year ended 31 March 2022**

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#### **1. Accounting policies**

##### **a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Bridge Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

##### **b) Going concern basis of accounting**

The accounts have been prepared on the assumption that the charity is able to continue as a going concern due to the trustees having a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

##### **c) Income**

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

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

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

##### **d) Interest receivable**

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

##### **e) Funds accounting**

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

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2022

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#### 1. Accounting policies (continued)

##### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

##### g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

|                       | 2022  | 2021  |
|-----------------------|-------|-------|
| Raising funds         | 3.1%  | 1.6%  |
| Charitable activities | 96.9% | 98.4% |

##### h) Debtors

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

##### i) Cash at bank and in hand

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

##### j) Creditors

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

##### k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

##### l) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2022

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#### 1. Accounting policies (continued)

##### m) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

#### 2. Prior period comparatives: statement of financial activities

|                                             | Restricted<br>£ | Unrestricted<br>£ | 2021<br>Total<br>£ |
|---------------------------------------------|-----------------|-------------------|--------------------|
| <b>Income from:</b>                         |                 |                   |                    |
| Donations                                   | -               | 33,391            | <b>33,391</b>      |
| Charitable activities                       | 103,107         | 467,805           | <b>570,912</b>     |
| Investments                                 | -               | 38                | <b>38</b>          |
| Other income                                | -               | 2,437             | <b>2,437</b>       |
| <b>Total income</b>                         | <b>103,107</b>  | <b>503,671</b>    | <b>606,778</b>     |
| <b>Expenditure on:</b>                      |                 |                   |                    |
| Raising funds                               | -               | 9,132             | <b>9,132</b>       |
| Charitable activities                       | 84,227          | 484,506           | <b>568,733</b>     |
| <b>Total expenditure</b>                    | <b>84,227</b>   | <b>493,638</b>    | <b>577,865</b>     |
| <b>Net income and net movement in funds</b> | <b>18,880</b>   | <b>10,033</b>     | <b>28,913</b>      |

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2022

### 3. Income from donations

|                                    | Restricted<br>£ | Unrestricted<br>£ | 2022<br>Total<br>£ |
|------------------------------------|-----------------|-------------------|--------------------|
| Donations                          | -               | 29,811            | <b>29,811</b>      |
| <b>Prior period comparative:</b>   |                 |                   | 2021               |
|                                    | Restricted<br>£ | Unrestricted<br>£ | Total<br>£         |
| Donations                          | -               | 20,105            | 20,105             |
| Coronavirus Job Retention Scheme   | -               | 13,286            | 13,286             |
| <b>Total income from donations</b> | <b>-</b>        | <b>33,391</b>     | <b>33,391</b>      |

### 4. Income from charitable activities

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2022<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Contracts                                      | -               | 236,902           | <b>236,902</b>     |
| Grants                                         | 146,269         | -                 | <b>146,269</b>     |
| Therapy session fees                           | -               | 342,134           | <b>342,134</b>     |
| Conference fees                                | -               | 2,113             | <b>2,113</b>       |
| <b>Total income from charitable activities</b> | <b>146,269</b>  | <b>581,149</b>    | <b>727,418</b>     |
| <b>Prior period comparative:</b>               |                 |                   | 2021               |
|                                                | Restricted<br>£ | Unrestricted<br>£ | Total<br>£         |
| Contracts                                      | -               | 163,884           | 163,884            |
| Grants                                         | 103,107         | -                 | 103,107            |
| Therapy session fees                           | -               | 303,921           | 303,921            |
| <b>Total income from charitable activities</b> | <b>103,107</b>  | <b>467,805</b>    | <b>570,912</b>     |

### 5. Government grants

No government grants were received by the charity during the year. The charity received government grants in the prior year totalling £33,286 from Bristol City Council and under the Coronavirus Job Retention Scheme.

There were no unfulfilled conditions or contingencies attaching to these grants.

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2022**

**6. Total expenditure**

|                                               | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | <b>2022 Total<br/>£</b> |
|-----------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-------------------------|
| Staff costs (note 8)                          | 16,430                | 482,059                       | 45,676                                  | <b>544,165</b>          |
| Sessional staff and other staff costs         | -                     | 49,157                        | -                                       | <b>49,157</b>           |
| Fees and subscriptions                        | -                     | -                             | 607                                     | <b>607</b>              |
| Advertising                                   | 982                   | -                             | -                                       | <b>982</b>              |
| Venue hire                                    | -                     | -                             | 150                                     | <b>150</b>              |
| Travel and subsistence                        | -                     | -                             | 731                                     | <b>731</b>              |
| Professional fees                             | -                     | 16,490                        | 6,758                                   | <b>23,248</b>           |
| IT costs                                      | -                     | -                             | 8,630                                   | <b>8,630</b>            |
| Premises and office costs                     | -                     | -                             | 47,031                                  | <b>47,031</b>           |
| Bank and card fees                            | -                     | -                             | 1,443                                   | <b>1,443</b>            |
| Sundry                                        | -                     | -                             | 2,241                                   | <b>2,241</b>            |
| Bad debt                                      | -                     | -                             | 3,256                                   | <b>3,256</b>            |
| <b>Sub-total</b>                              | <b>17,412</b>         | <b>547,706</b>                | <b>116,523</b>                          | <b>681,641</b>          |
| Allocation of support and<br>governance costs | <u>3,591</u>          | <u>112,932</u>                | <u>(116,523)</u>                        | <u>-</u>                |
| <b>Total expenditure</b>                      | <b><u>21,003</u></b>  | <b><u>660,638</u></b>         | <b><u>-</u></b>                         | <b><u>681,641</u></b>   |

Total governance costs were £2,165 (2021: £1,620).

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2022**

**6. Total expenditure (continued)**  
**Prior period comparative**

|                                               | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2021 Total<br>£       |
|-----------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------------|
| Staff costs (note 8)                          | 6,774                 | 380,339                       | 28,829                                  | 415,942               |
| Sessional staff and other staff costs         | -                     | 83,227                        | -                                       | 83,227                |
| Fees and subscriptions                        | -                     | -                             | 1,349                                   | 1,349                 |
| Advertising                                   | 859                   | -                             | -                                       | 859                   |
| Travel and subsistence                        | -                     | -                             | 14                                      | 14                    |
| Professional fees                             | -                     | 11,805                        | 5,793                                   | 17,598                |
| IT costs                                      | -                     | -                             | 6,605                                   | 6,605                 |
| Premises and office costs                     | -                     | -                             | 45,650                                  | 45,650                |
| Bank and card fees                            | -                     | -                             | 1,014                                   | 1,014                 |
| Sundry                                        | -                     | -                             | 4,219                                   | 4,219                 |
| Bad debt                                      | -                     | -                             | 1,388                                   | 1,388                 |
| <b>Sub-total</b>                              | <b>7,633</b>          | <b>475,371</b>                | <b>94,861</b>                           | <b>577,865</b>        |
| Allocation of support and<br>governance costs | <u>1,499</u>          | <u>93,362</u>                 | <u>(94,861)</u>                         | <u>-</u>              |
| <b>Total expenditure</b>                      | <u><b>9,132</b></u>   | <u><b>568,733</b></u>         | <u><b>-</b></u>                         | <u><b>577,865</b></u> |

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2022

##### 7. Net movement in funds

This is stated after charging:

|                                      | 2022<br>£     | 2021<br>£     |
|--------------------------------------|---------------|---------------|
| Operating lease payments             | 28,655        | 28,655        |
| Trustees' remuneration               | Nil           | Nil           |
| Trustees' reimbursed expenses        | 5             | Nil           |
| Independent examiners' remuneration: |               |               |
| ▪ Independent examination            | 2,160         | 1,620         |
| ▪ Other services                     | 173           | -             |
|                                      | <u>28,833</u> | <u>28,655</u> |

One trustee was paid £5 for parking relating to trustee obligations (2021: £Nil).

