

The Bridge Association
(A Company Limited by Guarantee)

Directors' Report and Financial Statements

For the year ended 31 March 2025

The Bridge Association
(A Company Limited by Guarantee)

Contents

	Page
Reference and Administrative Details of the Company, its Directors and Advisers	1
Directors' Report	2 - 5
Independent Auditors' Report on the Financial Statements	6 - 8
Statement of Financial Activities	9
Balance Sheet	10
Statement of Cash Flows	11
Notes to the Financial Statements	12 - 22

The following pages do not form part of the statutory financial statements:

Charity Detailed Income and Expenditure Account and Summaries

The Bridge Association
(A Company Limited by Guarantee)

Reference and Administrative Details of the Company, its Directors and Advisers
For the year ended 31 March 2025

Directors	D Edmont, Chairman A McCullagh, Treasurer J Barnes, Secretary W Montgomery C Murray A Watson M McLaughlin (resigned on 26 November 2024) N McClelland P Dunlop
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Company registered number	NI021368
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Charity registered number	NIC107046
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Registered office	Unit 41 Antrim Business Park Enkalon Industrial Estate 25 Randalstown Road Antrim BT41 4LD
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Joint Managing Directors	Mrs J Barnes and Mr D Edmont
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Auditors	Sumer AuditCo NI Limited Statutory Auditors 4th Floor Glendinning House 6 Murray Street Belfast BT1 6DN
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Bankers	AIB 78 Wellington Street Ballymena BT43 6AF
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Solicitors	Donnelly & Kinder Solicitors 22 Adelaide Street Belfast BT28GD
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The Bridge Association
(A Company Limited by Guarantee)

Directors' Report
For the year ended 31 March 2025

The Directors present their annual report together with the audited financial statements of the Company for the period 1 April 2024 to 31 March 2025. The Directors confirm that the Annual Report and financial statements of the charitable Company comply with the current statutory requirements, the requirements of the charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Through the wide range of occupational training programmes carried out by the Company, The Bridge Association endeavours to provide relief and rehabilitation for Learning Disabilities for mentally and physically disabled persons.

Achievements and Performance

a. Review of activities

The Bridge Association has continued to raise levels of confidence, basic social/living skills, numeracy, literacy and IT skills for each trainee. In the year 2024/25 the total number of trainees reached 43 (2023/24: 41) all of whom gained a number of units within the City & Guilds/NVQ structures. The Association has developed a Social Programme which covers rights and equality, online safety around digital services and social media, anti-social behaviour and person centred care planning for each trainee.

Our programme of activities and courses for both trainees and staff, assisted by funding from ARC (Association for Real Change), includes first aid training, epilepsy and dementia awareness, food hygiene, manual handling, mental health awareness, stress management, mindset and movement and health and well being.

The Association has continued to be a provider stakeholder within the Learning Disability strategy, benchmarked as forward thinking, innovative and meeting best practice with all Health and Social Care Trusts.

Northern Health & Social Care Trust (NHSCT) have fully implemented all Direct Payment agreements at the correct hourly rate and they will not restrict the number of placements that they could request on a year to year basis.

The Association continued to directly ring fence the equivalent of 3 full-time and 3 two-day Direct Payment places for the South Eastern Health & Social Care Trust (SEHSCT) during 2024/25 and we are on target to fill the remaining ring fenced placements in 2025/26.

The Association has continued to develop, with Belfast Health & Social Care Trust (BHSCT), the three strands of funding within the SDS programme i.e. Direct payments from Trainees, Care Management payments on behalf of trainees and Direct Patient Bank Trust payments for placements. The Association has directly ring fenced for BHSCT the equivalent of 2 full-time and 3 two-day Direct Payment places for 2025/26.

The Association has been working closely with the Education Authority and other Health & Social Care Trusts to highlight that the training unit is open to all clients with a Learning Disability to purchase a place directly using Direct Payments. We have also developed a six week taster programme for all pupils within the transition period at school (16-18 years of age). This programme is currently being operated with Riverside School, Parkview School, Castle Tower School and Fleming Fulton School.

The Bridge Association
(A Company Limited by Guarantee)

Directors' Report (continued)
For the year ended 31 March 2025

Achievements and Performance (continued)

During the year the Association has continued to develop and enhance the Bridge Quirky Emporium Social Enterprise in order to promote and provide up-cycling, crafting and retail training in a real setting for all trainees. This has gone from strength to strength with the retail side moving into a larger shop unit in Castle Mall, Antrim.

The dedicated What's App groups, where we share all relevant training unit and government information, is working well. We maintained full GDPR compliance in relation to these. Our Facebook/Instagram pages for Bridge and Quirky are updated on a weekly basis to inform the community about the Association and what we do. The trainees issue a monthly news letter (The Bridge Beat) to highlight both activities that have taken place and upcoming events.

