



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

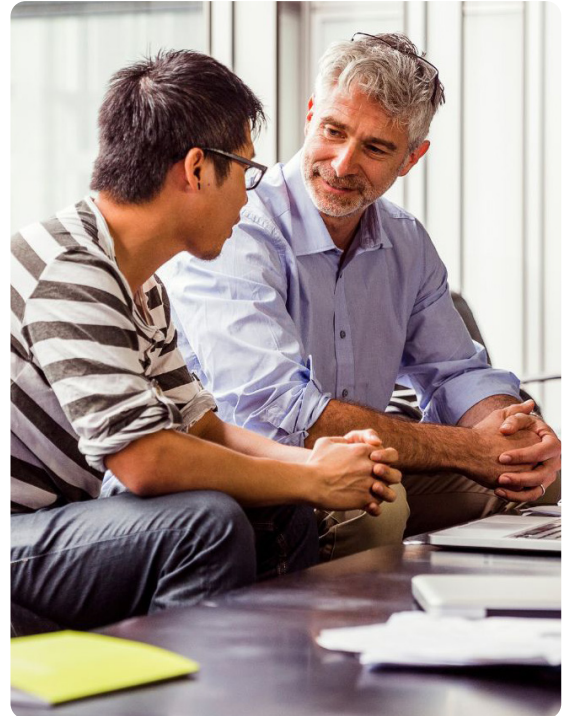
Linnet Trust
Inchrye Trust
Alfred Hill Fund
Nagle Family Fund
James Tudor Foundation
G R Lane Health

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

Charity number	1178918																										
Registered office	13 Sydenham Road Bristol BS6 5SH																										
Trustees	<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
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Megan Yakeley	Appointed 25 September 2023																										
Lucy Young	Resigned 25 September 2023																										
Joint Leadership Team	Matthew Jenkins Annabelle Patel Georgina Taylor																										
Bankers	NatWest 40 Queen's Road Clifton Bristol BS8 1BF																										
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol 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:

	BPS	BiS
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. 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 £	Unrestricted £	2024 Total £	2023 Total £
Income from:					
Donations	3	-	48,726	48,726	41,130
Charitable activities	4	112,500	831,182	943,682	919,157
Other income		-	1,035	1,035	3,054
Total income		<u>112,500</u>	<u>880,943</u>	<u>993,443</u>	<u>963,341</u>
Expenditure on:					
Raising funds		-	43,259	43,259	29,750
Charitable activities		<u>97,500</u>	<u>813,599</u>	<u>911,099</u>	<u>796,065</u>
Total expenditure	6	<u>97,500</u>	<u>856,858</u>	<u>954,358</u>	<u>825,815</u>
Net income and net movement in funds	7	15,000	24,085	39,085	137,526
Reconciliation of funds:					
Total funds brought forward		<u>143,441</u>	<u>261,553</u>	<u>404,994</u>	<u>267,468</u>
Total funds carried forward		<u><u>158,441</u></u>	<u><u>285,638</u></u>	<u><u>444,079</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 £	2023 £
Current assets			
Debtors	10	158,148	122,591
Cash at bank and in hand		<u>318,492</u>	<u>289,728</u>
		476,640	412,319
Liabilities			
Creditors: amounts falling due within 1 year	11	<u>(32,561)</u>	<u>(7,325)</u>
Net current assets and net assets	12	<u><u>444,079</u></u>	<u><u>404,994</u></u>
Funds	13		
Restricted funds		158,441	143,441
Unrestricted funds			
General funds		<u>285,638</u>	<u>261,553</u>
Total charity funds		<u><u>444,079</u></u>	<u><u>404,994</u></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 £	2023 £
Cash used in operating activities:		
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>
Net cash provided by operating activities	<u>28,764</u>	<u>150,222</u>
Increase in cash and cash equivalents in the year	28,764	150,222
Cash and cash equivalents at the beginning of the year	<u>289,728</u>	<u>139,506</u>
Cash and cash equivalents at the end of the year	<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 £	Unrestricted £	2023 Total £
Income from:			
Donations	-	41,130	41,130
Charitable activities	251,565	667,592	919,157
Other income	-	3,054	3,054
Total income	251,565	711,776	963,341
Expenditure on:			
Raising funds	-	29,750	29,750
Charitable activities	116,204	679,861	796,065
Total expenditure	116,204	709,611	825,815
Net income and net movement in funds	135,361	2,165	137,526

Notes to the financial statements

3. Income from donations

	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Donations	-	48,726	48,726	40,530
Gifts in kind	-	-	-	600
	<u>-</u>	<u>-</u>	<u>-</u>	<u>600</u>
	<u>-</u>	<u>48,726</u>	<u>48,726</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 £	Unrestricted £	2024 Total £
Therapy session fees	-	525,645	525,645
Grants	112,500	-	112,500
Contracts	-	302,964	302,964
Conference fees	-	2,573	2,573
	<u>-</u>	<u>2,573</u>	<u>2,573</u>
Total income from charitable activities	<u>112,500</u>	<u>831,182</u>	<u>943,682</u>

Prior period comparative:

	Restricted £	Unrestricted £	2023 Total £
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>
Total income from charitable activities	<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 funds £	Charitable activities £	Support and governance costs £	2024 Total £
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
Sub-total	33,720	710,195	210,443	954,358
Allocation of support and governance costs	9,539	200,904	(210,443)	-
Total expenditure	43,259	911,099	-	954,358

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

Notes to the financial statements

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities £	Support and governance costs £	2023 Total £
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
Sub-total	23,395	626,015	176,405	825,815
Allocation of support and governance costs	<u>6,355</u>	<u>170,050</u>	<u>(176,405)</u>	<u>-</u>
Total expenditure	<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 £	2023 £
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 £	2023 £
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 No.	2023 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 £	2023 £
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 £	2023 £
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 funds £	Unrestricted funds £	Total funds £
Current assets	158,441	318,199	476,640
Current liabilities	-	(32,561)	(32,561)
Net assets at 31 March 2024	<u>158,441</u>	<u>285,638</u>	<u>444,079</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Current assets	143,441	268,878	412,319
Current liabilities	-	(7,325)	(7,325)
Net assets at 31 March 2023	<u>143,441</u>	<u>261,553</u>	<u>404,994</u>

Notes to the financial statements

13. Movements in funds

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

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