##### 8. Staff costs and numbers

Staff costs were as follows:

|                       | 2022<br>£      | 2021<br>£      |
|-----------------------|----------------|----------------|
| Salaries and wages    | 502,833        | 386,422        |
| Social security costs | 32,176         | 22,779         |
| Pension costs         | 9,156          | 6,741          |
|                       | <u>544,165</u> | <u>415,942</u> |

No employee earned more than £60,000 during the year.

The key management personnel of the charity comprise the Trustees, Chief Executive Officer, Finance and Office Manager, School Manager and the BPS Manager. The total employee benefits of the key management personnel were £129,603 (2021: £127,360).

|                    | 2022<br>No. | 2021<br>No. |
|--------------------|-------------|-------------|
| Average head count | <u>14.2</u> | <u>12.4</u> |

##### 9. Taxation

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

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2022

#### 10. Debtors

|                | 2022<br>£      | 2021<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 77,352         | 41,351         |
| Prepayments    | 2,069          | 1,484          |
| Other debtors  | 1,881          | 2,693          |
| Accrued income | 68,244         | 89,069         |
|                | <u>149,546</u> | <u>134,597</u> |

#### 11. Creditors : amounts due within 1 year

|                               | 2022<br>£     | 2021<br>£     |
|-------------------------------|---------------|---------------|
| Trade creditors               | 2,704         | 3,374         |
| Accruals                      | 10,418        | 14,505        |
| Deferred income (see note 12) | 6,002         | 15,632        |
| Other creditors               | 2,460         | 10,754        |
|                               | <u>21,584</u> | <u>44,265</u> |

#### 12. Deferred income

|                          | 2022<br>£    | 2021<br>£     |
|--------------------------|--------------|---------------|
| At 1 April 2021          | 15,632       | 9,480         |
| Deferred during the year | 6,002        | 15,632        |
| Released during the year | (15,632)     | (9,480)       |
| <b>At 31 March 2022</b>  | <u>6,002</u> | <u>15,632</u> |

Deferred income relates to income received in advance of therapeutic service provision.

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2022**

**13. Analysis of net assets between funds**

|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | <b>Total funds<br/>£</b> |
|------------------------------------|--------------------------|----------------------------|--------------------------|
| Current assets                     | 8,080                    | 280,972                    | <b>289,052</b>           |
| Current liabilities                | -                        | (21,584)                   | <b>(21,584)</b>          |
| <b>Net assets at 31 March 2022</b> | <b>8,080</b>             | <b>259,388</b>             | <b>267,468</b>           |
|                                    |                          |                            |                          |
| <b>Prior period comparative</b>    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total funds<br>£         |
| Current assets                     | 18,880                   | 212,287                    | 231,167                  |
| Current liabilities                | -                        | (44,265)                   | (44,265)                 |
| <b>Net assets at 31 March 2021</b> | <b>18,880</b>            | <b>168,022</b>             | <b>186,902</b>           |

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2022

14. Movements in funds

|                                                                     | At 1 April<br>2021<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>between<br>funds<br>£ | At 31 March<br>2022<br>£ |
|---------------------------------------------------------------------|-------------------------|-------------|------------------|------------------------------------|--------------------------|
| <b>Restricted funds</b>                                             |                         |             |                  |                                    |                          |
| Bridge in Schools                                                   | -                       | 146,269     | (146,269)        | -                                  | -                        |
| Bristol Community Health -<br>Health & Wellbeing Grant<br>Programme | 18,880                  | -           | (10,800)         | -                                  | 8,080                    |
| <b>Total restricted funds</b>                                       | 18,880                  | 146,269     | (157,069)        | -                                  | 8,080                    |
| <b>Unrestricted funds</b>                                           |                         |             |                  |                                    |                          |
| General funds                                                       | 168,022                 | 615,938     | (524,572)        | -                                  | 259,388                  |
| <b>Total unrestricted funds</b>                                     | 168,022                 | 615,938     | (524,572)        | -                                  | 259,388                  |
| <b>Total funds</b>                                                  | 186,902                 | 762,207     | (681,641)        | -                                  | 267,468                  |

|                                                                     | At 1 April<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>between<br>funds<br>£ | At 31 March<br>2021<br>£ |
|---------------------------------------------------------------------|-------------------------|-------------|------------------|------------------------------------|--------------------------|
| <b>Prior period comparative</b>                                     |                         |             |                  |                                    |                          |
| <b>Restricted funds</b>                                             |                         |             |                  |                                    |                          |
| Bridge in Schools                                                   | -                       | 83,107      | (83,107)         | -                                  | -                        |
| Bristol Community Health -<br>Health & Wellbeing Grant<br>Programme | -                       | 20,000      | (1,120)          | -                                  | 18,880                   |
| <b>Total restricted funds</b>                                       | -                       | 103,107     | (84,227)         | -                                  | 18,880                   |
| <b>Unrestricted funds</b>                                           |                         |             |                  |                                    |                          |
| General funds                                                       | 157,989                 | 503,671     | (493,638)        | -                                  | 168,022                  |
| <b>Total unrestricted funds</b>                                     | 157,989                 | 503,671     | (493,638)        | -                                  | 168,022                  |
| <b>Total funds</b>                                                  | 157,989                 | 606,778     | (577,865)        | -                                  | 186,902                  |

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2022

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#### 14. Movements in funds (continued)

##### Purposes of restricted funds

###### Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations.

###### Bristol Community Health - Health & Wellbeing Grant Programme

Grant for a research programme to find a psychological approach to resolve trauma issues which are creating incontinence problems in teenage refugees.

#### 15. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

|                     | 2022<br>£     | 2021<br>£      |
|---------------------|---------------|----------------|
| Amount falling due: |               |                |
| Within 1 year       | 28,655        | 28,655         |
| Within 1 - 5 years  | <u>42,869</u> | <u>71,524</u>  |
|                     | <u>71,524</u> | <u>100,179</u> |

#### 16. Related party transactions

There were no related party transactions in the current or prior year.

