THE BRIDGING PROJECT

England & Wales · Charity number 1199402

Details

Status	Registered
Legal form	Charitable company
Company number	12365206
Registered	2022-06-22
Register	View on the Charity Commission register

Contact

Address	1st Floor Observer Building 53 Cambridge Road
Phone	07962239420
Email	info@thebridgingproject.co.uk
Website	www.thebridgingproject.co.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF PEOPLE, ESPECIALLY BUT NOT EXCLUSIVELY THOSE FROM LOW INCOME, SOCIALLY AND/OR ECONOMIC DISADVANTAGED AREAS WHO ARE ENGAGED IN OR INTENDING TO ENGAGE IN HIGHER OR FURTHER EDUCATION.

Activities: The Bridging Project provides coaching and support to under represented undergraduates during their time at university. We partner with universities across the UK and deliver a year long programme, led by leadership coaches to help students succeed during their time at university and beyond.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** The General Public/mankind

Geography

- Throughout England

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£73,913	£96,092	-	-
2024-08-31	£101,311	£97,436	-	-
2023-08-31	£82,307	£69,686	-	-
2022-08-31	£55,704	£46,806	-	-

Trustees

Name	Role	Appointed
EDITH SUSANNA ERIKSSON-LEE	Chair	2022-06-22
AMRITA DEVAIAH		2022-06-22
Dr MARK RODERICK WORMALD		2022-02-01
ELEANOR RACHEL TRUNKFIELD		2022-06-22
JOANNA ELIZABETH SMITH		2022-06-22
RICHARD THOMAS FRANCIS PLEMING		2022-06-22

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THE BRIDGING PROJECT

England & Wales - Charity number 1199402

Accounts

Trustees' Annual Report for the year ended 31st August 2025

The Bridging Project



Contents

Bridging Project Administrative Details	Page 3
Trustees' Report	Page 4
Independent Examiners Report	Page 24
Statement of Financial Activities	Page 25
Balance Sheet	Page 26
Notes to the Financial Statements	Page 27

Administrative details

Administrative details:
Charity Number: 1199402
Company Number: 12365206

Registered address:
1st Floor
Observer Building
53 Cambridge Road
TN34 1DT

Trustees at the time of submission and for the duration of the year:
Edith Susanna Eriksson-Lee
Eleanor Rachel Trunkfield
Richard Thomas Francis Pleming
Amrita Devaiah
Joanna Elizabeth Smith
Dr Mark Roderick Wormald

Independent Examiner:
Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Bankers:
Natwest
Business Banking PO Box 16204
Birmingham
West Midlands
B2 2WP

Objectives and Activities

The Bridging Project is a charitable company limited by guarantee and does not have share capital. We operate in England (registered company number 12365206) and are registered with the Charity Commission (registered charity number 1199402).

The charity's objectives are to advance the education of people, especially but not exclusively those from low income, socially and/or economically disadvantaged areas, who are engaged in or intending to engage in higher or further education.

This year The Bridging Project has continued to deliver its programme to our partners at Trinity and Balliol College Oxford as well as Murray Edwards College Cambridge. Our programme, designed to support under-represented students in the transition to university, has provided a year-long in depth programme of support to students. This included monthly one-to-one coaching sessions, starting before students began at university as well as termly group coaching sessions and skills seminars.

In addition this year we piloted a flexible approach aimed at providing a more accessible coaching programme to students. This was piloted with the Institute of Education at UCL. The students we have supported have some of the lowest entry rates into university and are groups which have statistically significant gaps in participation and retention. (Social Mobility Commission & HESA 2021).

In April 2025 the difficult decision was made to close down the charity at the end of this year so this report marks the final trustees report for the organisation.

Public Benefit

The Trustees confirm that they have referred to the Charity Commissions published guidance on the public benefit requirements under the Charities Act 2011 when reviewing the bridging projects aims and objectives and in planning activities. The trustees confirm that all activities are for the benefit of the public generally.

Organisational Structure

Trustees are also Directors of the Company. Trustees attend four meetings a year. The Trustees were initially recruited by a founding Trustee and the organisation's two founders. Positions were advertised publicly and candidates were interviewed for the position. All Trustees received an induction folder containing key information about The Bridging Project. Going forward, new Trustees will be appointed by the Board of Trustees. As of 31 August 2025 there were six Trustees.

The organisation currently has one full time member of staff, one part time member of staff, two freelance lead coaches, a freelance fundraiser and freelance Communications and Social Media Manager. The programme and coaching are delivered by volunteers.

The Bridging Project

The need for our work

The Bridging Project provides professional coaches to students who need it most. The Office for Students (OfS) reports that students from the most disadvantaged areas are nearly twice as likely to discontinue their studies within their first year compared to their more advantaged peers (8.8% vs 5.1%) (OfS, 2023). Similarly the Sutton Trust found that care experienced students are nearly three times more likely to drop out of university (Sutton Trust, 2021).

Many students report struggling with confidence, accessing support, and not feeling as though they belong at the universities they attend (Universities UK, 2019). The Bridging Project was created to help change this.

Our work was shaped by national research highlighting the barriers faced by students from lower income and care experienced backgrounds. In particular, research points to the importance of personal factors, including students' confidence, their sense of belonging, and soft skills, which play a key role in students' wellbeing and attainment (TASO, 2022).

Over the last six years, we have worked in partnership with colleges and universities to deliver a structured coaching programme of support. This has been delivered by our team of qualified coaches, many of whom have lived experience of the challenges students face.

Trinity College University of Oxford

Balliol College University of Oxford

Murray Edwards College University of Cambridge

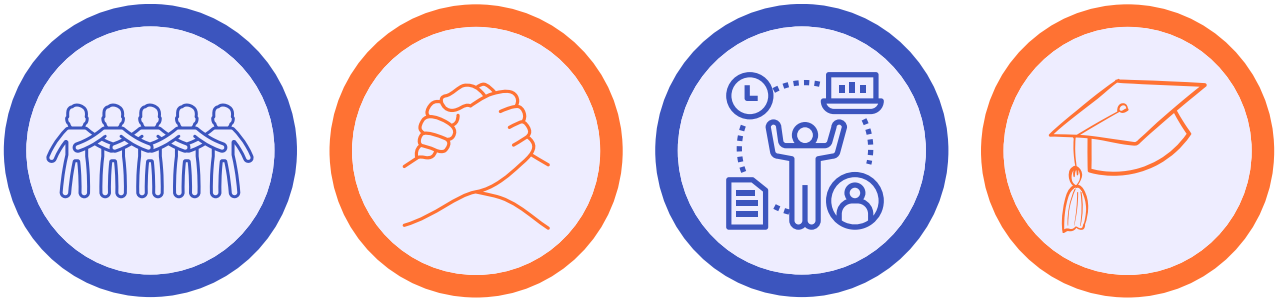
UCL IOE – Faculty of Education and Society

The University of Nottingham

1. *Office for Students, Student characteristics and outcomes data: continuation rates by disadvantage, Annual Report 2023–24.*
2. *Sutton Trust, Universities and Social Mobility: Summary Report, November 2021.*
3. *Universities UK, BAME Student Attainment at University: #ClosingTheGap report, 2019.*
4. *TASO (Centre for Transforming Access and Student Outcomes), What works to tackle mental health inequalities in higher education, 2022.*

The Bridging Project

Our key outcomes



Belonging

Students feel as though they **belong** at university

Accessing Support

Students are confident in themselves and in **accessing support** at university

Soft Skills

Students develop **soft skills** including goal setting, problem solving and time and stress management

University Life

Students have the knowledge and confidence to **engage fully** in university life

Our approach has centred on four key outcomes:

- **Sense of belonging** - ensuring students feel connected to the university and that they matter to the wider community.
- **Confidence in accessing support** - ensuring students not only know what support is available but also have the confidence to access it.
- **Development of soft skills** - including goal setting, problem solving, and time and stress management.
- **Engagement in wider university life** - from joining societies to seeking out opportunities.

What began as a small pilot supporting alumni from Kensington Aldridge Academy has grown into a programme that has partnered with five universities and supported 211 students throughout their first year. **Take a look at our timeline below to explore our journey and progress over the last six years.**

The Bridging Project

Our story



2019

- First university partnerships at Trinity and Balliol Colleges.
- Advisory board recruited who later became trustees.
- Recruitment of first team of volunteer coaches.
- University of East London partnership for recruiting coaches.
- Evaluation framework developed.

2020

- Initial idea for The Bridging Project.
- With support from KAA, the charity sets up a pilot supporting 12 KAA alumni.
- Shackleton Leadership Award

2021

- Virtual programme delivered to students through the pandemic.
- FEA innovation award.



2022

- Murray Edwards College Cambridge partnership.
- Recruitment of our team of Lead coaches.
- UCL pilot supporting care experienced students.
- Elle joins as Programme Manager.



2023

- Pilot supporting neurodiverse students at Nottingham University.
- National Lottery Community Fund.



- 50 volunteer coaches recruited.
- Reached 211 students.
- 5 year celebration at ITV studios.



2024



2025

- Pilot flexi programme with IOE, UCL.
- Charity winds down.

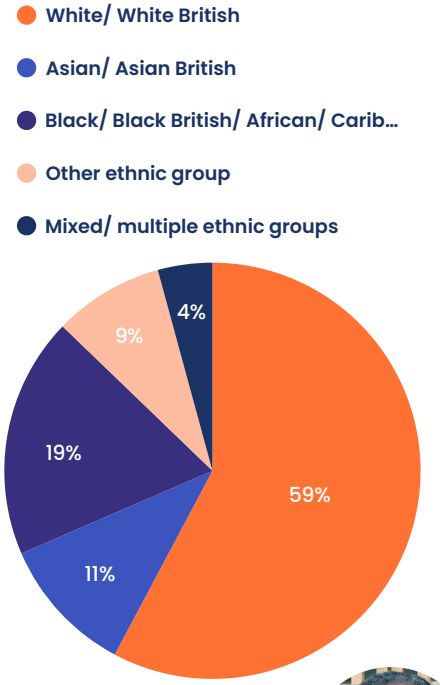


The Bridging Project

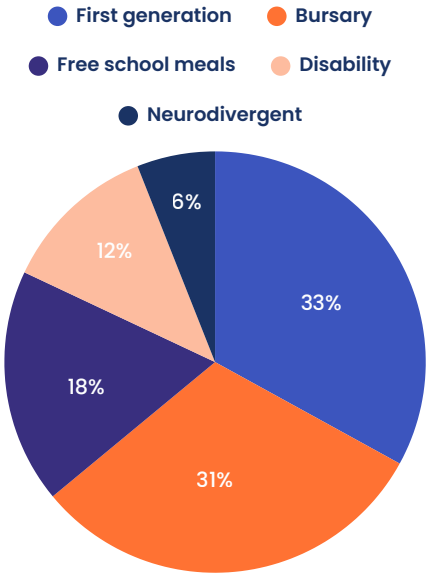
Our coaching community

With a broad range of experience and expertise, our incredible volunteer coaches provide exceptional coaching sessions for our students. The impact and positive outcomes we see in students are largely driven by the diversity and dedication of our coaching team. Over the past six years, more than 65 coaches have worked with us, with a high rate of coaches returning year after year to continue volunteering.

Coach ethnicities



Coach lived experience



Coach qualifications





The Bridging Project

Our coaching community

Our coaches focused on:

- **Trained Coaches**: All coaches are professionally trained in coaching practice.
- **Lived Experience Coaches**: Many of our coaches have shared or adjacent lived experiences with students, helping build trust and deepen empathy.
- **Diverse Team**: Our coaching community reflects a range of cultural, social, and educational backgrounds to support a wide variety of student identities.
- **Supportive Peer Network:** Our coaches collaborate within a community of practice, sharing insights, reflections, and feedback to continuously improve their skills. Ongoing learning and development are prioritised to enhance coaching quality and programme impact.
- **Connection and Belonging:** We support coaches to foster strong peer relationships that promote mutual support, shared learning, and a sense of belonging within the coaching community.

Recruitment and matching

Recruitment of our volunteer coaches is an important aspect of our programme. We invest significant time and care in recruiting volunteers who are aligned with our mission and represent the students we work with. We take the time to get to know both our coaches and students, and we are thoughtful in how we match them. We consider students' preferences, what they are looking for in a coach, and shared lived experiences to foster deeper understanding and stronger relationships. This approach has proven highly effective with **100% of students having reported that their coach was a good match**.

See here for our coaching application forms, interview questions and matching forms.
Use the bottom right controls on the document to scroll across all six pages.

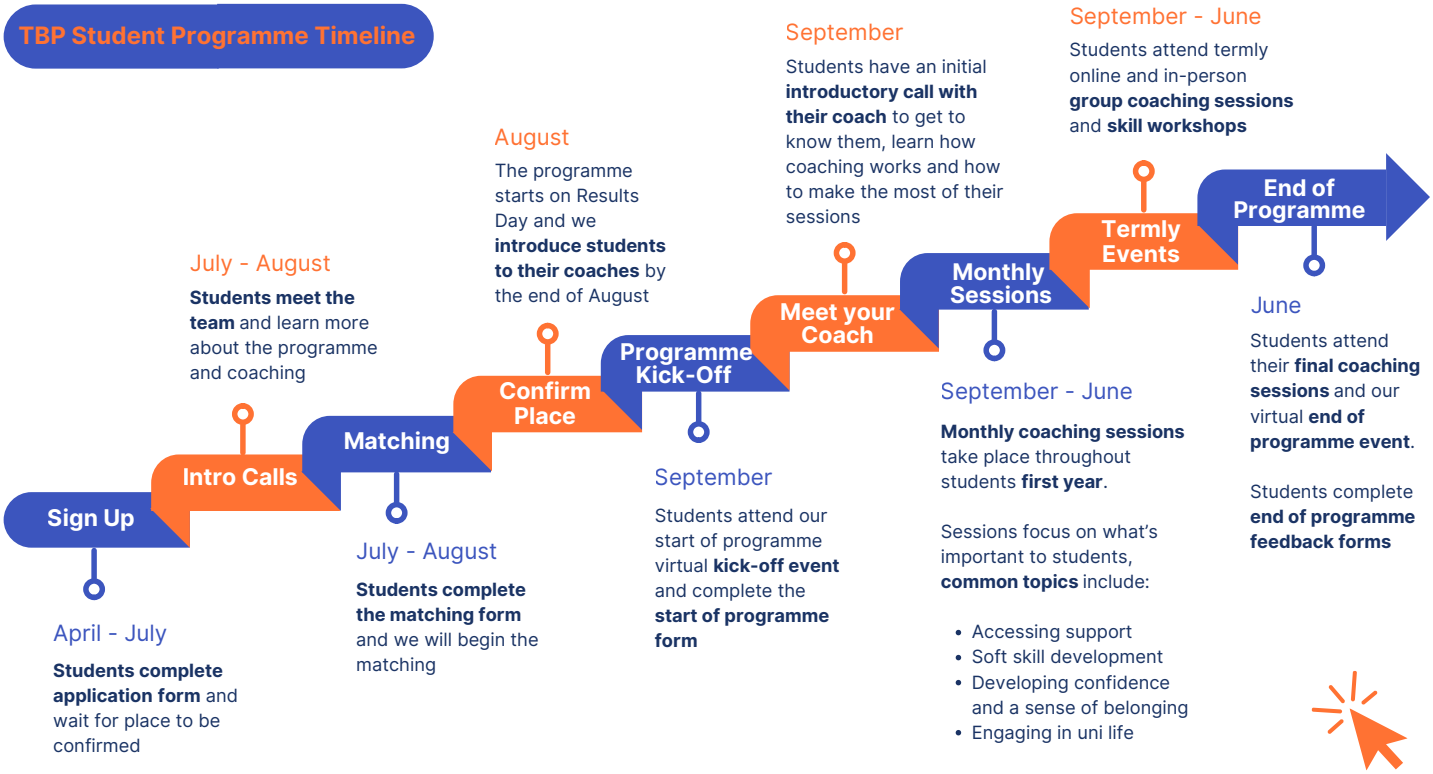
> Being a coach on TBP was one of the most positive and meaningful experiences of my professional life. Supporting neurodivergent undergraduates as they found their voices, navigated university life, and embraced their unique ways of thinking felt like a true privilege. As someone who is also neurodivergent, it was so encouraging to witness each student grow in confidence, self-understanding, and courage. I came away from the project deeply encouraged by the students' resilience and the reminder that inclusion is not only possible but transformational and starts in our mindset.
>
> **Charlie Hamilton - Bridging Project Coach**



The Bridging Project

Our year long programme of support

- **Personalised Coaching:** We deliver one to one coaching sessions tailored to students' goals, supporting them to set clear, actionable steps to work on between sessions.
- **Group Coaching & Workshops:** We facilitate group coaching sessions and skills based workshops where students connect and develop key skills like confidence, time management, and stress management within a supportive peer environment.
- **Flexible Delivery:** We adapt the coaching length, format, and content to meet individual needs. This flexibility ensures students can access support in a way that works best for their circumstances, schedules, and preferences.