The Trainee Committee works closely with the Senior Management Team on the trainees' aspirations, requirements for training provision, social activities and fundraising for the new unit.

The Learning Disability Football Team has been developed in conjunction with Hillsborough Boys Football Club and has successfully competed in the annual George Best Community Cup and in the IFA Foundation Disability League.

A trainee choir (The Quirky Choir) has been established and takes part in a range of activities to promote the Association in the community. Their success has been recognised and they will be performing in several local care homes, the Castle Mall Shopping Centre and at the Mayor's service.

Our Hug A Mug Ability Café, based in Castle Mall, Antrim, opened in July 2024. It promotes and develops catering skills in a real setting for all trainees attending and has been signed up as a 'Safe' space, a befriender/information finder through the Loneliness Network and also as a safe space for promoting breast feeding.

Financial review

a. Going concern

Given the continuing support of the Health & Social Care Trusts and their acknowledgement of the valuable work by the charity in providing high quality training and rehabilitation, the directors are confident in the future of the Association and consider the going concern basis suitable for the preparation of accounts for the year ended 31 March 2025.

b. Reserves policy

It is the Association's policy to try to maintain unrestricted reserves equivalent to 3 months revenue expenditure in order to a) cover short term fluctuations in funding and b) to ensure an orderly rundown of the organisation should future funding be unobtainable. At the year end the investment of cash resources in commencing our new building project meant that available unrestricted reserves were curtailed, however the directors will be keeping this under constant review.

Structure, governance and management

a. Constitution

The Bridge Association is a charitable company limited by guarantee and registered with the Charity Commission for Northern Ireland (charity no. NIC107046).

The Bridge Association
(A Company Limited by Guarantee)

Directors' Report (continued)
For the year ended 31 March 2025

Structure, governance and management (continued)

b. Methods of appointment or election of Directors

The management of the Company is the responsibility of the Directors who are elected and co-opted under the terms of the Memorandum of Association.

c. Pay policy for senior staff

The Joint Managing Directors, who are also Trustees, receive remuneration at a level set by the Board. This remuneration is fully disclosed in these financial statements.

d. Organisational structure and decision making

Day to day decision making is undertaken by the Executive Directors, Mrs J Barnes and Mr D Edmont, with regular reporting to the Board. Decisions on strategy, policy and material capital expenditure are taken by the full Board.

Plans for future periods

An Open Week will continue to be held each year to showcase the work of the Association and with the aim of achieving a placement level of 51 and with a further 5 on a waiting list in order to ensure the future stability of the organisation.

Having secured loan and overdraft facilities from our bankers it is anticipated that Phase 2 of the construction of our new Training Unit/Community Hub project will commence in early 2026.

We will continue developing our working relationships with all the funding bodies in order to access the necessary grants/funding aid to complete the above project.

Statement of Directors' responsibilities

The Directors (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial . Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Bridge Association
(A Company Limited by Guarantee)

Directors' Report (continued)
For the year ended 31 March 2025

Disclosure of information to auditors

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as that Director is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Sumer AuditCo NI Limited, have indicated their willingness to continue in office and a motion to propose their re-appointment will be put to the AGM.

Approved by order of the members of the board of Directors and signed on their behalf by:

D Edmont
Chairman/Joint Managing Director

J Barnes
Joint Managing Director

Date: 22 October 2025

The Bridge Association
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of The Bridge Association

Opinion

We have audited the financial statements of The Bridge Association (the 'Charitable Company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

The Bridge Association
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of The Bridge Association (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial year for which the financial statements is prepared is consistent with the financial statements.
- the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report..

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement, the Directors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent Auditors' Report to the Members of The Bridge Association (continued)

Auditors' responsibilities for the audit of the financial statements

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

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

We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: posting of unusual journals along with complex transactions and revenue recognition. We discussed both these risks with client management. In regards to journals, we tested a sample of journals to confirm they were appropriate and reviewed areas of judgement for indicators of management bias. To address the revenue recognition risk, we also discussed these with management and considered the risk as part of our sample size within revenue testing.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Brian Clerkin (Senior Statutory Auditor)

for and on behalf of

Sumer AuditCo NI Limited

Statutory Auditors
4th Floor
Glendinning House
6 Murray Street
Belfast
BT1 6DN

22 October 2025

Sumer AuditCo NI Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

The Bridge Association
(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2025

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	2	306,472	10,819	317,291	52,678
Charitable activities	3	-	874,116	874,116	770,851
Total income		306,472	884,935	1,191,407	823,529
Expenditure on:					
Charitable activities		-	929,409	929,409	696,474
Total expenditure		-	929,409	929,409	696,474
Net movement in funds		306,472	(44,474)	261,998	127,055
Reconciliation of funds:					
Total funds brought forward		20,000	542,832	562,832	435,777
Total funds carried forward		326,472	498,358	824,830	562,832

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 12 to 22 form part of these financial statements.