**THE BRIDGE FOUNDATION**

England & Wales - Charity number 1178918

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# Accounts

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# THE BRIDGE FOUNDATION

Annual Report and Accounts  
31 March 2021

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# WHO WE ARE

Founded in 1983 by Sally Box, a psychoanalytic psychotherapist trained at the Tavistock clinic who had the vision of an organisation applying a psychoanalytic approach to understanding issues of everyday life, groups and organisations.

Today our focus is on providing high quality psychodynamic therapy to children and their families to make a difference at the earlier stages of life.

In 2020-21, our multi-disciplinary team provided therapy to over 200 children and adults each week.



# WHAT WE DO

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- **Bridge in Schools**

psychotherapy delivered in schools in areas of deprivation and diversity.

- **Psychotherapy services**

- Psychotherapy delivered to vulnerable children via services commissioned through Adoption Support Fund and Social Services spot purchases.
- Our not-for-profit service for children, families and adults who self-refer. Fees are determined by family income and over 50% are subsidised.

- **Supervision and reflective practice sessions for professionals in schools and healthcare.**

- **Professional training for counsellors working in schools.**

- **Conferences and events.**

# OUR ETHOS

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- A commitment to psychodynamic principles underpins every aspect of the work in the organisation
- This commitment translates into an organisational culture and infrastructure with space and time built in for weekly meetings, CPDs, and group supervisions for therapists to thoroughly consider the clinical work
- Ensures high quality therapy and clients held by the organisation as a whole
- Multi-disciplinary team of 29 psychodynamically trained therapists.
- We place the emotional wellbeing of children and families at the heart of everything we do.

As the world changed last year and the UK went into lockdown, we are proud that we were able to convert our therapeutic work to online delivery overnight. We learnt new ways of doing things, finding creative solutions to working therapeutically with clients.

It reflects the huge commitment of our therapeutic staff to their clients that they demonstrated the resilience and resourcefulness required to continue to deliver a quality service for children and families when it was needed most.

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Having sessions is like having a drink and feeling fresh again, or coughing something up.

All the drawers have been opened and they can now be shut. I don't need my parents to come and see me every half an hour when I am in bed. I go to sleep easily now, and straight away.

11 Year Old Boy



Our schools model was developed twelve years ago in response to the local needs of the young people in inner city Bristol.

Through embedding a dedicated psychotherapist in schools in areas of deprivation, we have been successful in engaging with children that fall through the cracks of other statutory services.

Teachers are best placed to identify vulnerable and at-risk children and operating within schools, enables us to meet mental health challenges when they first emerge.

### **We provide:**

- One to one therapy with children
- Parent support
- Classroom observations
- Staff consultation, supervision and wellbeing sessions
- Professional assessments.

The partnerships are funded through fundraising by The Bridge Foundation and contribution by the schools from Pupil Premium and other income streams.

# In 2020-21 we:



Worked in partnership with **10** schools across Bristol and South Gloucester.  
Provided additional support to another **17** schools throughout the year.



supported **147** children and young people through the service.



Delivered **995** clinical sessions

## Measuring our Impact

We use a range of different nationally validated clinical outcomes measures to evaluate our impact. During Covid, we witnessed a significant rise in students' emotional and behavioural issues. Total scores at the start of our intervention for the Strengths and Difficulties Questionnaire were up by over 26% compared with the previous year, which is a very significant increase in complexity and severity.

In spite of the challenging operating environment and the high levels of emotional difficulty, parents and teachers continued to report a positive impact from our therapeutic work.



of pupils using the service were reported by teachers and parents as seeing an improvement in their emotional and behaviour difficulties.

# The Bridge

Psychotherapy service

The success of online therapy has meant that we will now always offer an online therapy option for clients, alongside the option of working face to face. We have also managed to grow the staff team and capacity in the last year to meet the increasing demand for psychotherapy services as the impact of the pandemic is felt.

Whilst online therapy wasn't suitable for every client, the highly skilled nature of our therapists meant that they were able to adapt our clinical model to suit each individual and we have continued to adapt and evolve our services.

- **245** psychotherapy clients
- **54%** of these clients paid a subsidised rate.
- **19%** of these were commissioned by social services or adoption support fund
- **3,414** clinical sessions were delivered in total over the year



“

**Our therapist was able to offer us so many useful insights into our situation and has increased our confidence in parenting our challenging teen. We will always be grateful for her advice.**

Parent

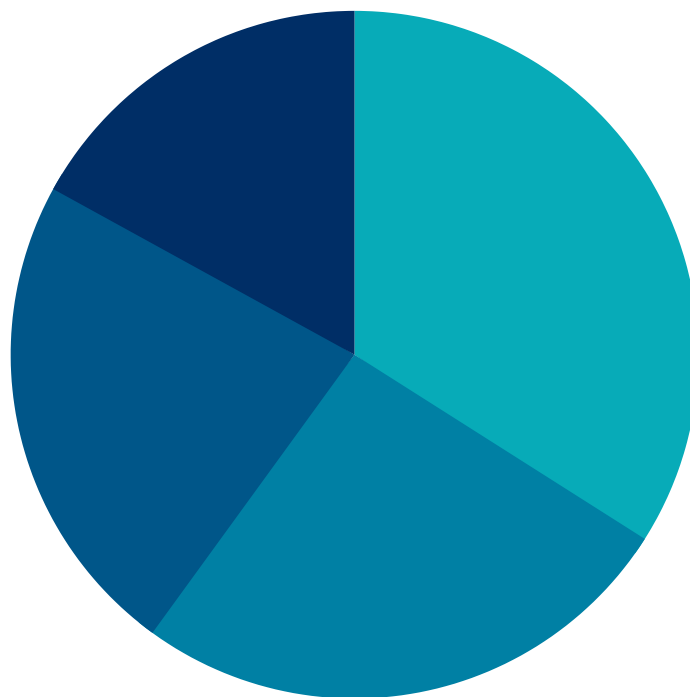
# OUR FINANCIAL MODEL

In uncertain times, it is essential that we are able to sustain ourselves financially to continue to provide the mental health services that are needed now more than ever. The Bridge Foundation therefore maintains a mixed funding streams model to provide that sustainability.

**Commissioned services**  
17%

**Psychotherapy clients**  
34%

**Fundraising**  
23%



**Contributions from schools**  
26%

**Our 2020-21 Income Sources**

# PLANS FOR THE FUTURE

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Our Strategic Plan 21–23 has been developed for the organisation to enable us to grow to meet the ever-increasing demand for our services. There are five pillars to this strategic plan:

## Accessibility

Make the organisation and our services accessible to more diverse communities

## Innovation

Build on our clinical expertise to offer new services to engage and help clients in different ways

## Sustainability

Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients

## Evidence

Develop an evidence base to demonstrate the impact and strength of our clinical work

## Quality

Develop KPI framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence

Underpinning all of these priorities is a focus on sustainable growth to ensure that all services are delivered with the same level of clinical excellence.