The Bridging Project

Our year long programme of support

Introducing coaching to students

We know that for many students, coaching is a new concept, so we take time at the start of the programme to meet individually with all students to get to know them and introduce what coaching is, how it works, and what they can expect from our coaching programme. We provide resources to further support students' understanding of coaching, and we host a virtual kick-off event where students can meet others on the programme and take part in small group coaching sessions ahead of starting university.

Contracting and first coaching sessions

Once matched, students have an introductory session with their coach to build rapport and go through a clear coaching agreement that sets shared expectations and creates a safe, supportive space. Coaches explain that coaching is student led and focused on helping them explore their goals, challenges, and strengths, and work towards practical, personalised steps that support their journey through university. The first coaching sessions focus on goal setting to help students clarify what they want to get out of coaching, which might include building confidence, developing soft skills, or feeling more connected. This early foundation helps students engage meaningfully with the programme, recognise the value of coaching, and make the most of their coaching experience.

Programme Stage	Individual Coaching Focus	Skill Based Group Coaching Focus
Pre-Arrival	Managing transitions, confidence building, goal setting	Virtual kick-off event with small group coaching sessions to meet other students before university
Term 1 (Sept-Dec)	Building a sense of belonging, managing imposter syndrome, navigating university systems, goal setting	Building connections and a sense of belonging, visualising first year, engaging in university life, confidence and study skills
Term 2 (Jan-Mar)	Soft skills development, engaging in university life, building support networks	Time and stress management
Term 3 (Apr-Jun)	Reflection and self-coaching skills, stress management, exam preparation	Reflecting on first year and achievements, connection and peer support, preparing for exams, and stress management
End of Programme (June)	Preparing for end of sessions and transiting into second year, peer support, reflection and self-coaching skills	End of programme virtual event to celebrate their achievements, reflect on learnings and how to apply these going forward

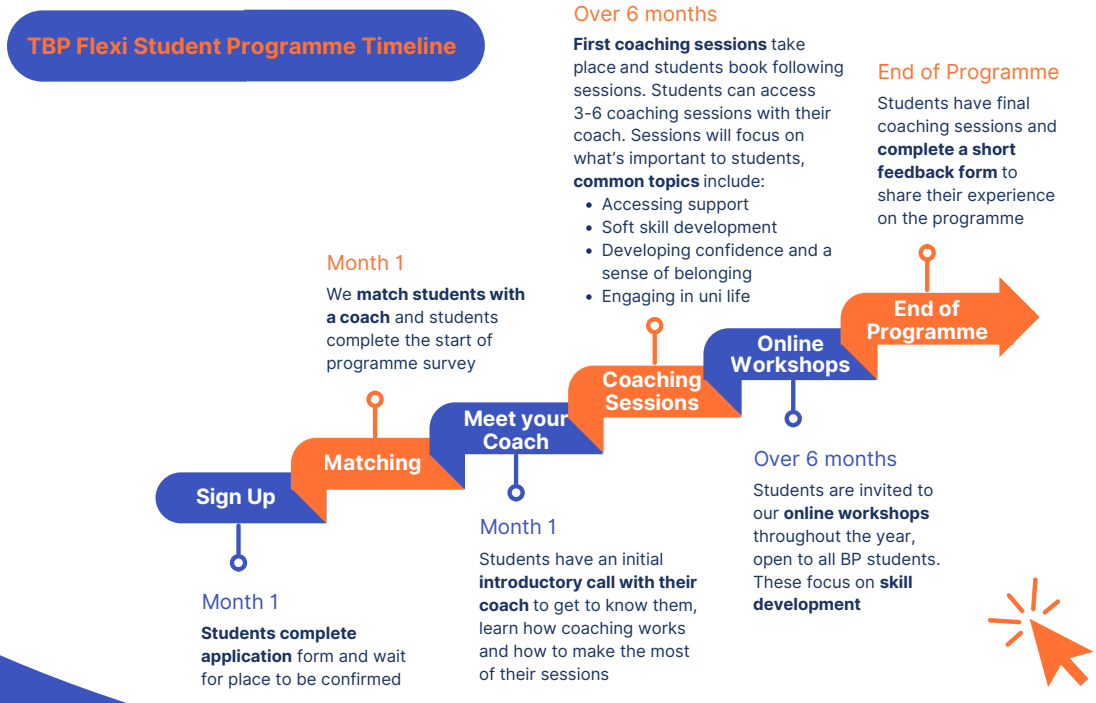
The Bridging Project

Our flexible coaching pilot

In 2025 we adapted our year-long coaching model and piloted a new flexible coaching programme in partnership with the IOE at UCL. The aim was to deliver a more adaptable and scalable approach that provides support when students need it.

Our flexible coaching model offered students 3 to 6 online coaching sessions over six months, delivering fewer but tailored sessions that remained impactful and led to meaningful student outcomes.

Programme Stage	Coaching Focus
Transition (Y1)	Goal-setting, belonging, managing transitions, navigating systems, engagement, confidence and soft skills development
Mid-Study (Y2–Y3)	Motivation, self-reflection, developing networks & career exploration
Final Year	Graduate confidence, future planning, sustaining wellbeing
Post-Graduation	Transition coaching to employment or postgraduate study



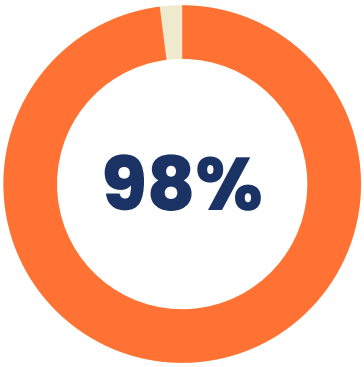
PROGRAMME SUMMARY

The Bridging Project

41
students on the programme

271
coaching sessions attended this year

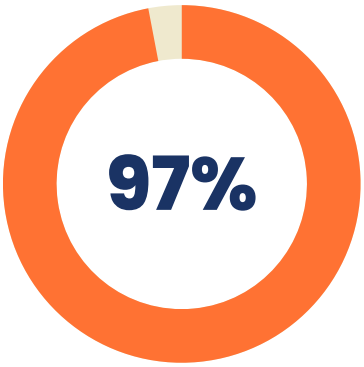
9
student events delivered



of students **engaged on the programme** throughout the year



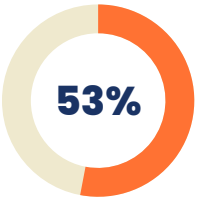
of students **rated the programme as good/ excellent**



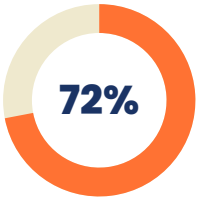
of students would **recommend The Bridging Project** to other students



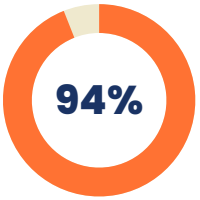
of students **completed their academic year** and will **continue their studies next year**



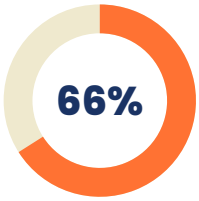
of students stated that the programme **influenced their plans to continue their studies**



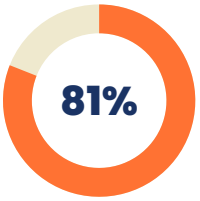
of students stated that the programme **improved their sense of belonging** at university



of students stated that the programme **improved their soft skills**



of students stated that the programme helped them **access support** at university



of students stated the programme helped them **engage in university life**

> **TBP helped me to grow and develop into a well-rounded student over my year at uni, by helping me to engage with uni life, set clear goals, and get through challenges like exams and revision stress.**
>
> Murray Edwards Student on The Bridging Project

> **The Bridging Project really helped me settle into university and learn skills that I can transfer into my next years.**
>
> Trinity Student on The Bridging Project

OUR COACHES

The Bridging Project

100%

of students said their coach was a good match

Susan - Oxford Coach

EMCC Coach & MSc Applied Positive Psychology & Coaching

"As the first in my family to attend university, I had to navigate several challenges on my own, so I know first hand how valuable one-on-one support can be. This is why I'm passionate about giving back and providing the support and encouragement I wish I had, and to empower students to thrive in their academic and personal journeys."





Anita - Flexi Coach

Certified MOE Coach & PG Dip Mental Health Nursing

"I have 30 years of personal and professional experience advocating and supporting young people. Having struggled in my first year of university with little support, I understand how difficult the transition to university can be, particularly for students from underrepresented backgrounds. I am passionate to support and empower students in higher education to overcome any challenges they may face on their journey."

David - IOE, UCL Coach

ILM L7 Certificate in Executive Coaching

"As a free school meals child and first generation graduate, I'm motivated to support students who may be feeling quiet pressure to fit in or keep up."



"My coach has been instrumental in developing me into a person I can be immensely proud of. They really helped me to instil the qualities in myself that will see me through my degree and beyond.

Trinity Student on why their coach was a good match

"My coach has been friendly, supportive and understanding. She's been a listening ear when things are tough and a cheerleader when things are going well!

Murray Edwards Student on why their coach was a good match

My coach helped me to look at myself and my skills reflectively, in such a way that I can identify (and often solve) my own problems.

Identifying the problem is the main step in solving it, and the coaching sessions have taught me to look at myself objectively to do this.

As a result, I feel more confident in myself and more happy being my true self.

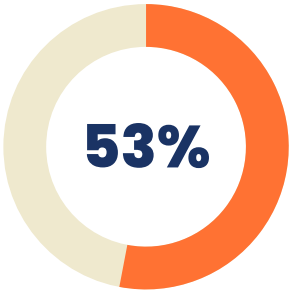
Balliol Student on The Bridging Project

THE BRIDGING PROJECT HAS HAD A POSITIVE IMPACT ON STUDENT RETENTION

The Bridging Project



of students completed their academic year and will continue their studies next year



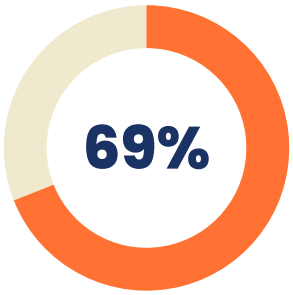
of students stated that **the programme influenced their plans to continue their studies** at university

Students on The Bridging Project say the programme is...

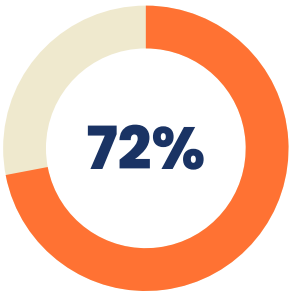
Reassuring
Encouraging
Positive
Helpful
Empowering
Educating
Informative
Relieving
Enjoyable
Fun
Insightful
Useful
Confidence-boosting
Sensitive
Life changing
Motivational
Safe
Beneficial
Thoughtful
Effective
Reflective
Supportive

THE BRIDGING PROJECT HAS HAD A SIGNIFICANT IMPACT ON STUDENTS' SENSE OF BELONGING AT UNIVERSITY

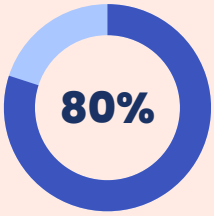
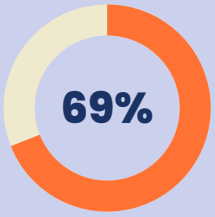
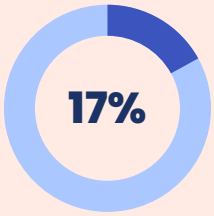
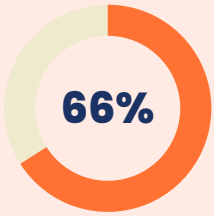
The Bridging Project



of students **feel they belong** at university



stated that the programme improved their **sense of belonging** at university

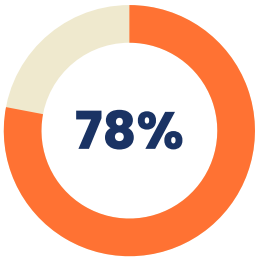
Pre-programme		Post-programme		Impact
	of students felt happy with their choice to be a student at their university		of students feel happy with their choice to be a student at their university	**14%** increase of students feeling happier with choosing their university
	of students felt understood by others at their university		of students feel understood by others at their university	**69%** increase of students feeling understood by others at their university
	of students felt they mattered to others at their university		of students feel they matter to others at their university	**49%** increase of students feeling that they matter to others at their university

> **I have a clearer mind and am more self-aware. I am kinder to myself and realise I am enough and I can do this!**
>
> IOE, UCL Student on The Bridging Project

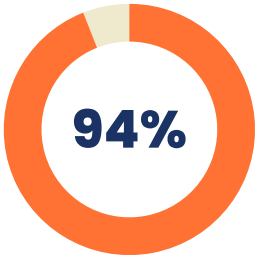
> **I got to speak about my concerns at university to someone who related or understood and now I feel more like I belong at my university.**
>
> UCL Student on The Bridging Project

THE BRIDGING PROJECT HAS SUPPORTED STUDENTS IN SOFT SKILL DEVELOPMENT

The Bridging Project



feel they have good **goal-setting, problem solving, and time and stress management skills**



of students stated that the programme **improved their soft skills**

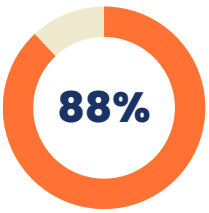
Pre-programme		Post-programme		Impact
49%	of students could set short and long term goals and achieve them	94%	of students can set short and long term goals and achieve them	45% increase of students being able to set goals and achieve them
59%	of students could identify problems and implement the steps needed to overcome them	91%	of students can identify problems and implement the steps needed to overcome them	32% increase of students developing problem solving skills
24%	of students could manage their time effectively	81%	of students can manage their time effectively	57% increase of students developing time management skills
29%	of students could manage their stress effectively	81%	of students can manage their stress effectively	52% increase of students developing stress management skills