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# LETTER FROM OUR CHAIR

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It seems hardly possible that another year has gone by – and what a year it has been – forever tinged with the reality of Covid-19 and all it brings. Reflecting on the Bridge experience inevitably reminds me of the highs and lows of organisational life – including the flexibility and resilience of our staff team, getting to grips with virtual meetings and the difficulty that long Covid can bring.

With the announcement of lockdown at the end of March 2020, all Bridge services moved on-line within a week. This feat of change management by the staff team was followed by an ever changing mix of on-line and face to face therapy with clients as Covid restrictions came and went. Our fear was that this would result in a loss of work and income. However, we are grateful that a continuing high demand for our services and our mixed funding model have left us in a good position as things return to some semblance of 'normality'.

In addition to these external factors, we have seen significant internal changes this year. We said a sad goodbye to Frances Fox, our Director of 15 years, and in July 2020 welcomed our new CEO, Michelle Windle. She has hit the ground running with the support of a newly forming Senior Management Team – Matthew Jenkins and Georgina Taylor having been appointed as Service Managers at the start of 2020. Since taking up her appointment, Michelle has worked with us to develop a new strategic plan and a robust administrative infrastructure that aims to do justice to the excellence of our therapeutic services.

An important learning outcome for The Bridge this year is the realisation that there is a strong demand for on-line services as well as for a return to more traditional face to face work. This leads us to reflect on the benefits of developing a mixed model for the future – one that will meet the needs of a more diverse group of clients and that will allow us to work within a wider geographic area. It has also taken the pressure off our need to re-locate to larger premises. It gives us a little breathing space to reflect on the nature and direction of future development.

Overall, while this has not been an easy year, The Bridge has more than maintained its momentum in terms of the quality and reach of its services. This has not just happened – it is down to solid and consistent effort. In view of this, I would like to extend a sincere thank you to all those who have contributed – our fantastic staff team, our Board of Trustees, our friends, partners and our funders. The success of The Bridge Foundation continues to rest on the dedication, enthusiasm and creativity of all those involved.

A new year beckons with hope now on the horizon. I look forward to the next instalment of ‘life at The Bridge’ as we move into the future.

My very best wishes

# Cathy Benjamin

**The Bridge Foundation | Chair of Trustees**

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Charity no. 1178918

**The Bridge Foundation**  
**Report and Unaudited Financial**  
**Statements**  
**31 March 2021**

## **The Bridge Foundation**

### **Reference and administrative details**

**For the year ended 31 March 2021**

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|                                |                                                                                                                                                                                                                                                                                                                          |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Charity number</b>          | 1178918                                                                                                                                                                                                                                                                                                                  |
| <b>Registered office</b>       | 13 Sydenham Road<br>Bristol<br>BS6 5SH                                                                                                                                                                                                                                                                                   |
| <b>Trustees</b>                | <p>The trustees who served during the year and up to the date of this report were as follows:</p> <p>Alison Appshaw - Treasurer<br/>Cathy Benjamin - Chair<br/>Jane Cheshire<br/>Caroline Harris (appointed 21 September 2020)<br/>Jeff Hurran<br/>Michael Randall<br/>Murray Stewart<br/>Sayi Thomas<br/>Lucy Young</p> |
| <b>Chief executive officer</b> | Michelle Windle (from 23 July 2020)<br>Frances Fox (to 23 July 2020)                                                                                                                                                                                                                                                     |
| <b>Bankers</b>                 | NatWest<br>40 Queen's Road<br>Clifton<br>Bristol<br>BS8 1BF                                                                                                                                                                                                                                                              |
| <b>Independent examiners</b>   | Godfrey Wilson Limited<br>Chartered accountants and statutory auditors<br>5th Floor Mariner House<br>62 Prince Street<br>Bristol<br>BS1 4QD                                                                                                                                                                              |

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

### **Objectives and activities**

#### **Purpose**

The objects of the CIO are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

#### **Aims**

##### *Our vision*

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples and families, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Hosting conferences and events.

##### *Our approach*

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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##### Strategic aims

- To provide a high professional standard of psychotherapy and counselling services for individuals, families, parents, children and young people;
- To respond to disadvantage and diversity through provision of counselling and psychotherapy services for those who would not easily have access to such services;
- To support appreciation, learning and development of psychoanalytic thinking and its application through provision of conferences, arts events, training and consultation; and
- To promote monitoring, evaluation, research and intelligence to inform and educate policy and service development.

##### **Organisation developments**

The Bridge team responded quickly to the challenges presented by the first lockdown and the whole team was delivering therapy services online within days of the announcement being made. It is a huge testament to the organisation's professionalism and commitment to clients' needs and wellbeing that the team were able to adapt so quickly to the new ways of working and continue to deliver a quality service when it was needed most.

We were also able to move forward with other significant organisational changes despite the disruption of the pandemic. Frances Fox, who was the Director of the organisation for 15 years retired as planned and a new CEO, Michelle Windle, was recruited by the Board. We have also managed to expand our team of therapists to meet the increasing demand for clinical services.

##### **Organisational performance**

###### **Bridge in Schools**

Our schools model was developed 12 years ago in response to the local needs of the young people in inner city Bristol. Through embedding a dedicated psychotherapist in schools in areas of deprivation, we have been successful in engaging with children who fall through the cracks of other statutory services.

The emphasis of Bridge in Schools has long been to combine specialist therapeutic work with a broader range of services, including staff support, supervision and consultation, parent support, and whole school wellbeing. During lockdown, we have used this model to work with our partner schools to adapt our support accordingly. Investment over the last two years in cloud-based technologies for team communication and secure clinical records has enabled us to safely transform the schools service into a remote working organisation, during the lockdown period.

In 20-21, we supported 147 children and young people and delivered 995 clinical sessions. This only represents some of the work however, as we adapted our core offer in response to the changing needs presented by Covid.

**Online work.** Where appropriate, therapeutic work continued remotely, either via video link or sometimes by phone. Parent sessions and parent work, supervision, consultation, staff wellbeing support, and team meetings with staff were all moved online. In some cases, work evolved to suit dyadic work (work with a parent and child together, e.g. with a younger child) or offering parent support during lockdown in place of individual therapy.

## The Bridge Foundation

### Report of the trustees

#### For the year ended 31 March 2021

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**Alternative work.** We also offered some new forms of support during this period. This included blogs, telephone and email “drop ins”, that opened up support to parents more widely (i.e. parents of children not previously referred for therapy). It was parent-led and often focused on coping with high family stress in a situation of anxiety, confinement and overcrowding.

Our data analysis, revealed unsurprisingly, that children were experiencing higher levels of emotional difficulty and complexity than ever before. Despite the uniquely challenging operating environment, our outcomes data for the last 12 months showed that 75% of parents and teachers reported a significant improvement in a child's problems. Emphasis is placed on helping students build confidence and understand the value of their contribution to the community. Parents reported a reduction in anxiety and depression, increased confidence and an ability to cope better with life and parenting challenges.

#### **Bridge Psychotherapy service**

The BPS service grew in size and capacity in the last year, after an initial lull in referrals to the service during the first lockdown. In 20-21, the team delivered 3,414 clinical sessions and saw 245 clients. A significant proportion of these clients, 54%, paid the subsidised fee and 19% of them were commissioned through social services or through the Adoption Support Fund. At the end of the year, demand for the service had reached the highest level we have seen since the service started 35 years ago. Over the next year, we will be reviewing all of our clinical and operational infrastructures to ensure that we can grow the service at a sustainable rate to meet the growing need for mental health services.

The success of online therapy has meant that we will continue to offer an online therapy option to clients alongside the option of working face to face. It has also opened up new possibilities in terms of clients we can work with as geographical restrictions no longer apply and we can work with clients outside of the Bristol area. As part of our plans for the future, we will be developing remote by design services which take in to consideration the benefits and drawbacks on online therapy to ensure that we continue to develop quality services.

#### **Plans for the Future**

A new three-year organisational Strategic Plan was launched in April 2021. The plan was developed to enable us to grow to meet the ever-increasing demand for our services whilst also have a focus on sustainable growth to ensure all services are delivered with the same level of clinical excellence.

There are five pillars to this strategic plan:

- **Accessibility** – Make the organisation and our services accessible to more diverse communities;
- **Innovation** – Build on our clinical expertise to offer new services to engage and help clients in different ways;
- **Sustainability** – Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients;
- **Evidence** – Develop an evidence base to demonstrate the impact and strength of our clinical work; and
- **Quality** – Develop a KPI Framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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##### **Public benefit**

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conform to the conditions and guidance offered by the Charity Commission in relation to public benefit.

##### **Financial review**

###### **Going concern**

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

The charity holds unrestricted, general reserves of £168,022 and a cash balance of £6,570 at year end. As the charity has already secured funding in 21/22 and has been able to continue most therapeutic services remotely, the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

###### **Financial position**

The year ended with expenditure of £577,865 against an income of £606,778 achieving a surplus for the year of £28,913. At 31 March 2021, total unrestricted reserves amounted to £168,022.

###### **Principal risks**

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements. The Treasurer and Chair review financial performance and cash flow bi-monthly. Clinical risk is currently managed through regular clinical supervision and adherence to the ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

###### **Reserves policy**

Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation and have established a clear policy. The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least three months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

---

There is no separate reserves account but the reserves of cash (monitored by trustees and staff monthly) at end of year were sufficient to cover six months of support costs. Support costs for six months amount to £81,543 and as at the balance sheet date, cash reserves were £96,570.

### **Structure, governance and management**

#### **Constitution**

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019 the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

Please note that all governance activities have been carried out virtually during this past year due to Covid 19 restrictions.

#### **Method of appointment or election of trustees**

Potential trustees are initially invited to have an informal discussion with the Director and / or the Chair and to visit the organisation. Potential trustees are then invited to an interview with three trustees to gain an understanding of the organisation. This involves discussion of the mission, vision and strategic direction of the organisation; the roles and responsibilities of being a trustee, and the difference between governance and management. The meeting explores the skills and qualities the candidate can bring and their capacity and willingness to commit sufficient time to the role.

On appointment new trustees have the opportunity to attend a board meeting to get the feel of the board, and are later formally appointed by the board with confirmation at the AGM.

Trustee induction and training consists of a meeting with the Chair and CEO, a tour of the premises and introductions to the Senior Management Team. They also receive an information package that includes the Articles of Association, Annual Report and Accounts and Charity Commission booklets describing the responsibilities of the trustee role. New trustees are strongly encouraged to attend locally organised governance training opportunities details of which are circulated periodically to all trustees.

The Bridge Foundation is a member of Voscur – a Bristol based organisation that aims to support, develop and represent Bristol's Voluntary, Community and Social Enterprise (VCSE) sector – and The Association of Chairs – a national membership organisation supporting Chairs and Vice Chairs of charities and social enterprises in England and Wales. Both of these organisations provide training and peer support opportunities for members of the board.

Trustees are appointed for a term of four years in the first instance.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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##### **Organisational structure and decision making**

The board of trustees meets six times a year and is responsible for the finances, the strategic direction and policy of the charity.

The board of trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with. Professions currently represented include child and adult psychotherapy, social work, education, finance, child protection, family law and human resources.

The board has adopted, and will keep under review, a set of policies relating to corporate governance - including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustees completed a leadership review in the first months of the year culminating in the creation of a new post of Chief Executive Officer and the appointment of Michelle Windle within that role. Board meetings early in the year concentrated on operational support for managerial staff as they altered practices to meet changing Covid requirements and the monitoring of the experience of staff and clients throughout the changes. As the year progressed attention moved to the need for strategic planning in order to ensure continuing sustainable service development - the next step being to embed this within organisational systems and processes.

Trustees have also committed to increasing the diversity of the Board. Planning includes more accessible recruitment procedures with wider advertising and clearer supporting information such as trustee job and role descriptions. The Board will continue to give these developments high priority over the next year.

About once every two years members of the board attend an awayday or similar facilitated event with members of Bridge staff. These events form part of the development of the organisation and the formulation of its longer term strategic thinking and planning.

Two sub-boards meet regularly and report to the board.

##### **Sub-boards**

Strategy, Resources and Business Group (SRB) meets six times a year.

Membership: Senior Management Team and 3 trustees – one of whom acts as Chair.

Purpose:

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the board of trustees and to recommend proposals to the board for consideration and decision making;
- To monitor and review progress of services, projects and developments and to report back to the board; and
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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*Finance Group* meets up to 4 times a year.

Membership: Finance and Office Manager, the Bridge Foundation Treasurer and one other trustee.

Purpose:

- Preparation of annual budget for approval by board; and
- Regular monitoring of expenditure and income and related financial matters and quarterly reporting to board.

The CEO holds responsibility for the operational management of The Bridge Foundation, supported by the Senior Management Team who in turn hold responsibility for the management of clinical service teams and for the planning, delivery and monitoring of services.

The Finance and Office Manager, assisted by an administrative assistant, holds responsibility for financial planning and monitoring and for the preparation of management accounts and for audit. The Monitoring and Evaluation Data Analyst has responsibility for the collection and analysis and presentation of monitoring and evaluation information.

#### **Pay and remuneration**

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff and trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the SRB and either agreed there or passed to the board for endorsement and/or approval.

#### **Risk management**

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate the charity's exposure to the major risks.

#### **Insurance**

The charity holds employer liability, public liability and professional indemnity insurances.