> **Coaching helped me develop the skills I needed to make it through my first year at uni and gave me the chance to find ways that worked for me.**
>
> Balliol Student on The Bridging Project

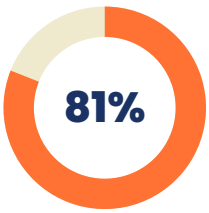
> **I have learned so much with my coach, including developing my time management and prioritisation skills and the ability to practically test and experiment with these.**
>
> IOE, UCL Student on The Bridging Project

THE BRIDGING PROJECT HAS DEVELOPED STUDENTS' CONFIDENCE TO ACCESS SUPPORT AT UNIVERSITY

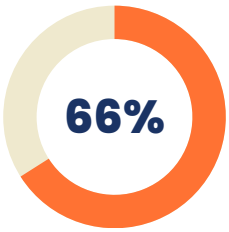
The Bridging Project



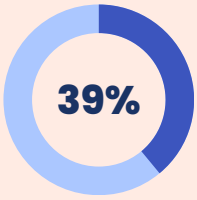
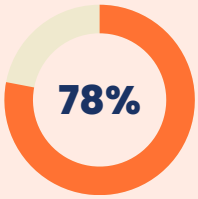
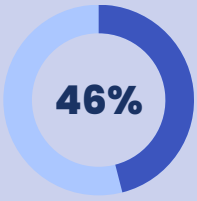
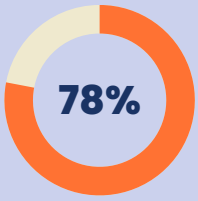
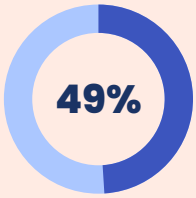
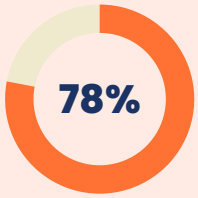
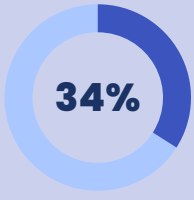
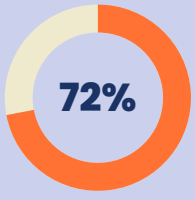
feel well supported



feel confident accessing support at university



stated that the programme helped them access support at university

Pre-programme		Post-programme		Impact
	of students felt confident accessing financial support		of students feel confident accessing financial support	39% increase of students feeling confident to access financial support
	of students felt confident accessing pastoral support from university staff		of students feel confident accessing pastoral support from university staff	32% increase of students feeling confident to access pastoral support from university staff
	of students felt confident accessing careers services		of students feel confident accessing careers services	29% increase of students feeling confident to access careers support
	of students felt confident accessing student support services		of students feel confident accessing student support services	38% increase of students feeling confident to access student support services

My coaching experience felt incredibly personal and unique to me, with my coach genuinely excited to hear about how I was doing and offering very specific support for my first year journey.

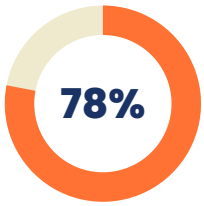
Murray Edwards Student on The Bridging Project

Coaching has encouraged to communicate my worries to my loved ones more. It made me realise I need to ask for help more.

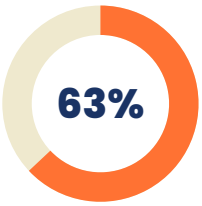
IOE, UCL Student on The Bridging Project

THE BRIDGING PROJECT HAS HAD A POSITIVE MPACT ON STUDENT ENGAGEMENT IN UNIVERSITY LIFE

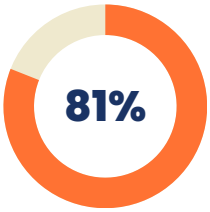
The Bridging Project



feel confident engaging with university life



are engaging in extra- curricular activities on a regular basis



of students stated the programme helped them engage in university life

Pre-programme	Post-programme	Impact
49% of students understood how university grading systems work and how they'll be assessed	88% of students understand how university grading systems work and how they'll be assessed	39% increase of students knowing how university grading systems work
41% of students knew how to find out about extra-curricular opportunities and felt confident engaging with them	81% of students know how to find out about extra-curricular opportunities and feel confident engaging with them	40% increase of students feeling confident engaging with extra-curricular opportunities
56% of students felt confident engaging with personal and group based study	81% of students feel confident engaging with personal and group based study	25% increase of students feeling confident engaging in studying
41% of students felt confident making and spending time with friends	84% of students feel confident making and spending time with friends	43% increase of students feeling confident making and spending time with friends
24% of students felt confident engaging with volunteering and events and activities off campus	59% of students feel confident engaging with volunteering and events and activities off campus	35% increase of students feeling confident engaging with volunteering and off campus activities

> **"I've become a lot more confident and better at balancing my social life and my studies."**
>
> Trinity Student on The Bridging Project

> **"My coaching sessions helped me to reflect on myself, both at university and in social situations and hold myself accountable."**
>
> IOE, UCL Student on The Bridging Project

My coach has been really valuable in helping me increase my confidence and enjoy my studies. I've adopted a better work-life balance through developing sustainable wellbeing strategies and setting realistic goals/tasks for the following day.

TBP has been especially invaluable in providing a supportive outside voice who is willing to listen to my struggles and provide very personalised and tailored support.

The lessons learned from my coaching sessions have been super helpful and applicable for any challenges that might arise in my second year or even outside of the university setting.

Murray Edwards Student on The Bridging Project

Financial Review

Total incoming resources for the year amounted to £73,913 while total resources expended were £96,092, resulting in the charity spending £22,179 of reserves.

The Bridging Project makes year-long commitments to its university partners and student beneficiaries as, well as to its two employees and team of freelance workers. It has therefore been an objective of the Trustees to gradually build a financial reserve to provide sustainability for the future. During the year, staff reductions were made to help rebuild reserves, including the full-time member staff reducing their work days and taking a period of unpaid leave.

Although the charity was successful in keeping reserves of £7,423 by year end, this remained below the trustees aim of maintaining at least three months of operating expenditure. The charity continued to face challenges in building a sustainable income base.

Looking ahead to 2025-26, the trustees projected a significant shortfall that would have placed the organisation at risk of not being able to fulfil its partnerships and contractual obligations next year. As a result, the decision was made to close the charity at the end of this financial year.

Decision to close the charity

In April 2025, the trustees made the difficult decision to close The Bridging Project by the end of August 2025. This report therefore represents the final set of accounts and trustees report for the organisation.

The decision followed a careful review of the charity's long term sustainability and the external funding landscape. After full consideration the trustees unilaterally voted that the charity would close down this year and that an orderly closure was in the best interests of its beneficiaries and stakeholders.

Summary of the process taken

- The trustees undertook a structured process in line with the charity's governing document and relevant charity law.
- This included a thorough evaluation of all options including charity mergers and a reduction in services.
- A board meeting was held and a vote was taken to decide.
- A formal redundancy consultation process was held with employed staff member notice periods and redundancy processes followed.
- University partners, funders and supporters were informed in writing and through meetings ,ensuring transparent and timely communication.
- All contractual obligations were reviewed and fulfilled.

Disposal of assets

- The remaining assets of the charity were transferred to FirstGens, a Community Interest Company working with students who are first in their family to university to insure continuity of our work.
- The trustees confirm that all transfers were in line with the charity's objectives and in line with the requirements of charity law.

Statement of trustees responsibilities

Law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
-

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. T

hey 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 charity 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.

Approved by the Trustees and signed on their behalf by Susanna Eriksson-Lee on X Tuesday 11th November 2025.

Acknowledgements

This Trustees' Report marks the final submission for The Bridging Project. The trustees confirm that the closure process was conducted in full compliance with the charity's governing document and the requirements of charity law, and that all remaining assets were distributed in line with the charity's objects. T he trustees wish to express their thanks to the staff, freelance team, volunteers, funders, and partners whose commitment made the charity's work possible, and to the young people who engaged with our programmes. Although The Bridging Project has now formally closed, the trustees are confident that its impact will continue through the organisations and communities it has supported.
A final legacy report has also been produced which includes resources for students, coaches and universities to utilise in their work.

Independent Examiner's Report to the trustees of The Bridging Project

I report to the charity trustees on my examination of the accounts of The Bridging Project for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

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

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

Independent examiner's statement
I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- accounting records were not kept in accordance with section 386 of the 2006 Act ; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS 102).

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

Chris Conway
Institute of Chartered Accountants in England and Wales

Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Date:

The Bridging Project

Statement of Financial Activities (incorporating the Summary Income and Expenditure Account) for the year ended 31 August 2025)

	Notes	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
		£		£	£
Income and endowments from:					
Grants and donations	**2**	73,365	-	73,365	64,811
Charitable activities	**3**	-		-	36,500
Other	**5**	548		548	-
Total incoming resources		**73,913**	**-**	**73,913**	**101,311**
Expenditure on:					
Raising funds	**4**	6,043	-	6,043	4,877
Charitable activities	**6**	4,112	-	4,112	9,049
Other	**7**	66,279	19,657	85,936	83,510
Total outgoing resources		**76,435**	**19,657**	**96,092**	**97,436**
Corporation tax		-		-	1,975
Net incoming resources	**8**	**(2,522)**	**(19,657)**	**(22,179)**	**5,850**
Other gains and losses		-		-	-
Net movement in funds		**(2,522)**	**(19,657)**	**(22,179)**	**5,850**
Reconciliation of funds:					
Total funds brought forward		9,945	19,657	29,602	23,752
Total funds carried forward		**7,423**	**-**	**7,423**	**29,602**

The statement of financial activities includes all gains and losses recognised in the year.

The charity ceased operations from the end of this accounting period.

The Bridging Project

Balance Sheet at 31 August 2025

	Notes	2025	2024
		£	£
Fixed assets			
Tangible assets	**10**	-	-
		-	**-**
Current assets			
Cash at bank and in hand		10,546	47,094
Tangible assets		-	1,511
		10,546	**48,605**
Creditors: Amounts falling due within one year	**11**	**(3,123)**	**(19,003)**
Net current assets		**7,423**	**29,602**
Total assets less current liabilities		**7,423**	**29,602**
Total net assets		**7,423**	**29,602**
The funds of the charity			
Restricted funds			
Restricted income funds	**12,13**	-	19,657
Unrestricted funds			
General funds	**12,13**	7,423	9,945
Total funds		**7,423**	**29,602**

These accounts have been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies.

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

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the board of trustees on ..... and signed on its behalf by:

Edith Susanna Eriksson-Lee
Trustee

Date:

Notes to the Accounts for the year ended 31 August 2025

1 Accounting policies

Basis of preparation
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared under the historical cost convention. They are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

Going concern
Following a meeting on 16/04/2025 at which the Trustees voted to cease operation of the Charity from 31 August 2025, the Charity is no longer a going concern and the accounts are presented on this basis. Post year a donation of any remaining reserves will be made to a Charity of the Trustees choosing.

Fund accounting
Unrestricted funds
These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Restricted funds
These are available for use subject to restrictions imposed by the donor or through terms of an appeal. See note 13 to the accounts for full information.

Income
Recognition of income
Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

Income with related expenditure
Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

Grants and donations
Voluntary income received by way of grants, donations and gifts is included in the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

Tax reclaims on donations and gifts
Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it relates.

Donated services and facilities
These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.

Volunteer help
The value of any volunteer help received is not included in the accounts.

Investment income
Incoem from investments is included in the accounts when receivable.

Gains/(losses) on revaluation of fixed assets
This includes any gain or loss resulting from revaluing investments to market value at the end of the year.

Gains/(losses) on revaluation on investment assets
This includes any gain or loss on the sale of investments.

Notes to the Accounts for the year ended 31 August 2025 (continued)

Accounting policies

Expenditure

Recognition of expenditure

Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds

These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.

Expenditure on charitable activities

These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.

Governance costs

These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.

Other expenditure

These are support costs not allocated to a particular activity.

Taxation

The entity obtained charitable status on 22 June 2022. Income received prior to this registration date has been treated as taxable. Subsequent to the charitable registration, the entity is exempt from corporation tax on its charitable activities.

Tangible fixed assets and depreciation

Tangible assets are included at cost less depreciation and impairment. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives:

Computer Equipment	4 years straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities.

Trade and other creditors

Short term creditors are measured at the transaction price. Other 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.

Pension costs

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

Notes to the Accounts for the year ended 31 August 2025 (continued)

2	Income from grants and donations	Unrestricted	Restricted	Total 2025	Total 2024
	Grants received	73,365	-	73,365	64,811

3	Income from charitable activities	2025	2024
	Course delivery	-	36,500

4	Expenditure on raising funds	Unrestricted	Restricted	2025	2024
	Advertising and marketing	1,115	-	1,115	-
	Freelance Fundraisers	4,928	-	4,928	4,877
		6,043	-	6,043	4,877

5	Other income	Unrestricted	Restricted	2025	2024
	Interest received	548	-	548	-
		548	-	548	-

6	Expenditure on charitable activities	Unrestricted	Restricted	2025	2024
	Direct charitable activities	-	-	-	4,775
	Governance costs				
	Independent examination - current year	500	-	500	500
	Other accountancy fees paid to independent examiner	2,475	-	2,475	3,177
	Legal and professional fees	1,138	-	1,138	597
		4,112	-	4,112	9,049

7	Other expenditure	Unrestricted	Restricted	2025	2024
	Staff costs (Note 9)	59,887	19,657	79,544	74,758
	Travel costs	937	-	937	1,943
	Depreciation	464	-	464	269
	General administrative costs	3,944	-	3,944	6,540
	Loss on disposal	1,047	-	1,047	-
		66,279	19,657	85,936	83,510

8	Net income before transfers	2025	2024
	This is stated after charging:		
	Depreciation of owned fixed assets	464	269

Notes to the Accounts for the year ended 31 August 2025 (continued)

9 Staff costs

	2025	2024
Salaries and wages	75,836	70,643
Social security costs	2,024	1,456
Pension costs	1,614	1,745
Staff recruitment and training costs	70	914
	79,544	54,326

In the year to 31 August 2025, no employee received emoluments greater than £60,000 (2024: nil).

No trustees (2024: nil) were reimbursed for expenses incurred (2024: nil) for travel to board meetings. No trustee received any remuneration in the year (2024: nil).

Key management personnel comprise the trustees and the founder. Total remuneration paid to these individuals was £47,623 (2024: £44,036).

The average number of staff employed, including part time staff was 2 (2024: 2)

10 Tangible fixed assets

	Computer equipment	Total
Cost		
At 1 September 2024	1,857	1,857
Additions	-	-
Disposals	- 1,857	- 1,857
At 31 August 2025	-	-
Depreciation		
At 1 September 2024	346	346
Charge for the year	464	464
Depreciation on disposal	-810	-810
At 31 August 2025	0	0
Net Book Value		
At 31 August 2025	- 0	- 0
At 31 August 2024	1,511	1,511

11 Creditors falling due within one year

	2025	2024
Other taxes and social security	0	1,458
Trade and other creditors	483	220
Accruals	2,640	3,324
Deferred income	-	14,000
	3,123	19,003

Deferred income

Income is deferred relative to the academic year it relates to. The charity is committed to delivering a number of workshops and coaching sessions for each student.