#### **Trustees' indemnities**

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

#### **Statement of responsibilities of the trustees**

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;

## **The Bridge Foundation**

### **Report of the trustees**

#### **For the year ended 31 March 2021**

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- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

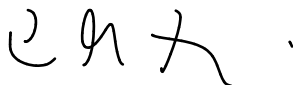
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

#### **Independent examiners**

Godfrey Wilson Limited were appointed as independent examiners to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 27 September 2021 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

## **Independent examiner's report**

### **To the trustees of**

#### **The Bridge Foundation**

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I report to the trustees on my examination of the accounts of The Bridge Foundation (the CIO) for the year ended 31 March 2021, which are set out on pages 11 to 24.

#### **Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts carried out under section 145 of 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 Act.

#### **Independent examiner's statement**

Since the CIO's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

*Alison Godfrey*

Date: 29 September 2021

**Alison Godfrey FCA**

**Member of the ICAEW**

For and on behalf of:

**Godfrey Wilson Limited**

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

# The Bridge Foundation

## Statement of financial activities

For the year ended 31 March 2021

|                                                      | Note | Restricted<br>£      | Unrestricted<br>£     | 2021<br>Total<br>£           | 2020<br>Total<br>£    |
|------------------------------------------------------|------|----------------------|-----------------------|------------------------------|-----------------------|
| <b>Income from:</b>                                  |      |                      |                       |                              |                       |
| Donations                                            | 3    | -                    | 33,391                | <b>33,391</b>                | 19,810                |
| Transfer from The Bridge Foundation<br>(no. 1073759) | 3    | -                    | -                     | -                            | 131,044               |
| Charitable activities                                | 4    | 103,107              | 467,805               | <b>570,912</b>               | 510,810               |
| Investments                                          |      | -                    | 38                    | <b>38</b>                    | 143                   |
| Other income                                         |      | -                    | 2,437                 | <b>2,437</b>                 | 2,583                 |
| <b>Total income</b>                                  |      | <u>103,107</u>       | <u>503,671</u>        | <b><u>606,778</u></b>        | <u>664,390</u>        |
| <b>Expenditure on:</b>                               |      |                      |                       |                              |                       |
| Raising funds                                        |      | -                    | 9,132                 | <b>9,132</b>                 | 16,714                |
| Charitable activities                                |      | <u>84,227</u>        | <u>484,506</u>        | <b><u>568,733</u></b>        | <u>489,687</u>        |
| <b>Total expenditure</b>                             | 6    | <u>84,227</u>        | <u>493,638</u>        | <b><u>577,865</u></b>        | <u>506,401</u>        |
| <b>Net income and net movement in funds</b>          | 7    | 18,880               | 10,033                | <b>28,913</b>                | 157,989               |
| <b>Reconciliation of funds:</b>                      |      |                      |                       |                              |                       |
| Total funds brought forward                          |      | <u>-</u>             | <u>157,989</u>        | <b><u>157,989</u></b>        | <u>-</u>              |
| <b>Total funds carried forward</b>                   |      | <u><u>18,880</u></u> | <u><u>168,022</u></u> | <b><u><u>186,902</u></u></b> | <u><u>157,989</u></u> |

The Bridge Foundation converted from an unincorporated charitable trust (no. 1073759) to a charitable incorporated organisation (no. 1178918) on 1 April 2019 and transferred all of its assets, liabilities and activities on this date. Prior period financial statements for the charitable trust (no. 1073759) are available from the Charity Commission.

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

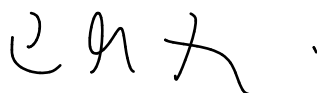
# The Bridge Foundation

## Balance sheet

As at 31 March 2021

|                                              | Note | 2021<br>£       | 2020<br>£ |
|----------------------------------------------|------|-----------------|-----------|
| <b>Current assets</b>                        |      |                 |           |
| Debtors                                      | 10   | <b>134,597</b>  | 95,602    |
| Cash at bank and in hand                     |      | <b>96,570</b>   | 90,485    |
|                                              |      | <b>231,167</b>  | 186,087   |
| <b>Liabilities</b>                           |      |                 |           |
| Creditors: amounts falling due within 1 year | 11   | <b>(44,265)</b> | (28,098)  |
| <b>Net current assets and net assets</b>     | 13   | <b>186,902</b>  | 157,989   |
| <b>Funds</b>                                 | 14   |                 |           |
| Restricted funds                             |      | <b>18,880</b>   | -         |
| Unrestricted funds                           |      |                 |           |
| General funds                                |      | <b>168,022</b>  | 157,989   |
| <b>Total charity funds</b>                   |      | <b>186,902</b>  | 157,989   |

Approved by the trustees on 27 September 2021 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

**The Bridge Foundation**

**Statement of cash flows**

**For the year ended 31 March 2021**

|                                                          | <b>2021</b>          | 2020          |
|----------------------------------------------------------|----------------------|---------------|
|                                                          | <b>£</b>             | £             |
| <b>Cash used in operating activities:</b>                |                      |               |
| Net movement in funds                                    | <b>28,913</b>        | 157,989       |
| Interest from investments                                | <b>(38)</b>          | (143)         |
| Decrease / (increase) in debtors                         | <b>(38,995)</b>      | (95,602)      |
| Increase / (decrease) in creditors                       | <b>16,167</b>        | 28,098        |
|                                                          | <u><b>6,047</b></u>  | <u>90,342</u> |
| <b>Net cash provided by operating activities</b>         |                      |               |
|                                                          | <u><b>6,047</b></u>  | <u>90,342</u> |
| <b>Cash flows from investing activities:</b>             |                      |               |
| Interest from investments                                | <u><b>38</b></u>     | <u>143</u>    |
|                                                          | <u><b>38</b></u>     | <u>143</u>    |
| <b>Net cash provided by investing activities</b>         |                      |               |
|                                                          | <u><b>38</b></u>     | <u>143</u>    |
| <b>Increase in cash and cash equivalents in the year</b> | <b>6,085</b>         | 90,485        |
| Cash and cash equivalents at the beginning of the year   | <u><b>90,485</b></u> | <u>-</u>      |
| <b>Cash and cash equivalents at the end of the year</b>  | <u><b>96,570</b></u> | <u>90,485</u> |

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

## **The Bridge Foundation**

### **Notes to the financial statements**

**For the year ended 31 March 2021**

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#### **1. Accounting policies**

##### **a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Bridge Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

##### **b) Going concern basis of accounting**

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves and having considered the impact of the ongoing Covid pandemic. There are no material uncertainties about the charity's ability to continue as a going concern.

##### **c) Income**

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

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

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

##### **d) Interest receivable**

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

##### **e) Funds accounting**

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

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2021

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#### 1. Accounting policies (continued)

##### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

##### g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

|                       | 2021  | 2020  |
|-----------------------|-------|-------|
| Raising funds         | 1.6%  | 3.3%  |
| Charitable activities | 98.4% | 96.7% |

##### h) Debtors

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

##### i) Cash at bank and in hand

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

##### j) Creditors

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

##### k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

##### l) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2021

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#### 1. Accounting policies (continued)

##### m) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

#### 2. Prior period comparatives: statement of financial activities

|                                                      | Restricted<br>£ | Unrestricted<br>£ | 2020<br>Total<br>£ |
|------------------------------------------------------|-----------------|-------------------|--------------------|
| <b>Income from:</b>                                  |                 |                   |                    |
| Donations                                            | -               | 19,810            | <b>19,810</b>      |
| Transfer from The Bridge Foundation<br>(no. 1073759) | -               | 131,044           | <b>131,044</b>     |
| Charitable activities                                | 100,473         | 410,337           | <b>510,810</b>     |
| Investments                                          | -               | 143               | <b>143</b>         |
| Other income                                         | -               | 2,583             | <b>2,583</b>       |
| <b>Total income</b>                                  | <b>100,473</b>  | <b>563,917</b>    | <b>664,390</b>     |
| <b>Expenditure on:</b>                               |                 |                   |                    |
| Raising funds                                        | -               | 16,714            | <b>16,714</b>      |
| Charitable activities                                | 100,473         | 389,214           | <b>489,687</b>     |
| <b>Total expenditure</b>                             | <b>100,473</b>  | <b>405,928</b>    | <b>506,401</b>     |
| <b>Net income and net movement in funds</b>          | <b>-</b>        | <b>157,989</b>    | <b>157,989</b>     |

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2021

### 3. Income from donations

|                                                   | Restricted<br>£ | Unrestricted<br>£ | 2021<br>Total<br>£ |
|---------------------------------------------------|-----------------|-------------------|--------------------|
| Donations                                         | -               | 20,105            | <b>20,105</b>      |
| Coronavirus job retention scheme                  | -               | 13,286            | <b>13,286</b>      |
| <b>Total income from donations</b>                | <b>-</b>        | <b>33,391</b>     | <b>33,391</b>      |
| <b>Prior period comparative:</b>                  |                 |                   | 2020               |
|                                                   | Restricted<br>£ | Unrestricted<br>£ | Total<br>£         |
| Donations                                         | -               | 19,810            | 19,810             |
| Transfer from The Bridge Foundation (no. 1073759) | -               | 131,044           | 131,044            |
| <b>Total income from donations</b>                | <b>-</b>        | <b>150,854</b>    | <b>150,854</b>     |

On 1 April 2019, The Bridge Foundation, an unincorporated charitable trust (no. 1073759) transferred all of its assets, liabilities and activities to The Bridge Foundation, a charitable incorporated organisation (no. 1178918). The total funds transferred were £131,044 as shown above.

### 4. Income from charitable activities

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2021<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Contracts                                      | -               | 163,884           | <b>163,884</b>     |
| Grants                                         | 103,107         | -                 | <b>103,107</b>     |
| Therapy session fees                           | -               | 303,921           | <b>303,921</b>     |
| <b>Total income from charitable activities</b> | <b>103,107</b>  | <b>467,805</b>    | <b>570,912</b>     |

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2021

#### 4. Income from charitable activities (continued)

##### Prior period comparative:

|                                                | Restricted<br>£ | Unrestricted<br>£ | 2020<br>Total<br>£ |
|------------------------------------------------|-----------------|-------------------|--------------------|
| Contracts                                      | -               | 101,684           | 101,684            |
| Grants                                         | 100,473         | -                 | 100,473            |
| Therapy session fees                           | -               | 308,653           | 308,653            |
| <b>Total income from charitable activities</b> | <b>100,473</b>  | <b>410,337</b>    | <b>510,810</b>     |

#### 5. Government grants

The charitable company receives government grants, defined as funding from Bristol City Council and the Coronavirus job retention scheme. The total value of such grants in the period ending 31 March 2021 was £33,286 (2020: £nil). There are no unfulfilled conditions or contingencies attaching to these grants in 2020/21.

#### 6. Total expenditure

|                                            | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2021 Total<br>£ |
|--------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                       | 6,774                 | 380,339                       | 28,829                                  | <b>415,942</b>  |
| Sessional staff and other staff costs      | -                     | 83,227                        | -                                       | <b>83,227</b>   |
| Fees and subscriptions                     | -                     | -                             | 1,349                                   | <b>1,349</b>    |
| Advertising                                | 859                   | -                             | -                                       | <b>859</b>      |
| Travel and subsistence                     | -                     | -                             | 14                                      | <b>14</b>       |
| Professional fees                          | -                     | 11,805                        | 5,793                                   | <b>17,598</b>   |
| IT costs                                   | -                     | -                             | 6,605                                   | <b>6,605</b>    |
| Premises and office costs                  | -                     | -                             | 45,650                                  | <b>45,650</b>   |
| Bank and card fees                         | -                     | -                             | 1,014                                   | <b>1,014</b>    |
| Sundry                                     | -                     | -                             | 4,219                                   | <b>4,219</b>    |
| Bad debt                                   | -                     | -                             | 1,388                                   | <b>1,388</b>    |
| <b>Sub-total</b>                           | <b>7,633</b>          | <b>475,371</b>                | <b>94,861</b>                           | <b>577,865</b>  |
| Allocation of support and governance costs | 1,499                 | 93,362                        | (94,861)                                | -               |
| <b>Total expenditure</b>                   | <b>9,132</b>          | <b>568,733</b>                | <b>-</b>                                | <b>577,865</b>  |

Total governance costs were £1,620.

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2021**

**6. Total expenditure**

**Prior period comparative**

|                                               | Raising<br>funds<br>£ | Charitable<br>activities<br>£ | Support and<br>governance<br>costs<br>£ | 2020 Total<br>£ |
|-----------------------------------------------|-----------------------|-------------------------------|-----------------------------------------|-----------------|
| Staff costs (note 8)                          | 11,849                | 319,425                       | 27,080                                  | 358,354         |
| Sessional staff and other staff costs         | -                     | 71,344                        | -                                       | 71,344          |
| Fees and subscriptions                        | -                     | -                             | 1,822                                   | 1,822           |
| Advertising                                   | 1,695                 | -                             | -                                       | 1,695           |
| Venue hire                                    | -                     | -                             | 2,913                                   | 2,913           |
| Travel and subsistence                        | -                     | -                             | 1,507                                   | 1,507           |
| Professional fees                             | -                     | 6,045                         | 3,245                                   | 9,290           |
| IT costs                                      | -                     | -                             | 5,407                                   | 5,407           |
| Premises and office costs                     | -                     | -                             | 51,624                                  | 51,624          |
| Bank and card fees                            | -                     | -                             | 959                                     | 959             |
| Sundry                                        | -                     | -                             | 1,486                                   | 1,486           |
| Sub-total                                     | 13,544                | 396,814                       | 96,043                                  | 506,401         |
| Allocation of support and<br>governance costs | 3,170                 | 92,873                        | (96,043)                                | -               |
| Total expenditure                             | 16,714                | 489,687                       | -                                       | 506,401         |

Total governance costs were £1,560.