University	Academic Year	2025	2024
Trinity College	2024/25	-	10,000
Balliol College	2024/25	-	4,000
		-	14,000

Notes to the Accounts for the year ended 31 August 2025 (continued)

12 Movement in funds

	At 1 September 2024	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2025
Restricted funds:				
National Lottery	19,657	-	(19,657)	-
Unrestricted funds:				
General funds	9,945	73,913	(76,435)	7,423
	9,945	73,913	(96,092)	7,423

	At 1 September 2023	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2024
Restricted funds:				
National Lottery	6,145	19,661	(6,149)	19,657
Unrestricted funds:				
General funds	17,607	81,650	(89,312)	9,945
	23,752	101,311	(95,461)	29,602

13 Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total 2025
Fixed assets	-	-	-
Net current assets	7,423	-	7,423
	7,423	-	7,423

	Unrestricted Funds	Restricted Funds	Total 2024
Fixed assets	-	-	-
Net current assets	9,945	19,657	29,602
	17,607	19,657	29,602

14 Trustee Liability

The entity is limited by guarantee and consequently does not have share capital.

Every member of the entity undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

THE BRIDGING PROJECT

England & Wales - Charity number 1199402

Accounts









Trustees' Annual Report for the year ended 31st August 2024

The Bridging Project

Contents

Bridging Project Administrative Details	Page 1
Trustees' Report	Page 2
Statement of Financial Activities	Page 27
Balance Sheet	Page 28
Notes to the Financial Statements	Page 29

Administrative details

Administrative details:
Charity Number: 1199402
Company Number: 12365206

Registered address:
1st Floor
Observer Building
53 Cambridge Road
TN34 1DT

Trustees at the time of submission and for the duration of the year:
Edith Susanna Eriksson-Lee
Eleanor Rachel Trunkfield
Richard Thomas Francis Pleming
Amrita Devaiah
Joanna Elizabeth Smith
Dr Mark Roderick Wormald

Independent Examiner:
Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Bankers:
Natwest
Business Banking PO Box 16204
Birmingham
West Midlands
B2 2WP



This is The Bridging Project's Trustees' report and financial statement for the financial year ended 31st August 2024.

The Bridging Project is a charitable company limited by guarantee and does not have share capital. We operate in England (registered company number 12365206) and are registered with the Charity Commission (registered charity number 1199402).

The charity's objectives are to advance the education of people, especially but not exclusively those from low income, socially and/or economically disadvantaged areas, who are engaged in or intending to engage in higher or further education.







Mission and objectives

Our mission

To make professional coaching accessible to students who need it most.

Who we are

The Bridging Project is a registered charity, equipping students from under represented backgrounds with the skill set and support system to succeed at university and beyond. We provide professional coaching to help students utilise their university experience and improve engagement, outcomes and progression.

The need

Research demonstrates that under represented groups are more likely to drop out of university; 1 in 10 low-income students drop out, compared to 1 in 20 of their wealthier peers (HESA, 2021). Research also shows that while systems of support may exist within universities, these students often lack the confidence to reach out and access them (Social Mobility Commission).

Our work has shown that external support, provided by our team of diverse professional coaches, has allowed students to develop a sense of belonging, improved their confidence and helped them to engage in a wide variety of services and support available at university.

Our outcomes

- Increase levels of student retention
- Increase students' sense of belonging at university
- Increase students' soft skills (goal setting, problem solving, time and stress management)
- Increase students' knowledge of systems of support at university and confidence to access them
- Increase students' confidence and engagement in university life

Partnerships

Murray Edwards College, University of Cambridge

Trinity College, University of Oxford

Balliol College, University of Oxford

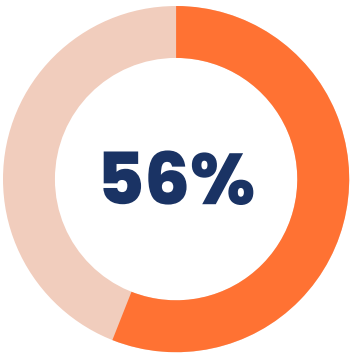
The University of Nottingham

This year we partnered with Murray Edwards College at the University of Cambridge, Balliol and Trinity Colleges at the University of Oxford, and the University of Nottingham to deliver our coaching programme to support students from under represented backgrounds in their transition to university. The students we supported had some of the lowest entry rates into university and were groups which had statistically significant gaps in participation and retention (Social Mobility Commission & HESA, 2021).

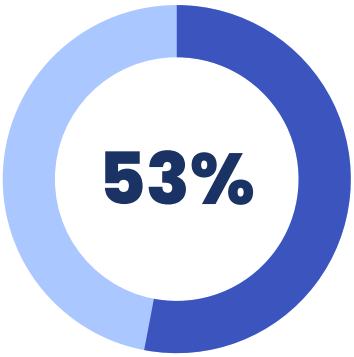
1. Higher Education Statistics Authority, Non-continuation following year of entry: UK domiciled young full-time first degree entrants, 2021
2. Social Mobility Commission, Progress made by high-attaining children from disadvantaged backgrounds

Student data

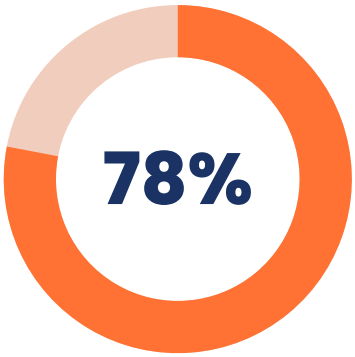
The Bridging Project focuses on students with higher dropout rates and who face additional hurdles in the transition to university.



are first generation students

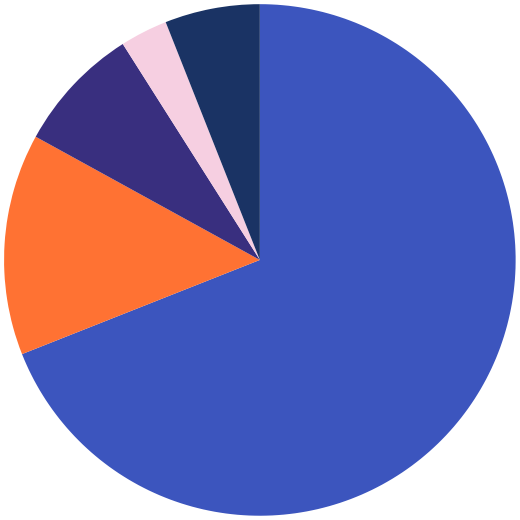


were eligible for free school meals and/or received a bursary at school



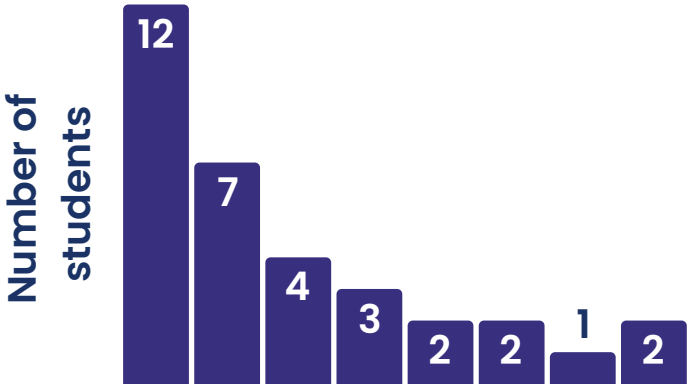
have declared having a disability

Ethnicities



- White/White British - 69%
- Asian/Asian British - 14%
- Black/Black British/Caribbean/African - 8%
- Mixed/multiple ethnic groups - 6%
- Other ethnic group - 3%

Disabilities



Mental health condition (12 students)
Autism (7 students)
ADHD (4 students)
Health disability (3 students)
Learning disability (2 students)
Mobility disability (2 students)
Blind or visually impaired (1 student)
Other (2 students)

Student data

Data collection

- Student data is based on 36 students on the programme
- Students completed a start of programme survey where they scored themselves against key metrics (32/36 students completed this form)
- Students completed a mid-programme survey where they scored themselves against the same key metrics (28/36 students completed this form)
- Students completed an end of programme survey where they scored themselves against the same metrics as the baseline and ranked how the programme helped them against these (24/36 students completed this form)
- The data in this report is representative of the students who completed the pre-, mid- and post-programme surveys
- Students shared qualitative feedback on the impact of the programme through the surveys and a student focus group

> **"Coaching was personalised to my needs and helped me in several aspects including thinking about careers, academic development and social life."**
>
> **Trinity student on The Bridging Project**



Our coaches

The Bridging Project worked with a group of 42 coaches. We aim to recruit coaches with professional qualifications and certifications as well as diverse lived experience for the students they support and work with. As a result, **100% of students said their coach was a good match.**

Sophie - Oxford Coach

Trained Coach and Oxford Graduate

"My lived experiences of being a neurodivergent person of colour and experiences of other identities have informed my passion in delivering intersectional approaches to supporting students from all backgrounds to access and get the most out of their university experience."





Anita - Nottingham Coach

Certified MOE Coach and PG Dip Mental Health Nursing

"I have 30 years of personal and professional experience advocating and supporting young people. Having struggled in my first year of university with little support, I understand how difficult the transition to university can be, particularly for students from under represented backgrounds. I am passionate to support and empower students in higher education to overcome any challenges they may face on their journey."

Yi Fen - Cambridge Coach

MSc Applied Positive Psychology and Coaching Psychology

"I know the importance of having the right support through critical life periods, hence wanting to support students to thrive during their university days."



"I formed a strong connection with my coach, as her having gone through medical school helped her relate to a lot of the hurdles I experienced in first year, and her perspective helped solve a lot of these."

Murray Edwards student on why their coach was a good match

"My coach has autism like me so understands how it can impact uni life and the challenges I face."

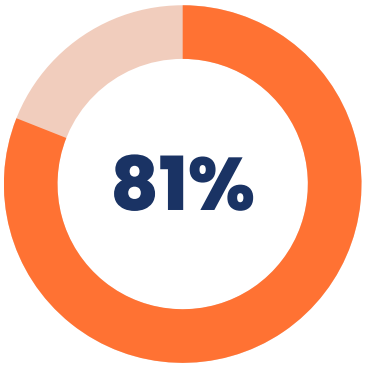
Nottingham student on why their coach was a good match

Programme summary

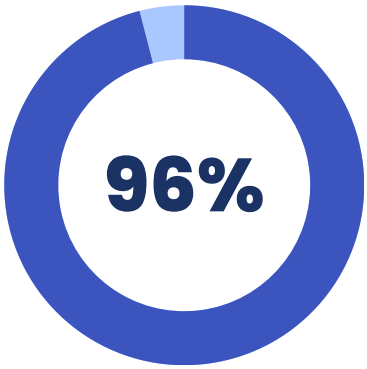
36
students on the programme

283
coaching sessions attended this year

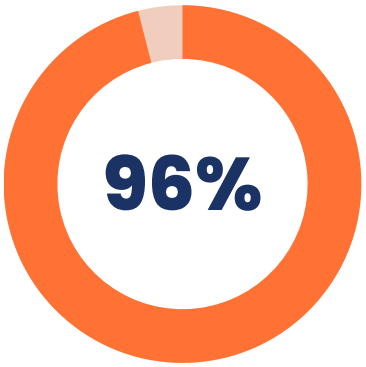
11
student events delivered



of students **engaged on the programme** throughout the year



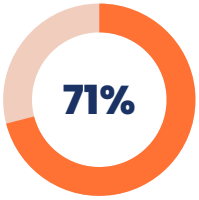
of students **rated the programme as good/ excellent**



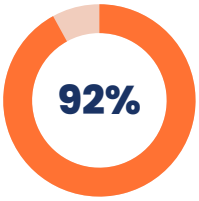
of students would **recommend The Bridging Project** to other students



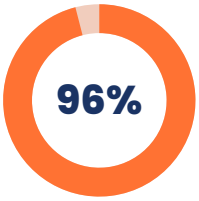
of students **completed their first year** and will **continue into their second year**



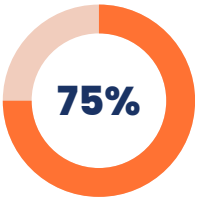
of students stated that the programme **influenced their plans to continue their studies**



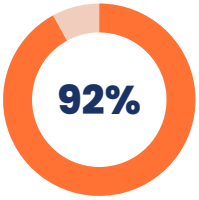
of students stated that the programme **improved their sense of belonging** at university



of students stated that the programme **improved their soft skills**



of students stated that the programme helped them **access support** at university



of students stated the programme helped them **engage in university life**

"I don't believe I would be as confident or as healthy as I am now without the influence The Bridging Project has had on me as a person."

Nottingham student on The Bridging Project

My coach was incredible at helping me communicate my worries and address them head-on whilst offering strategies and useful tools to help solve various problems and move forward from my concerns.

I am far more confident in myself in all aspects of my university experience. I can recognise various concerns or worries I have and now use the tools to support myself. I have finished this course as a much stronger individual.

Balliol student on The Bridging Project

Activities in 23/24

This year, The Bridging Project partnered with **Trinity and Balliol Colleges at the University of Oxford** and **Murray Edwards College at the University of Cambridge**.

We also ran a new programme with the **University of Nottingham**, providing coaching to a group of neurodiverse students who were seeking additional support in the transition to university.

Our programme of support included **1-1 coaching** provided by professional coaches, **group coaching sessions** around our key outcomes and **online skills sessions**.

This year we have also focused on developing our training and support for coaches with a particular emphasis on **supporting neurodiverse students**.

Student events

Student kick-off events were delivered online in September 2023 and November 2023. These events provided students with an opportunity to meet and connect with others on the programme ahead of starting at university, learn about coaching and how to maximise this support and to engage in small group coaching sessions to help in the preparation for university.

Workshops

Time Management Workshop (8th Feb 2024) - Delivered by Claud Williams



17 students attended our Time Management Workshop, delivered by an external facilitator and expert in Time Management, Claud Williams.

100% of attendees rated the workshop as excellent of very good
100% of attendees felt the workshop helped them develop their time management skills

> "The variety of strategies including models such as the Eisenhower Matrix were really helpful."

Stress Management Workshop (8th May 2024) - Delivered by Uz Afzal



Our Stress Management Workshop was delivered by an external facilitator and expert in mindfulness, Uz Afzal.

> "The session was a much needed mindful break to pause and notice. I learned to listen to my body more and how connecting with my body can help me realise what I need. It was really comforting to identify with the suggested qualities we need right now. I felt very understood!"

Activities in 23/24

Coach training and supervision

As well as our core training, which includes two central training sessions delivered by The Bridging Project team, we have looked to expand our training offering to coaches. This has included university-specific training so coaches are well equipped to support students at the university they are attending as well as a focus on neurodiversity and coaching to support the work we have done at Nottingham University this year.

23-24 Neurodiversity Training - Delivered by Charlie Hamilton



This year we focused on developing our coaching expertise in supporting neurodiverse students. This work was led by our Lead Coach at Nottingham University, Charlie Hamilton.

Charlie is a **leading specialist in neurodivergence** and holds an MsC in Applied Positive Psychology and Coaching Psychology from the University of East London. Charlie is currently completing her doctoral research at Lancaster University's Centre for Higher Education Research and Evaluation on neurodiversity and academic inclusion. She has previously served as Lead Trainer Program, a collaborative initiative between AT-Autism and The Anna Freud Centre.

This training was split into two sessions. It was attended by **19 coaches**, with all coaches stating the training made them feel more confident in tailoring their coaching to neurodivergent students.

> "It was a privilege to hear Charlie's expertise and detailed explanations. I now have a much deeper understanding of neurodiversity which has already helped me better support young people in my education charity job!"



Supervision

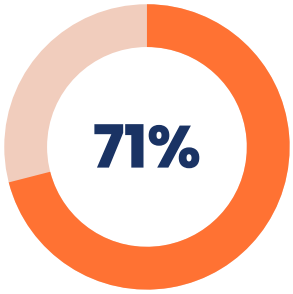
To ensure a high and consistent standard of coaching, we provided external and professional supervision to all coaches on our programme. This has been delivered by **Dr Andrea Giraldez-Hayes, a chartered psychologist, coaching psychologist and supervisor.** Andrea is currently the Course Director for the MSc in Coaching at the University of Cambridge.

> **"The training and insight provided to coaches by The Bridging Project is amazing, there is so much support and a real drive to share knowledge, which is so valuable!"**
>
> Coach on The Bridging Project

Impact: Student retention



of students **completed their first year** and will **continue into their second year** at university

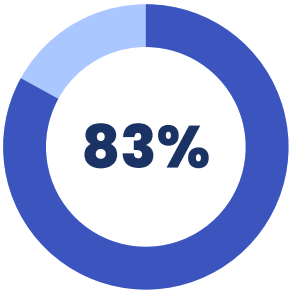


of students stated that **the programme influenced their plans to continue their studies** at university

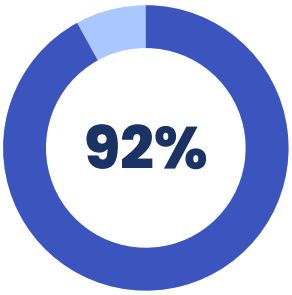
Students on The Bridging Project say the programme is...

Reflective
Empowering
Transformative
Helpful
Engaging
Inspiring
Informative
Beneficial
Thought-provoking
Reliable
Insightful
Fulfilling
Enlightening
Valuable
Useful
Comforting
Safe
Motivating
Inviting
Creative
Fun
Rewarding
Reassuring
Supportive

Impact: Student belonging



of students **feel they belong** at university

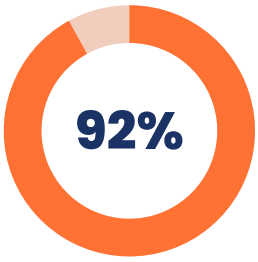


of students stated that the programme improved their **sense of belonging** at university

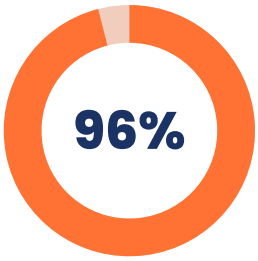
Pre-programme		Post-programme		Impact
81%	of students felt happy with their choice to be a student at their university	96%	of students feel happy with their choice to be a student at their university	15% increase of students feeling happier with choosing their university
44%	of students felt understood by others at their university	83%	of students feel understood by others at their university	39% increase of students feeling understood by others at their university
16%	of students felt they mattered to others at their university	67%	of students feel they matter to others at their university	51% increase of students feeling that they matter to others at their university

> **The Bridging Project has supported my growth in confidence and helped me develop a sense of belonging at uni.**
>
> Nottingham student on The Bridging Project

Impact: Soft skill development



of students feel they have good **goal-setting, problem solving**, and **time and stress management skills**



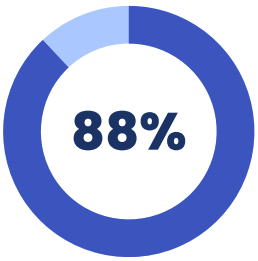
of students stated that the programme **improved their soft skills**

Pre-programme		Post-programme		Impact
69%	of students could set short and long term goals and achieve them	96%	of students can set short and long term goals and achieve them	27% increase of students being able to set goals and achieve them
50%	of students could identify problems and implement the steps needed to overcome them	96%	of students can identify problems and implement the steps needed to overcome them	46% increase of students developing problem solving skills
19%	of students could manage their time effectively	83%	of students can manage their time effectively	64% increase of students developing time management skills
22%	of students could manage their stress effectively	75%	of students can manage their stress effectively	53% increase of students developing stress management skills

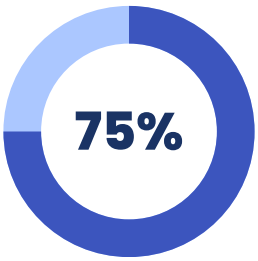
My coach has been amazing in supporting me throughout each term and helping me to improve many of my soft skills within my degree that I would otherwise have struggled to do. They made me feel like I could do my first year, and now I have!

Student on The Bridging Project

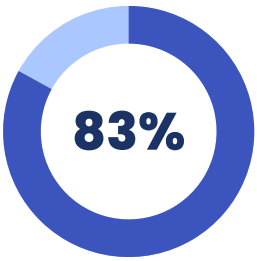
Impact: Accessing support



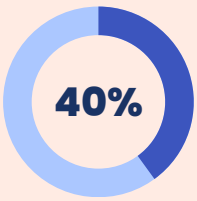
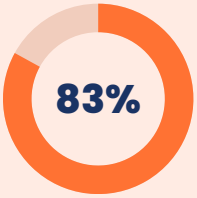
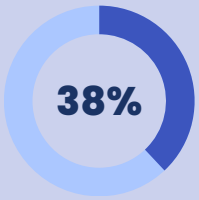
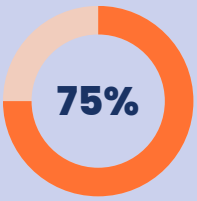
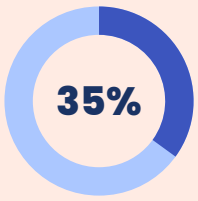
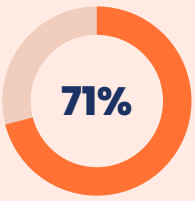
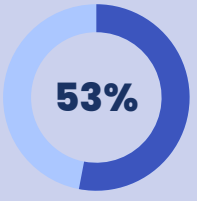
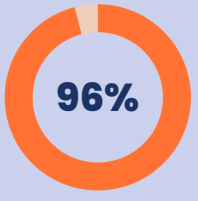
of students feel well supported



of students stated that the programme helped them access support at university



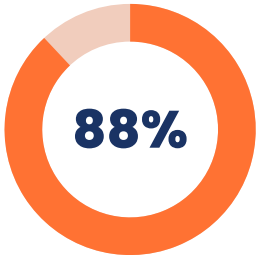
of students feel confident accessing support at university

Pre-programme		Post-programme		Impact
	of students felt confident accessing student support services		of students feel confident accessing student support services	40% increase of students feeling confident to access student support services
	of students felt confident accessing pastoral support from university staff		of students feel confident accessing pastoral support from university staff	37% increase of students feeling confident to access pastoral support from university staff
	of students felt confident accessing careers services		of students feel confident accessing careers services	36% increase of students feeling confident to access careers support
	of students felt confident accessing peer support		of students feel confident accessing peer support	43% increase of students feeling confident to access peer support

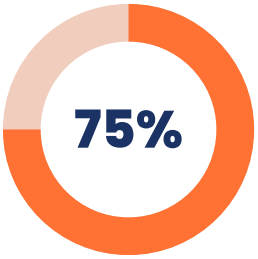
My coaching sessions helped me feel less stressed about sending emails and more confident about reaching out to speak to faculty members for support.

Student on The Bridging Project

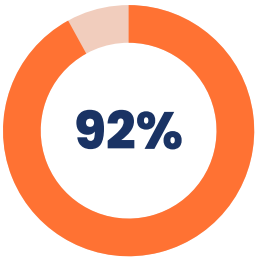
Impact: Engaging in uni life



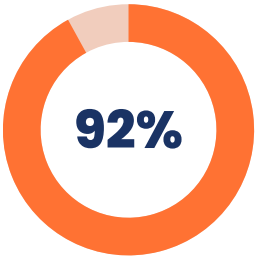
of students feel **confident engaging** with **university life**



are **engaging in extra-curricular activities** on a regular basis



of students **understand how university grading systems work** and how they'll be assessed



stated the programme helped them **engage in university life**

Pre-programme	Post-programme	Impact
40% of students felt confident engaging in group based study	88% of students feel confident engaging in group based study	48% increase of students feeling confident to engage with group based study
20% of students felt confident engaging in personal study	92% of students feel confident engaging in personal study	72% increase of students feeling confident to engage with personal study
40% of students felt confident making friends and spending time with friends	100% of students feel confident making friends and spending time with friends	60% increase of students feeling confident to make and spend time with friends
40% of students felt confident engaging in extra-curricular activities	92% of students feel confident engaging in extra-curricular activities	52% increase of students feeling confident to engage with extra-curricular activities

"Coaching sessions have helped me to engage more in university life. I feel more confident, better able to manage my emotions and anxiety and better academic performance overall."

Student on The Bridging Project

I benefitted a lot from my coaching sessions. I have seen an improvement in my work-life balance and my ability to get involved in university life beyond academics, such as with societies. I liked being able to address specific topics each session such as organisation, time management and goal setting, and I have learnt skills which will benefit me throughout university and my career! A huge thank you to The Bridging Project and my coach. I don't think I would have come as far as I have without this support.

Murray Edwards student on The Bridging Project

Case study: Trinity College Oxford

The Bridging Project has worked with **Trinity College at the University of Oxford** for three years. During this time, we have supported **27 students** to access tailored 1:1 coaching, group workshops and networking opportunities during their first year at university. This has included delivering **199 coaching sessions** and **13 students events**.

This programme, led by Hannah Rolley, Director of Access at Trinity College Oxford, has recognised the importance of students having **external support** and also having **access to professional coaching** as a tool to **empower** and support students further.

To hear from a student talking about their experience at The University of Oxford take a look here.

"The beauty of a collegiate university like Oxford is just how much support is available to students studying here. However, some of our students, particularly those who are from first-generation or other under represented backgrounds still tell us they don't find it easy to navigate their way around Oxford and feel like they don't belong here.

The Bridging Project has really **helped our students to transition more smoothly.**

The great point of difference and value of the Bridging Project is the coaching element. Coaching is completely different to mentoring or any other forms of support and isn't something colleges can offer students.

Coaching as a model of support **empowers students** with the skills needed to identify and solve problems for themselves, set goals, help build their confidence and **find their place at the University** during their first year here.

It is a great addition to all the other support available at the College, which, with the help of coaching in the first year, ensures these students are able to take advantage of all that is on offer from their college long after the programme has finished."

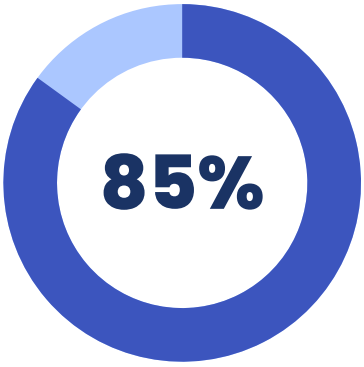
Hannah Rolley - Head of Access Trinity College Oxford

Trinity College: Impact so far

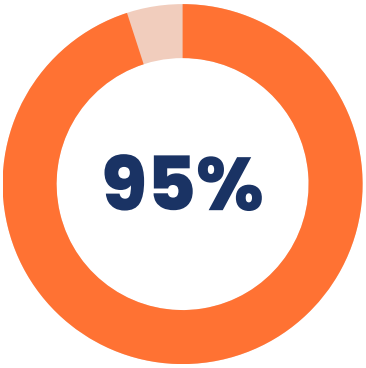
27
students on the programme

199
coaching sessions attended

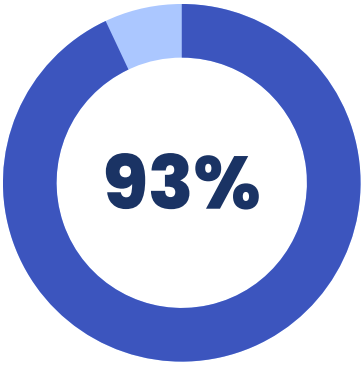
13
student events delivered



of students were **engaged on the programme**



of students rated the programme as **excellent or good**



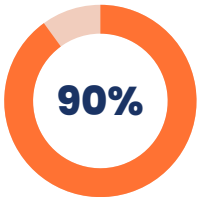
of students would **recommend TBP** to other students

Retention



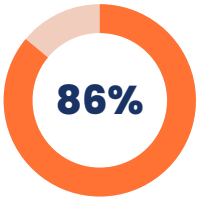
of students planned to **continue their studies into second year**

Soft skills



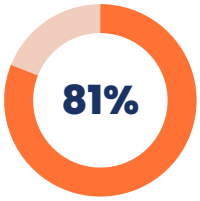
of students stated the programme **enhanced their soft skills**

Belonging



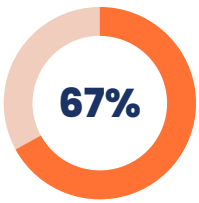
of students stated the programme **improved their sense of belonging** at Trinity

Engaging in university life



of students stated the programme helped them to **engage in university life**

Accessing support



of students stated the programme helped them to **access support** at Trinity

My coach has been amazing in supporting me throughout each term, helping me improve many of the soft skills needed for my degree that I would have otherwise struggled with. They made me feel like I could do my first year, and now I have!

- Trinity College student

Outcome	Impact so far	
Belonging	86% of students felt they belong at the University of Oxford to some extent	**86%** felt we have influenced their sense of belonging at uni
Soft skills	86% of students felt confident in their soft skills e.g., goal setting, problem-solving, time and stress management	**90%** felt we have influenced the development of their soft skills
Support	86% of students felt confident in accessing support at Oxford	**67%** felt we have helped them to access support at university
University life	95% of students felt confident in engaging in university life	**81%** felt we have helped them to engage in university life
Retention	100% of students planned to continue their studies into second year at the University of Oxford	**62%** felt we have influenced their plans to continue their studies

> **"I have better time management, a better sense of self, and now know how to access all of the different university support systems."**
>
> Trinity College student

> **"I've become much more confident in my academic abilities as well as having a sense of belonging."**
>
> Trinity College student

Public benefit

The Trustees confirm that they have referred to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011 when reviewing The Bridging Project's aims and objectives and in planning future activities. The Trustees consider that The Bridging Project's activities are for the benefit of the public generally.

Organisational structure

Trustees are also Directors of the Company. Trustees attend four meetings a year. The Trustees were initially recruited by a founding Trustee and the organisation's two founders. Positions were advertised publicly and candidates were interviewed for the position. All Trustees received an induction folder containing key information about The Bridging Project. Going forward, new Trustees will be appointed by the Board of Trustees. As of 31 August 2024 there were six Trustees.

The organisation currently has one full time member of staff, one part time member of staff, three freelance lead coaches, a freelance fundraiser and freelance Communications and Social Media Manager. The programme and coaching are delivered by volunteers.



Plans for next year (2024/25)

Next year, the charity will continue to run its programme with university partners whilst looking at how we can **make coaching more accessible and affordable** to universities and students through a more flexible pilot programme.

This will involve developing a **pilot 'breadth' programme** which will see a more flexible coaching offering to students who would benefit from it during their time at university. We aim to pilot this programme with up to 50 students next year providing up to 300 hours of additional coaching to students who need it.