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2021

##### 7. Net movement in funds

This is stated after charging:

|                                                                   | 2021<br>£ | 2020<br>£ |
|-------------------------------------------------------------------|-----------|-----------|
| Operating lease payments                                          | 28,655    | 28,541    |
| Trustees' remuneration                                            | Nil       | 150       |
| Trustees' reimbursed expenses                                     | Nil       | Nil       |
| Independent examiners' remuneration:<br>▪ Independent examination | 1,620     | 1,560     |

One trustee was paid £150 in fees in the prior year for speaking at a conference.

##### 8. Staff costs and numbers

Staff costs were as follows:

|                       | 2021<br>£ | 2020<br>£ |
|-----------------------|-----------|-----------|
| Salaries and wages    | 386,422   | 333,740   |
| Social security costs | 22,779    | 19,086    |
| Pension costs         | 6,741     | 5,528     |
|                       | 415,942   | 358,354   |

No employee earned more than £60,000 during the year.

The key management personnel of the charity comprise the Trustees, Chief Executive Officer, Finance and Office Manager, School Manager and the BPS Manager. The total employee benefits of the key management personnel were £127,360 (2020: £116,715).

|                    | 2021<br>No. | 2020<br>No. |
|--------------------|-------------|-------------|
| Average head count | 12.40       | 9.97        |

##### 9. Taxation

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

## The Bridge Foundation

### Notes to the financial statements

For the year ended 31 March 2021

#### 10. Debtors

|                | 2021<br>£      | 2020<br>£     |
|----------------|----------------|---------------|
| Trade debtors  | 41,351         | 42,042        |
| Prepayments    | 1,484          | 2,463         |
| Other debtors  | 2,693          | 2,187         |
| Accrued income | 89,069         | 48,910        |
|                | <u>134,597</u> | <u>95,602</u> |

#### 11. Creditors : amounts due within 1 year

|                               | 2021<br>£     | 2020<br>£     |
|-------------------------------|---------------|---------------|
| Trade creditors               | 3,374         | 957           |
| Accruals                      | 14,505        | 9,286         |
| Deferred income (see note 12) | 15,632        | 9,480         |
| Other creditors               | 10,754        | 8,375         |
|                               | <u>44,265</u> | <u>28,098</u> |

#### 12. Deferred income

|                          | 2021<br>£     | 2020<br>£    |
|--------------------------|---------------|--------------|
| At 1 April 2020          | 9,480         | -            |
| Deferred during the year | 15,632        | 9,480        |
| Released during the year | (9,480)       | -            |
|                          | <u>15,632</u> | <u>9,480</u> |
| At 31 March 2021         | <u>15,632</u> | <u>9,480</u> |

Deferred income relates to income received in advance of therapeutic service provision.

**The Bridge Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2021**

**13. Analysis of net assets between funds**

|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total funds<br>£ |
|------------------------------------|--------------------------|----------------------------|------------------|
| Current assets                     | 18,880                   | 212,287                    | <b>231,167</b>   |
| Current liabilities                | -                        | (44,265)                   | <b>(44,265)</b>  |
| <b>Net assets at 31 March 2021</b> | <b>18,880</b>            | <b>168,022</b>             | <b>186,902</b>   |
|                                    |                          |                            |                  |
|                                    | Restricted<br>funds<br>£ | Unrestricted<br>funds<br>£ | Total funds<br>£ |
| <b>Prior period comparative</b>    |                          |                            |                  |
| Current assets                     | -                        | 186,087                    | <b>186,087</b>   |
| Current liabilities                | -                        | (28,098)                   | <b>(28,098)</b>  |
| <b>Net assets at 31 March 2020</b> | <b>-</b>                 | <b>157,989</b>             | <b>157,989</b>   |

# The Bridge Foundation

## Notes to the financial statements

For the year ended 31 March 2021

### 14. Movements in funds

|                                                                     | At 1 April<br>2020<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>between<br>funds<br>£ | At 31 March<br>2021<br>£ |
|---------------------------------------------------------------------|-------------------------|----------------|------------------|------------------------------------|--------------------------|
| <b>Restricted funds</b>                                             |                         |                |                  |                                    |                          |
| Bridge in Schools                                                   | -                       | 83,107         | (83,107)         | -                                  | -                        |
| Bristol Community Health -<br>Health & Wellbeing Grant<br>Programme | -                       | 20,000         | (1,120)          | -                                  | <b>18,880</b>            |
| <b>Total restricted funds</b>                                       | -                       | 103,107        | (84,227)         | -                                  | <b>18,880</b>            |
| <b>Unrestricted funds</b>                                           |                         |                |                  |                                    |                          |
| General funds                                                       | 157,989                 | 503,671        | (493,638)        | -                                  | <b>168,022</b>           |
| <b>Total unrestricted funds</b>                                     | 157,989                 | 503,671        | (493,638)        | -                                  | <b>168,022</b>           |
| <b>Total funds</b>                                                  | <u>157,989</u>          | <u>606,778</u> | <u>(577,865)</u> | <u>-</u>                           | <u><b>186,902</b></u>    |

#### Purposes of restricted funds

##### Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations.

##### Bristol Community Health - Health & Wellbeing Grant Programme

Grant for a research programme to find a psychological approach to resolve trauma issues which are creating incontinence problems in teenage refugees.

| Prior period comparative        | At 1 April<br>2019<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>between<br>funds<br>£ | At 31 March<br>2020<br>£ |
|---------------------------------|-------------------------|----------------|------------------|------------------------------------|--------------------------|
| <b>Restricted funds</b>         |                         |                |                  |                                    |                          |
| Bridge in Schools               | -                       | 100,473        | (100,473)        | -                                  | -                        |
| <b>Total restricted funds</b>   | -                       | 100,473        | (100,473)        | -                                  | -                        |
| <b>Unrestricted funds</b>       |                         |                |                  |                                    |                          |
| General funds                   | -                       | 563,917        | (405,928)        | -                                  | <b>157,989</b>           |
| <b>Total unrestricted funds</b> | -                       | 563,917        | (405,928)        | -                                  | <b>157,989</b>           |
| <b>Total funds</b>              | <u>-</u>                | <u>664,390</u> | <u>(506,401)</u> | <u>-</u>                           | <u><b>157,989</b></u>    |

## The Bridge Foundation

### Notes to the financial statements

#### For the year ended 31 March 2021

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##### 15. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

|                     | 2021<br>£             | 2020<br>£             |
|---------------------|-----------------------|-----------------------|
| Amount falling due: |                       |                       |
| Within 1 year       | 28,655                | 28,655                |
| Within 1 - 5 years  | <u>71,524</u>         | <u>100,180</u>        |
|                     | <u><u>100,179</u></u> | <u><u>128,835</u></u> |

##### 16. Related party transactions

There were no related party transactions in the current or prior year.