The charity will also focus on **building its community of coaches** and developing their practice in supporting a diverse group of students. We will leverage the community to continue our training and development of coaches - building on topics such as neurodiversity as well as intersectionality, trust and belonging.

Given the financial challenges facing the higher education and charity sector, the charity will continue to look at how we can **make our model sustainable**. This will involve continuing to develop partnerships in the higher education sector as well as work to engage and connect with funders who are interested in supporting our work.







Financial review

Income and expenditure
Total incoming resources for the year amounted to £101,311. The resources expended amounted to £97,436. This resulted in a gain in funds of £3,875.

The Bridging Project makes year-long commitments to its university partners and student beneficiaries as well as its two employees and team of freelance workers. It is therefore an objective of the Trustees to gradually build a financial reserve to provide sustainability for the future. The Trustees have been particularly aware of building this up given the current cost of living crisis and its impact on the charity sector. The Bridging Project aims to build a minimum financial reserve to allow the charity's operations to continue in the event of unforeseen circumstances. The appropriate amount is determined by Trustees and reviewed each year but aims to be approximately a minimum of three months' operating costs.

This year the charity hasn't met this objective as it has only built up unrestricted reserves of £3,796. The charity will aim to build up further reserves throughout the course of the year.

Funding

Income source	Amount
National Lottery Community Fund grant	£19,661
University partner income	£36,600
Fundraised income (Donors)	£45,117.55
Total	£101,378

Fundraising

During the year, we applied for grants from the following grant-making trusts:

Funder	Grant requested	Outcome
The Fore (1)	£30,000	Rejected
Paul Hamlyn Foundation	£120,000 over three years	Rejected
Foyle Foundation	£10,000	Rejected
The Fore (2)	£30,000	Rejected
King Charles III Charitable Fund	£10,000	Rejected
National Lottery Community Fund	£19,661	Successful
Henry Smith Charity	£120,000 over three years	Rejected
Barratt Foundation	£10,000	Rejected
City Bridge Foundation	£88,614	Rejected
Total applied for	£438,275	

Out of nine grant applications, just one was successful - a success rate of 11%. In terms of income, we received just 4.5% of funds applied for. Whilst this is broadly in line with many small charities' fundraising success rates (Gifted Philanthropy, 2025), it presents a concerning reality for The Bridging Project, which is reliant on grants and donations to carry out its activities. The current climate of reduced statutory and private funding opportunities, coupled with the cost of living crisis and rising costs, makes applying for funding extremely challenging.

3. https://www.giftedphilanthropy.com/services/fundraising-resources - "2025 Trusts and Foundations Insights Survey"

Update on the future of the charity

In April 2025, the trustees made the difficult decision to close The Bridging Project by the end of August 2025. The decision followed an in depth review of the charity's financial sustainability and long term viability in light of sector wide funding challenges.

The charity will continue to operate throughout the 2024-25 academic year to support partners, staff and students, and to ensure a responsible and well managed wind down process.

The trustees are committed to concluding the charity's activities with integrity and care, ensuring all obligations to beneficiaries, funders, staff and the Charity Commission are fully met.

Statement of Trustees' Responsibilities

Law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They 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 charity 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.

Approved by the Trustees on 24th April 2025 and signed on their behalf by Susanna Eriksson-Lee on 27 May 2025.











The Bridging Project





Independent Examiner's Report to the trustees of The Bridging Project

I report to the charity trustees on my examination of the accounts of The Bridging Project for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

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

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

Independent examiner's statement
I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- accounting records were not kept in accordance with section 386 of the 2006 Act ; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS 102).

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



Chris Conway
Institute of Chartered Accountants in England and Wales

Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Date: 27 May 2025

The Bridging Project

Statement of Financial Activities (incorporating the Summary Income and Expenditure Account) for the year ended 31 August 2024)

	Notes	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024	Total funds 2023
		£		£	£
Income and endowments from:					
Grants and donations	**2**	45,150	19,661	64,811	32,307
Charitable activities	**3**	36,500		36,500	50,000
Total incoming resources		**81,650**	**19,661**	**101,311**	**82,307**
Expenditure on:					
Raising funds	**4**	2,803	2,074	4,877	2,313
Charitable activities	**5**	9,049	-	9,049	4,819
Other	**6**	79,435	4,074	83,510	62,554
Total outgoing resources		**91,287**	**6,149**	**97,436**	**69,686**
Corporation tax		1,975		1,975	-
Net incoming resources	**7**	**(7,662)**	**13,512**	**5,850**	**12,621**
Other gains and losses		-		-	-
Net movement in funds		**(7,662)**	**13,512**	**5,850**	**12,621**
Reconciliation of funds:					
Total funds brought forward		17,607	6,145	23,752	11,131
Total funds carried forward		**9,945**	**19,657**	**29,602**	**23,752**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities

Balance Sheet at 31 August 2024

	Notes	2024	2023
		£	£
Fixed assets			
Tangible assets	**9**	-	125
		-	**125**
Current assets			
Cash at bank and in hand		47,094	38,411
Tangible assets		1,511	-
		48,605	**38,411**
Creditors: Amounts falling due within one year	**10**	**(19,003)**	**(14,784)**
Net current assets		**29,602**	**23,627**
Total assets less current liabilities		**29,602**	**23,752**
Total net assets		**29,602**	**23,752**
The funds of the charity			
Restricted funds			
Restricted income funds	**11,12**	19,657	6,145
Unrestricted funds			
General funds	**11,12**	9,945	17,607
Total funds		**29,602**	**23,752**

These accounts have been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies.

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

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the board of trustees on 27 May 2025 and signed on its behalf by:

S.Eriksson-Lee

Edith Susanna Eriksson-Lee
Trustee

Notes to the Accounts for the year ended 31 August 2024

1 Accounting policies

Basis of preparation
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared under the historical cost convention. They are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

Going concern
At a meeting on 16/04/2025 the Trustees voted to wind down the Charity with effect from 31 August 2025 with a view to closing it in the subsequent months. The decision was taken as a result of the Charity struggling to secure the necessary funding to continue their programmes for the 25/26 academic year. The accounts are therefore prepared on a break-up basis, however the only change to the equivalent going concern basis accounts is the recategorisation of Fixed Assets to Current Assets and the inclusion of this disclosure note.

Fund accounting
Unrestricted funds
These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Restricted funds
These are available for use subject to restrictions imposed by the donor or through terms of an appeal. See note 13 to the accounts for full information.

Income
Recognition of income
Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

Income with related expenditure
Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

Grants and donations
Voluntary income received by way of grants, donations and gifts is included in the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

Tax reclaims on donations and gifts
Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it relates.

Donated services and facilities
These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.

Volunteer help
The value of any volunteer help received is not included in the accounts.

Investment income
Incoem from investments is included in the accounts when receivable.

Gains/(losses) on revaluation of fixed assets
This includes any gain or loss resulting from revaluing investments to market value at the end of the year.

Gains/(losses) on revaluation on investment assets
This includes any gain or loss on the sale of investments.

Notes to the Accounts for the year ended 31 August 2024 (continued)

Accounting policies

Expenditure

Recognition of expenditure

Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds

These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.

Expenditure on charitable activities

These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.

Governance costs

These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.

Other expenditure

These are support costs not allocated to a particular activity.

Taxation

The entity obtained charitable status on 22 June 2022. Income received prior to this registration date has been treated as taxable. Subsequent to the charitable registration, the entity is exempt from corporation tax on its charitable activities.

Tangible fixed assets and depreciation

Tangible assets are included at cost less depreciation and impairment. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives:

Computer Equipment	4 years straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities.

Trade and other creditors

Short term creditors are measured at the transaction price. Other 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.

Pension costs

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

Notes to the Accounts for the year ended 31 August 2024 (continued)

2	Income from grants and donations	Unrestricted	Restricted	Total 2024	Total 2023
	Grants received	45,150	19,661	64,811	32,307

3	Income from charitable activities	2024	2023
	Course delivery	36,500	50,000

4	Expenditure on raising funds	Unrestricted	Restricted	2024	2023
	Advertising and marketing	-	-	-	63
	Freelance Fundraisers	2,803	2,074	4,877	2,250
		2,803	2,074	4,877	2,313

5	Expenditure on charitable activities	Unrestricted	Restricted	2024	2023
	Direct charitable activities	4,775	-	4,775	-
	Governance costs				
	Independent examination - current year	500	-	500	500
	Other accountancy fees paid to independent examiner	3,177	-	3,177	3,831
	Legal and professional fees	597	-	597	488
		9,049	-	9,049	4,819

6	Other expenditure	Unrestricted	Restricted	2024	2023
	Staff costs (Note 8)	72,241	2,516	74,758	54,326
	Travel costs	1,522	422	1,943	931
	Depreciation	269		269	51
	General administrative costs	5,403	1,137	6,540	7,246
		79,435	4,074	83,510	62,554

7	Net income before transfers	2024	2023
	This is stated after charging:		
	Depreciation of owned fixed assets	269	51

Notes to the Accounts for the year ended 31 August 2024 (continued)

8 Staff costs	2024	2023
Salaries and wages	70,643	53,107
Social security costs	1,456	-
Pension costs	1,745	1,130
Staff recruitment and training costs	914	89
	74,758	54,326

In the year to 31 August 2024, no employee received emoluments greater than £60,000 (2023: nil).

No trustees (2023: nil) were reimbursed for expenses incurred (2023: nil) for travel to board meetings. No trustee received any remuneration in the year (2023: nil).

Key management personnel comprise the trustees and the founder. Total remuneration paid to these individuals was £44,036 (2023: £44,040).

The average number of staff employed, including part time staff was 2 (2023: 2)

9 Tangible fixed assets	Computer equipment	Total
Cost		
At 1 September 2023	202	202
Additions	1,655	1,655
At 31 August 2024	1,857	1,857
Depreciation		
At 1 September 2023	77	77
Charge for the year	269	269
At 31 August 2024	346	346
Net Book Value		
At 31 August 2024	1,511	1,511
At 31 August 2023	125	125

10 Creditors falling due within one year	2024	2023
Other taxes and social security	1,458	1,241
Trade and other creditors	220	219
Accruals	3,324	3,324
Deferred income	14,000	10,000
	19,003	14,784

Deferred income

Income is deferred relative to the academic year it relates to. The charity is committed to delivering a number of workshops and coaching sessions for each student.

University	Academic Year	2024	2023
Trinity College	2024/25	10,000	-
Balliol College	2024/25	4,000	
Trinity College	2023/24	-	10,000
		14,000	10,000

Notes to the Accounts for the year ended 31 August 2024 (continued)

11 Movement in funds

	At 1 September 2023	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2024
Restricted funds:				
National Lottery	6,145	19,661	(6,149)	19,657
Unrestricted funds:				
General funds	17,607	81,650	(89,312)	9,945
	17,607	101,311	(95,461)	29,602

	At 1 September 2022	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2023
Restricted funds:				
National Lottery	-	9,712	(3,567)	6,145
Unrestricted funds:				
General funds	11,131	72,595	(66,119)	17,607
	11,131	82,307	(69,686)	23,752

12 Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total 2024
Fixed assets	-	-	-
Net current assets	9,945	19,657	29,602
	9,945	19,657	29,602

	Unrestricted Funds	Restricted Funds	Total 2023
Fixed assets	74	-	74
Net current assets	17,533	6,145	23,678
	17,607	6,145	23,752

13 Trustee Liability

The entity is limited by guarantee and consequently does not have share capital.

Every member of the entity undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

THE BRIDGING PROJECT

England & Wales - Charity number 1199402

Accounts









Trustees' Annual Report for the year ended 31st August 2023

The Bridging Project





Contents

Bridging Project administrative details	Page 1
Trustees' report	Page 2
Independent Examiner's Report	Page 12
Statement of Financial Activities	Page 13
Balance Sheet	Page 14
Notes to the Financial Statements	Page 15

Administrative details

Charity Number: 1199402
Company Number: 12365206

Registered address:
1st Floor
Observer Building
53 Cambridge Road
TN34 1DT

Trustees at the time of submission and for the duration of the year:
Edith Susanna Eriksson-Lee
Eleanor Rachel Trunkfield
Richard Thomas Francis Fleming
Amrita Devaiah
Joanna Elizabeth Smith
Dr Mark Roderick Womald

Independent Examiner:
Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Bankers:
Natwest
Business Banking PO Box 16204
Birmingham
West Midlands
B2 2WP



The Bridging Project presents its second Trustees' report and financial statement for the financial year ended 31st August 2023.

The Bridging Project is a private Company Limited by Guarantee and not having a share capital. We operate in England (12365206) and are registered with the Charity Commission (1199402).

The Company's objects are to advance the education of people, especially but not exclusively those from low income, socially and/or economically disadvantaged areas, who are engaged in or intending to engage in higher or further education.







Mission and objectives

The Bridging Project's mission is to support undergraduates from under-represented backgrounds to succeed at university and beyond.

1 in 12 freshers from low income families drop out of university each year, compared to 1 in 20 of their classmates*. Once at university, under-represented students face additional barriers in engaging fully with university life.

These statistics worsen for care leavers, a group we have focused support on this year. Nationally, 38% of care experienced students drop out of university compared to 8% of other groups**.

The Bridging Project believes that all students, regardless of their background, should be able to thrive at university.

We offer a programme of tailored coaching support to equip young people with the tools they need to navigate the transition to university. Each student is matched with an experienced coach, external to the university, who usually has lived experience of attending university from an under-represented group. Coaches support students through one-to-one sessions during their first year of university.

The programme supports students to:

- **Improve their sense of belonging**
- **Develop soft skills including time and stress management**
- **Increase their ability to access support**
- **Improve engagement in university life**

In turn, this improves student retention and builds more positive outcomes for students from under-represented groups.

We are in our fourth year of operation. This is our second year as a company registered with the Charity Commission.

*Social Mobility Commission, Progress made by high-attaining children from disadvantaged backgrounds
**HEPI July 2023, Breaking new ground - understanding care experience students, Fiona Ellison

> I have become more confident as a student but also as a person in general, the coaching meetings were always a safe place and I couldn't be more grateful for the support.
> - Student on The Bridging Project, Murray Edwards College

Activities in 2022/23

- The Bridging Project provided an in depth programme of support to 27 students in the transition to university.
- We changed our approach to focus on building more in depth partnerships with the universities where students are based.
- This activity took place through university partnerships at the University of Oxford (Balliol and Trinity Colleges), the University of Cambridge (Murray Edwards College) and University College London (UCL).
- The partnership at UCL focused on supporting a cohort of care experienced students.
- The Bridging Project recruited and trained 19 volunteer coaches. 64% of coaches had a Master's level qualification or certification in coaching and positive psychology and 52% had lived experience similar to the students they supported.
- Students were provided with monthly coaching sessions throughout their first year at university.
- Sessions focused on areas such as growing confidence, accessing support, building positive relationships with staff and students, time and stress management.
- Coaches acted as an important intermediary, signposting students to additional support as and when they needed it. This included additional mental health support, accommodation or financial support, or academic help and advice.
- The Bridging Project also provided a series of group workshops for students focusing on building networks and developing stress and time management skills.



Achievements and Performance in 2022/23

Survey responses from students on the 22/23 programme

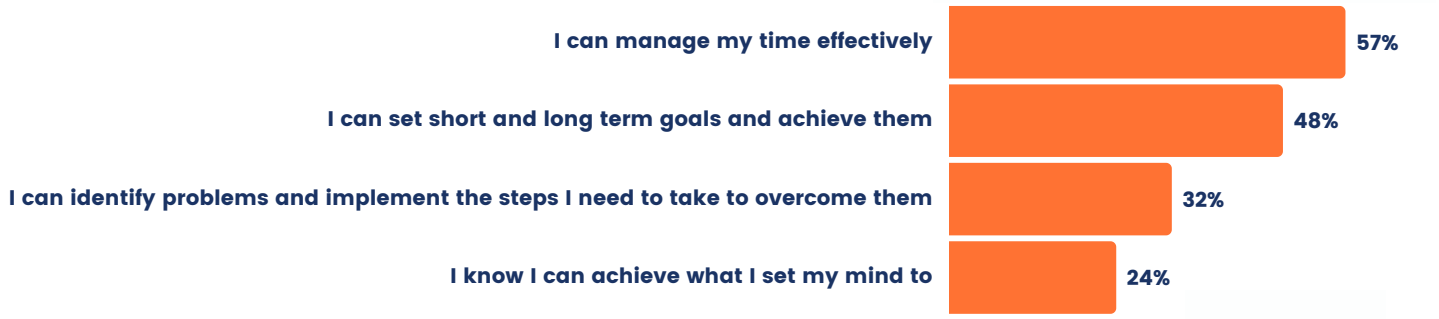
Soft Skills

Students reported improved self-assessments of a range of soft skills between the start and the end of the programme, with the largest increase appearing to relate to time management and goal setting.

95%

of students felt the programme had helped them develop their soft skills

Student ratings of soft skills - % change from pre- to post-programme



> I have been on top of my studies throughout the year and I have drastically improved my soft skills such as public speaking.
> - Student on The Bridging Project







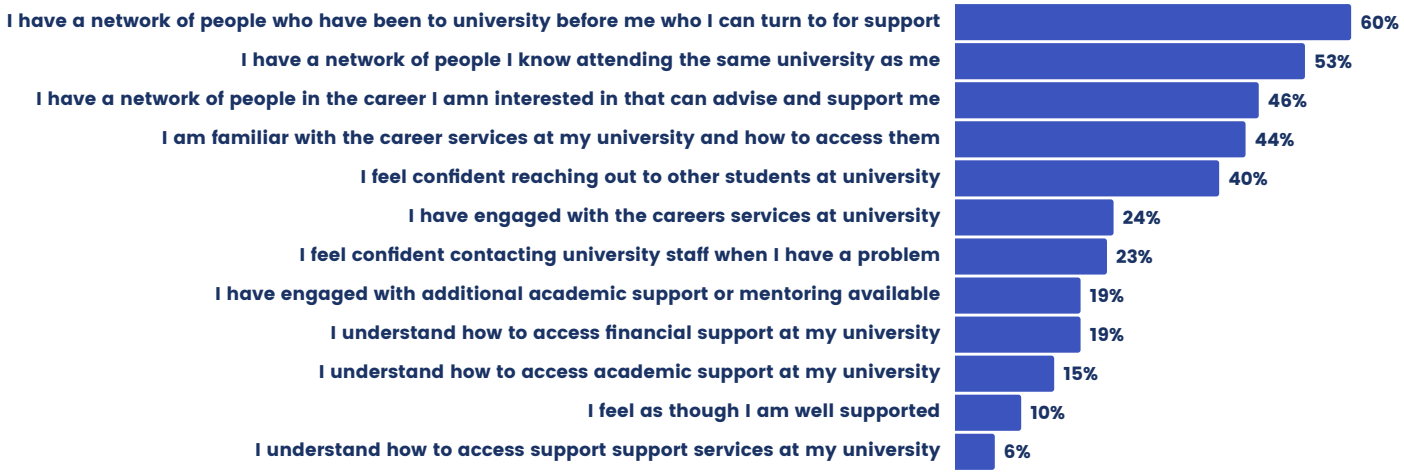
91%

of students felt the programme had helped them access support at university

Access to support

Students reported improved knowledge and understanding of different forms of support available and increased confidence in making the most of it. The largest increases related to students' self-assessments of their support networks, in terms of knowing people who had been to university, who attended the same university as them, and who worked in careers that interested them.

Student ratings of access to support - % change from pre- to post-programme



Retention

100%

of students on the programme planned to continue their studies

77%

of students felt the programme had helped them remain at university during their first year

> The difference the programme has made is amazing and the insight given is so valuable. It makes me really happy to know that such good support is out there for others to benefit from.
> - Student on The Bridging Project

University life

Students reported improved knowledge, understanding and confidence in relation to various aspects of university life between the start and end of the programme. The largest increases appeared to relate to students' engagement in co-curricular activities and their overall confidence about university life.

91%

of students felt the programme had helped them feel more confident at university

Process

When asked to describe the programme in three words, the most common descriptors were 'supportive', 'helpful' and 'encouraging'.



86%

of students rated their experience on the programme as 5/5

95%

of students would recommend the programme to others

My coach has made a huge difference to my first year at university and their support has been so valuable. I'm not sure I would have stayed without them.
- Student on The Bridging Project

Case study: University College London

In 2022-23 we delivered our programme to a group of 10 care experienced young people starting at UCL. The aim was to develop their sense of belonging, confidence and engagement in wider university life. The survey results are below.

> People around me have also recognised the difference it has made to my overall outlook to certain situations and I really appreciate the impact that my coach has had on my life.
> - Student on The Bridging Project, UCL

Pre-programme	Post-programme	The Bridging Project Impact
33% of students stated they felt they belonged at UCL	75% of students stated they belonged at UCL	100% of students stated The Bridging Project improved their sense of belonging
20% of students stated they felt confident to engage in activities beyond their studies	100% of students stated they were confident to engage in activities beyond their studies	88% of students stated they felt the programme helped them engage in university life
10% of students stated they felt they could set goals and achieve them	100% of students currently feel they can set goals and achieve them	100% of students stated the programme helped them develop their ability to set goals and achieve them

> Honestly these coaching sessions have changed my life, they have made me more confident and helped me overcome my fears.
> - Student on The Bridging Project, UCL

Public benefit

The Trustees confirm that they have referred to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011 when reviewing the Bridging Project's aims and objectives and in planning future activities. The Trustees consider that the Bridging Project's activities are for the benefit of the public generally.

Organisational structure

Trustees are also Directors of the Company. Trustees attend four meetings a year. The Trustees were initially recruited by a founding Trustee and the organisation's two founders. Positions were advertised publicly and candidates were interviewed for the position.

All Trustees received an induction folder containing key information about The Bridging Project. Going forward, new Trustees will be appointed by the Board of Trustees. As of 31 August 2023 there were six Trustees.

The organisation currently has one full time member of staff, one part time member of staff, four freelance lead coaches and a freelance fundraiser. The programme and coaching are delivered by volunteers.



Plans for next year (2023/24)

- We will be shifting to a solely university-based approach, supporting approximately 40 students from three universities: University of Nottingham, University of Oxford (Trinity College and Balliol College) and University of Cambridge (Murray Edwards College). This will include a programme supporting neurodiverse students at the University of Nottingham.
- We aim to recruit and train 40 coaches. This will be in partnership with the University of East London's Master's programme in Coaching and Positive Psychology. We will provide all volunteer coaches with funded external supervision and a paid freelance member of staff to support them throughout the year.
- Coaches will continue to deliver 12 monthly 1:1 sessions to each student. These will focus on areas such as growing confidence, accessing support, building positive relationships with staff and students, time and stress management.
- Students will be offered workshops focusing on confidence, networking and stress management.
- We will work with a new Lead Coach at the University of Nottingham with expertise in coaching and supporting neurodiverse students, and will recruit experienced coaches to support this student group.
- The charity is committed to growing its work to support more students in the years to come. Work next year will be focused on looking at how the programme can reach more students in need across the UK.

Financial review

Total incoming resources for the year amounted to £82,307. The resources expended amounted to £69,686. This results in a gain in funds of £12,621.

The Bridging Project makes year-long commitments to its university partners and student beneficiaries as well as its two employees and team of freelance workers. It is therefore an objective of the Trustees to gradually build a financial reserve to provide sustainability for the future. The Trustees have been particularly aware of building this up given the current cost of living crisis and its impact on the charity sector.

The Bridging Project aims to build a minimum financial reserve to allow the charity's operations to continue in the event of unforeseen circumstances. The appropriate amount is determined by Trustees and reviewed each year but aims to be approximately a minimum of 3 months operating costs. This year the charity has met this objective with built up unrestricted reserves of £17,607.

Funding

The Bridging Project is funded through university partnerships and grants and donations. In 2022/23 we received grants from the National Lottery Community Fund and the Headley Trust. We also received a donation from a private individual who has committed to supporting our work through our first few years. We would like to thank all our donors for their support.

Statement of Trustees' Responsibilities

Law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They 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 charity 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.

Approved by the Trustees on Wednesday 6th March 2024 and signed on their behalf by Susanna Eriksson Lee on 19th May 2024.

Independent Examiner's Report to the trustees of The Bridging Project

I report to the charity trustees on my examination of the accounts of The Bridging Project for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

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

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

Independent examiner's statement
I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- accounting records were not kept in accordance with section 386 of the 2006 Act ; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS 102).

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



Chris Conway
Institute of Chartered Accountants in England and Wales

Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Date: 20 May 2024

The Bridging Project

Statement of Financial Activities (incorporating the Summary Income and Expenditure Account) for the year ended 31 August 2023

	Notes	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023	Total funds 2022
		£		£	£
Income and endowments from:					
Grants and donations	**2**	72,595	9,712	82,307	55,704
Total incoming resources		**72,595**	**9,712**	**82,307**	**55,704**
Expenditure on:					
Raising funds	**3**	2,313		2,313	15
Charitable activities	**4**	4,819		4,819	4,852
Other	**5**	58,987	3,567	62,554	39,908
Total outgoing resources		**66,119**	**3,567**	**69,686**	**44,775**
Corporation tax		-		-	(2,031)
Net incoming resources	**6**	**6,476**	**6,145**	**12,621**	**8,898**
Other gains and losses		-		-	-
Net movement in funds		**6,476**	**6,145**	**12,621**	**8,898**
Reconciliation of funds:					
Total funds brought forward		11,131	-	11,131	2,233
Total funds carried forward		**17,607**	**6,145**	**23,752**	**11,131**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities

The Bridging Project

Balance Sheet at 31 August 2023

	Notes	2023	2022
		£	£
Fixed assets			
Tangible assets	**8**	125	176
		125	**176**
Current assets			
Cash at bank and in hand		38,411	37,694
		38,411	**37,694**
Creditors: Amounts falling due within one year	**9**	**(14,784)**	**(26,739)**
Net current assets		**23,627**	**10,955**
Total assets less current liabilities		**23,752**	**11,131**
Total net assets		**23,752**	**11,131**
The funds of the charity			
Restricted funds			
Restricted income funds	**10,11**	6,145	-
Unrestricted funds			
General funds	**10,11**	17,607	11,131
Total funds		**23,752**	**11,131**

These accounts have been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies.

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

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the board of trustees on 19 May 2024 and signed on its behalf by:

Edith Susanna Eriksson-Lee
Trustee

Date: 19 May 2024

Notes to the Accounts for the year ended 31 August 2023

1 Accounting policies

Basis of preparation
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared under the historical cost convention. They are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

Going concern
The Trustees have reasonable expectation that the charity will have access to adequate resources to continue in existence for the foreseeable future. In making this assessment, the Trustees have considered a period of at least 12 months from the date of authorising the financial statements. Accordingly, the charity continues to adopt the going concern basis in preparing the financial statements.

Fund accounting
Unrestricted funds
These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Restricted funds
These are available for use subject to restrictions imposed by the donor or through terms of an appeal. See note 13 to the accounts for full information.

Income
Recognition of income
Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

Income with related expenditure
Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

Grants and donations
Voluntary income received by way of grants, donations and gifts is included in the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

Tax reclaims on donations and gifts
Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it relates.

Donated services and facilities
These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.

Volunteer help
The value of any volunteer help received is not included in the accounts.

Investment income
Incoem from investments is included in the accounts when receivable.

Gains/(losses) on revaluation of fixed assets
This includes any gain or loss resulting from revaluing investments to market value at the end of the year.

Gains/(losses) on revaluation on investment assets
This includes any gain or loss on the sale of investments.

Notes to the Accounts for the year ended 31 August 2023 (continued)

Accounting policies

Expenditure

Recognition of expenditure

Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds

These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.

Expenditure on charitable activities

These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.

Governance costs

These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.

Other expenditure

These are support costs not allocated to a particular activity.

Taxation

The entity obtained charitable status on 22 June 2022. Income received prior to this registration date has been treated as taxable. Subsequent to the charitable registration, the entity is exempt from corporation tax on its charitable activities.

Tangible fixed assets and depreciation

Tangible assets are included at cost less depreciation and impairment. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives:

Computer Equipment	4 years straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities.

Trade and other creditors

Short term creditors are measured at the transaction price. Other 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.

Pension costs

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

Notes to the Accounts for the year ended 31 August 2023 (continued)

2	Income from grants and donations	Unrestricted	Restricted	Total 2023	Total 2022
	Grants received	72,595	9,712	82,307	55,704

3	Expenditure on raising funds	Unrestricted	Restricted	2023	2022
	Advertising and marketing	63	-	63	15
	Freelance Fundraisers	2,250	-	2,250	-
		2,313	-	2,313	-

4	Expenditure on charitable activities	Unrestricted	Restricted	2023	2022
	Governance costs				
	Independent examination - current year	500	-	500	500
	Other accountancy fees paid to independent examiner	3,831	-	3,831	3,257
	Legal and professional fees	488	-	488	1,095
		4,819	-	4,819	4,852

5	Other expenditure	Unrestricted	Restricted	2023	2022
	Staff costs (Note 7)	54,326		54,326	38,284
	Travel costs	887	44	931	31
	Depreciation	51		51	26
	General administrative costs	3,723	3,523	7,246	1,568
		58,987	3,567	62,554	39,909

6	Net income before transfers	2023	2022
	This is stated after charging:		
	Depreciation of owned fixed assets	51	26

Notes to the Accounts for the year ended 31 August 2023 (continued)

7 Staff costs	2023	2022
Salaries and wages	53,107	39,333
Social security costs	-	(1,069)
Pension costs	1,130	-
Staff recruitment and training costs	89	20
	54,326	38,284

In the year to 31 August 2023, no employee received emoluments greater than £60,000 (2022: nil).

No trustees (2021: nil) were reimbursed for expenses incurred (2022: nil) for travel to board meetings. No trustee received any remuneration in the year (2022: nil).

Key management personnel comprise the trustees and the founder. Total remuneration paid to these individuals was £44,040 (2023: £36,249).

The average number of staff employed, including part time staff was 2 (2022: 2)

8 Tangible fixed assets	Computer equipment	Total
Cost		
At 1 September 2022	202	202
Additions	-	-
At 31 August 2023	202	202
Depreciation		
At 1 September 2022	26	26
Charge for the year	51	51
At 31 August 2023	77	77
Net Book Value		
At 31 August 2023	125	125
At 31 August 2022	176	176

9 Creditors falling due within one year	2023	2022
Other taxes and social security	1,241	3,180
Trade and other creditors	219	237
Accruals	3,324	3,324
Deferred income	10,000	20,000
	14,784	26,741

Deferred income

Income is deferred relative to the academic year it relates to. The charity is committed to delivering a number of workshops and coaching sessions for each student.

University	Academic Year	2023	2022
Trinity College	2023/24	10,000	
Trinity College	2022/23		10,000
Balliol College	2022/23		10,000
		10,000	20,000

Notes to the Accounts for the year ended 31 August 2023 (continued)

10 Movement in funds

	At 1 September 2022	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2023
Restricted funds:				
National Lottery	-	9,712	(3,567)	6,145
Unrestricted funds:				
General funds	11,131	72,595	(66,119)	17,607
	11,131	82,307	(69,686)	23,752

	At 1 September 2021	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2022
Unrestricted funds:				
General funds	2,233	55,704	(46,806)	11,131
	2,233	55,704	(46,806)	11,131

11 Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total 2023
Fixed assets	125	-	125
Net current assets	17,482	6,145	23,627
	17,607		23,752

	Unrestricted Funds	Restricted Funds	Total 2022
Fixed assets	176	-	176
Net current assets	10,955	-	10,955
	11,131		11,131
	-	-	-

12 Trustee Liability

The entity is limited by guarantee and consequently does not have share capital.

Every member of the entity undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.









The Bridging Project

THE BRIDGING PROJECT

England & Wales - Charity number 1199402

Accounts

Registered charity number: 1199402
Company Number: 12365206

Report of the Trustees and Unaudited Financial Statements for the year ending 31 August 2022

Contents

Bridging Project administrative details	Page 1
Trustees' report	Page 2-5
Independent Examiner's Report	Page 6
Statement of Financial Activities	Page 7
Balance Sheet	Page 8
Notes to the Financial Statements	Page 9-13

Administrative details

Charity Number: 1199402
Company Number: 12365206

Registered address:

1st Floor, Observer Building
53 Cambridge Road
TN34 1DT

Trustees at the time of submission and for the duration of the year:

Edith Susanna Eriksson-Lee (appointed 22nd June 2022)
Eleanor Rachel Trunkfield (appointed 22nd June 2022)
Richard Thomas Francis Pleming (appointed 22nd June 2022)
Amrita Devaiah (appointed 22nd June 2022)
Joanna Elizabeth Smith(appointed 22nd June 2022)
Dr Mark Roderick Womald (appointed 1st February 2022)

Independent Examiner:

Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Bankers:

Natwest
Business Banking PO Box 16204,
Birmingham
West Midlands
B2 2WP

Report of the Trustees for the year ended 31 August 2022

The Bridging Project presents its first report and financial statement for the charitable company's year ended August 31st 2022.

The Bridging Project is a Charitable Company Limited by Guarantee, registered with the Charity Commission.

The charitable company's objects are to advance the education of people, especially but not exclusively those from low income, socially and/or economic disadvantaged areas who are engaged in or intending to engage in higher or further education.

Mission and objectives

The Bridging Project's mission is to support remarkable undergraduates from under-represented backgrounds to succeed at university and beyond. 1 in 12 freshers from poor families drop out of university each year, compared to 1 in 20 of their classmates[1]. The Bridging Project believes that all students, regardless of their background should be able to thrive at university, and offers a programme of tailored coaching support to tackle this and equip young people with the tools they need to navigate the transition to university. Each student is matched with an experienced coach, external to the university, often with lived experience of attending university from an under-represented group, and supports students through coaching sessions in the transition to and during first year of university to:

- Improve their sense of confidence and belonging
- Develop tools to make the most out of their university experience
- Access the support they need to stay at university

The Trustees believe it is in the public benefit that students from under-represented groups have an equal chance of succeeding at university, that there is societal and economic benefit to them completing their degrees and making the most of their time at university.

We are in our third year of operation and first as a Charitable Company limited by guarantee and registered with the Charity Commission.

Activities in 21/22

- The Bridging Project supported 36 students in the transition to university
- This was through university partnerships at the university of Oxford with Balliol and Trinity College and a school based partnership with alumni of Kensington Aldridge Academy.
- Students were provided with monthly coaching sessions throughout their first year.
- These focused on areas such as confidence, accessing support, building positive relationships with staff and students, time and stress management.
- Coaches also acted as an important intermediary - signposting students to additional support as and when they needed it. This included additional mental health support, accommodation or financial support or academic help and advice.
- The Bridging Project recruited, trained and supported a cohort of 19 volunteer coaches who delivered the charities work to students.

[1] Social Mobility Commission, Progress made by high-attaining children from disadvantaged backgrounds

- Our coaches came from a range of backgrounds and we focused on recruiting coaches with lived experience of the challenges students faced and coaching experience with young adults.

"I'm really excited to be a coach with The Bridging Project as I would have found being a coach of huge value when I attended Oxford University from my Manchester comprehensive school."
Coach on The Bridging Project

Achievements and Performance in 21/22:

- 81% of students stated the programme helped them to engage in co-curricular activities and access support around the university
- 94% of students on our programme remained at university, for the two students who dropped out of university one was supported to re-apply to a university closer to home and has successfully restarted their first year, the second student has started an apprenticeship and was coached and supported by The Bridging Project through this transition.
- All students at our university partners remained at university and successfully progressed into their second year.

"I have learnt about how to access financial and academic support at my university. Overall I feel more confident with university life. The sessions have eased my sense of imposter syndrome."
Student on The Bridging Project

"I've really appreciated having someone to talk through my issues at uni with and someone who completely understands it all."
Coach on The Bridging Project

Public Benefit:

The trustees confirm that they have referred to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011 when reviewing the Bridging Project's aims and objectives and in planning future activities. The Trustees consider that the Bridging Project's activities are for the benefit of the public generally.

Organisational Structure:

The Company is managed by 6 trustees. Trustees attend 4 meetings a year. The charity's trustees were initially recruited by a founding trustee and the organisation's two founders. Positions were advertised publicly and candidates were interviewed for the position. All trustees received an induction folder containing key information about the charity. Going forward new trustees will be appointed by existing trustees.

The organization currently has one full time member of staff, one part time member of staff and four freelance lead coaches. The programme and coaching is delivered by volunteers.

Plans for next year (22/23)

- We will be shifting to a solely university based approach supporting approximately 30 students from three universities: University College London, Oxford (Trinity College and Balliol College), Cambridge (Murray Edwards College) . This will include a programme supporting care leavers and estranged students at UCL.
- We aim to recruit and train 20 coaches. This will be in partnership with the University of East London's masters programme in Coaching and Positive Psychology. We will provide all volunteer coaches with funded external supervision and a paid freelance member of staff to support them throughout the year.
- Coaches will deliver 12 monthly 1:1 sessions to each student. These focus on areas such as confidence, accessing support, building positive relationships with staff and students, time and stress management.
- Coaches will also act as an important intermediary - signposting students to additional support as and when they need it
- Students will be offered workshops focusing on confidence, networking and stress management.
- Students will be offered opportunities to connect and build relationships with other students on the programme through formal and informal meet ups.
- All students will be introduced to each other ahead of starting on the programme to help build a sense of community and cohesion between groups.

Financial Review

Total incoming resources for the year amounted to £55,704. The resources expended amounted to £44,775. This results in a gain in funds of £10,929. Corporation Tax of £2,031 was charged resulting in a net gain of £8,898.

The Bridging Project makes year long commitments to its university partners and student beneficiaries as well as its two employees and team of freelance workers. It is therefore an objective of the Trustees to gradually build a financial reserve to provide sustainability for the future. The trustees and directors have been particularly aware of building this up given the current cost of living crisis and its impact on the charity sector.

The Bridging Project aims to build a minimum financial reserve to allow the charity's operations to continue in the event of unforeseen circumstances. The appropriate amount is determined by trustees and reviewed each year but aims to be approximately a minimum of 3 months operating costs. This year the charity has met this objective with a built up reserve of £11,131.

Funding

The Bridging Project is funded primarily through university partnerships. After our partnership income we have also benefited from trusts and foundations, this year from Kensington Intrepidus Trust who supported our work with students at Kensington Aldridge Academy and to a private individual donor who has committed to supporting our work through our first few years.

The Bridging Project would also like to take this opportunity to thank some of its previous funders including The Shackleton Foundation and The Fair Education Alliance who supported the organization in its first year through the Shackleton Leadership Award and the Fair Education Alliance Innovation Award.

Statement of a Trustees' responsibilities

Law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

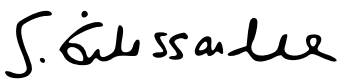
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed,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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They 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 charity 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.

Bridging Project Trustees are expected to attend 75% of quarterly meetings.

Approved by the Trustees on..18th May 2023...and signed on their behalf by:



Edith Susanna Eriksson-Lee (Trustee)

The Bridging Project

Independent Examiner's Report to the trustees of The Bridging Project

I report to the charity trustees on my examination of the accounts of The Bridging Project for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

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

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

Independent examiner's statement
I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- accounting records were not kept in accordance with section 386 of the 2006 Act ; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS 102).

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



Chris Conway
Institute of Chartered Accountants in England and Wales

Multiply Accountancy Limited
71-75 Shelton Street
London
WC2H 9JQ

Date: 22 May 2023

The Bridging Project

Statement of Financial Activities (incorporating the Summary Income and Expenditure Account) for the year ended 31 August 2022

	Notes	Unrestricted funds 2022	Total funds 2022	Total funds 2021
		£	£	£
Income and endowments from:				
Grants and donations	**2**	55,704	55,704	23,333
Total incoming resources		**55,704**	**55,704**	**23,333**
Expenditure on:				
Raising funds	**3**	15	15	-
Charitable activities	**4**	4,852	4,852	132
Other	**5**	39,908	39,908	20,754
Total outgoing resources		**44,775**	**44,775**	**20,886**
Corporation tax		(2,031)	(2,031)	(465)
Net incoming resources	**6**	**8,898**	**8,898**	**1,982**
Net movement in funds		**8,898**	**8,898**	**1,982**
Reconciliation of funds:				
Total funds brought forward		2,233	2,233	251
Total funds carried forward		**11,131**	**11,131**	**2,233**

All activities in the current and previous financial year represent unrestricted funds.

Balance Sheet at 31 August 2022

	Notes	2022	2021
		£	£
Fixed assets			
Tangible assets	**8**	176	-
		176	**-**
Current assets			
Cash at bank and in hand		37,694	22,666
		37,694	**22,666**
Creditors: Amounts falling due within one year	**9**	**(26,739)**	**(20,433)**
Net current assets		**10,955**	**2,233**
Total assets less current liabilities		**11,131**	**2,233**
Total net assets		**11,131**	**2,233**
The funds of the charity			
Unrestricted funds			
General funds	**10,11**	11,131	2,233
Total funds		**11,131**	**2,233**

These accounts have been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies.

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

The trustee directors have not required the haritable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustee directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the board of trustees on 18th May 2023 and signed on its behalf by:

Edith Susanna Eriksson-Lee
Trustee

Date: 22nd May 2023

Notes to the Accounts for the year ended 31 August 2022

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared under the historical cost convention. They are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

Going concern

The Trustees have reasonable expectation that the charity will have access to adequate resources to continue in existence for the foreseeable future. In making this assessment, the Trustees have considered a period of at least 12 months from the date of authorising the financial statements. Accordingly, the charity continues to adopt the going concern basis in preparing the financial statements.

Fund accounting

Unrestricted funds

These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.

Income

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

Income with related expenditure

Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

Grants and donations

Voluntary income received by way of grants, donations and gifts is included in the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

Tax reclaims on donations and gifts

Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it

Donated services and facilities

These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.

Volunteer help

The value of any volunteer help received is not included in the accounts.

Investment income

Incoem from investments is included in the accounts when receivable.

Gains/(losses) on revaluation of fixed assets

This includes any gain or loss resulting from revaluing investments to market value at the end of the year.

Gains/(losses) on revaluation on investment assets

This includes any gain or loss on the sale of investments.

Notes to the Accounts for the year ended 31 August 2022 (continued)

Accounting policies

Expenditure

Recognition of expenditure

Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds

These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.

Expenditure on charitable activities

These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.

Governance costs

These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.

Other expenditure

These are support costs not allocated to a particular activity.

Taxation

The entity obtained charitable status on 22 June 2022. Income received prior to this registration date has been treated as taxable. Subsequent to the charitable registration, the entity is exempt from corporation tax on its charitable activities.

Tangible fixed assets and depreciation

Tangible assets are included at cost less depreciation and impairment. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives:

Computer Equipement	4 years straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities.

Trade and other creditors

Short term creditors are measured at the transaction price. Other 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.

Pension costs

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

Notes to the Accounts for the year ended 31 August 2022 (continued)

2	Income from grants and donations	2022	2021
	Grants received	55,704	23,333

3	Expenditure on raising funds	2022	2021
	Advertising and marketing	15	-

4	Expenditure on charitable activities	2022	2021
	Governance costs		
	Independent examination - current year	500	-
	Other accountancy fees paid to independent examiner	3,257	-
	Legal and professional fees	1,095	132
		4,852	132

5	Other expenditure	2022	2021
	Staff costs (Note 7)	38,283	20,000
	Travel costs	31	-
	Depreciation	26	-
	General administrative costs	1,568	754
		39,908	20,754

6	Net income before transfers	2022	2021
	This is stated after charging:		
	Depreciation of owned fixed assets	26	-

Notes to the Accounts for the year ended 31 August 2022 (continued)

7 Staff costs	2022	2021
Salaries and wages	39,332	17,629
Social security costs	(1,069)	2,371
Pension costs	-	-
Staff recruitment and training costs	20	-
	38,283	20,000

In the year to 31 August 2022, no employee received emoluments greater than £60,000 (2021: none).

No trustees (2021: none) were reimbursed for expenses incurred (2021: none) for travel to board meetings. No trustee received any remuneration in the year (2021: none).

Key management personnel comprise the trustees and the CEO. Total remuneration paid to these individuals was £36,249 (2021: £23,229).

The average number of staff employed, including part time staff was 2 (2021: 1)

8 Tangible fixed assets	Computer equipment	Total
Cost		
At 1 September 2021	-	-
Additions	202	202
At 31 August 2022	202	202
Depreciation		
At 1 September 2021	-	-
Charge for the year	26	26
At 31 August 2022	26	26
Net Book Value		
At 31 August 2022	176	176
At 31 August 2021	-	-

9 Creditors falling due within one year	2022	2021
Other taxes and social security	3,181	1,161
Trade and other creditors	234	-
Accruals and deferred income	23,324	19,272
	26,739	20,433

Notes to the Accounts for the year ended 31 August 2022 (continued)

10 Movement in funds

	At 1 September 2021	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2022
Unrestricted funds:				
General funds	2,233	55,704	(46,806)	11,131
	2,233	55,704	(46,806)	11,131

	At 1 September 2020	Incoming resources including other gains/(losses)	Outgoing resources	At 31 August 2021
Unrestricted funds:				
General funds	251	23,333	(21,351)	2,233
	251	23,333	(21,351)	2,233

11 Analysis of net assets between funds

	Unrestricted Funds	Total 2022
Fixed assets	176	176
Net current assets	10,955	10,955
	11,131	11,131

	Unrestricted Funds	Total 2021
Fixed assets	-	-
Net current assets	2,233	2,233
	2,233	2,233

12 Trustee Liability

The entity is limited by guarantee and consequently does not have share capital.

Every member of the entity undertakes to contribute to the assets of the charitable company, in the event of a winding up, such an amount as may be required not exceeding £1.