The Bridge Association
(A Company Limited by Guarantee)
Registered number: NI021368

Balance Sheet
As at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	9	1,064,276	534,126
Current assets			
Stocks	10	76,007	66,304
Debtors	11	32,435	31,434
Cash at bank and in hand		105,353	137,170
		213,795	234,908
Current liabilities			
Creditors: amounts falling due within one year	12	(284,940)	(60,003)
Net current liabilities / assets		(71,145)	174,905
Total assets less current liabilities		993,131	709,031
Creditors: amounts falling due after more than one year	13	(168,301)	(146,199)
Total net assets		824,830	562,832
Charity funds			
Restricted funds	14	326,472	20,000
Designated funds	14	38,557	27,738
General funds		459,801	515,094
	14		
Total funds		824,830	562,832

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Directors and signed on their behalf by:

D Edmont
Chairman/Joint Managing Director

J Barnes
Joint Managing Director

Date: 22 October 2025

The notes on pages 12 to 22 form part of these financial statements.

The Bridge Association
(A Company Limited by Guarantee)

Statement of Cash Flows
For the year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash generated from operating activities	362,730	146,366
Cash flows from investing activities		
Purchase of tangible fixed assets	(571,649)	(29,729)
Net cash used in investing activities	(571,649)	(29,729)
Cash flows from financing activities		
Cash inflows from new borrowing	155,000	-
Repayments of borrowing	(6,984)	(5,783)
New finance leases	53,874	-
Repayments of finance leases	(24,788)	(8,398)
Net cash provided by/(used in) financing activities	177,102	(14,181)
Change in cash and cash equivalents in the year	(31,817)	102,456
Cash and cash equivalents at the beginning of the year	137,170	34,714
Cash and cash equivalents at the end of the year	105,353	137,170

The notes on pages 12 to 22 form part of these financial statements

Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

1.2 Company Status

The company is a company limited by guarantee. The members of the company are the Directors named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

The Directors of The Bridge Association have reviewed the resources available and believe that the charity has adequate resources to continue in operational existence for the foreseeable future.

Accordingly, The Bridge Association continues to adopt the going concern basis in preparing the financial statements.

1.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

1.5 Expenditure

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

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.6 Tangible fixed assets and depreciation

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 6% straight line
Plant and machinery	- 20% & 33% straight line
Motor vehicles	- 25% straight line

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

1.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.8 Debtors

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

1.9 Cash at bank and in hand

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

1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.11 Financial instruments

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

Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.12 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities incorporating Income and Expenditure Account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

1.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Directors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 14 in the financial statements.

2. Income from donations and legacies

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	-	10,819	10,819	12,428
Grants	306,472	-	306,472	40,250
	<u>306,472</u>	<u>10,819</u>	<u>317,291</u>	<u>52,678</u>

Restricted funds relate to grants which must be used for specific purposes.

Included within the grants are four grants amounting to £245,005 funding the capital expense of the new training centre.

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

3. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Direct payment fees	670,087	670,087	644,220
Other income from charitable activities	193,826	193,826	116,752
Canteen income	10,203	10,203	9,879
	<u>874,116</u>	<u>874,116</u>	<u>770,851</u>

4. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Support costs - wages and salaries	-	59,974	59,974	57,303
Trainee costs	140,941	-	140,941	128,810
Other support costs	58,462	195,010	253,472	167,241
Other costs	390	22,187	22,577	5,299
Staff costs - wages and salaries	380,000	-	380,000	286,174
Cost of sales	72,445	-	72,445	51,647
Total 2025	<u>652,238</u>	<u>277,171</u>	<u>929,409</u>	<u>696,474</u>

5. Net income/(expenditure)

This is stated after charging:

Depreciation of tangible fixed assets

	2025 £	2024 £
- owned by the charity	1,915	2,095
- held under finance leases	39,583	24,624

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

6. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £5,800 (2024 - £5,500).

7. Staff costs

	2025	2024
	£	£
Wages and salaries	417,650	322,959
Contribution to defined contribution pension schemes	22,324	20,518
	439,974	343,477

Included in the wages and salaries figures above is £24,934 in relation to employer social security costs.

The average number of persons employed by the Company during the year was as follows:

2025	2024
18	15

No employee received remuneration amounting to more than £60,000 in either year.

8. Directors' remuneration and expenses

During the year retirement benefits were accruing to 2 Directors (2024: 2) in respect of defined contribution pension schemes.

Remuneration paid to key personnel, being the two Joint Managing Directors amounted to £118,000 (2024: £112,744). No other Directors received any remuneration or expenses. Remuneration of key management personnel includes employer pension contributions and National Insurance contributions as defined under FRS 102.

During the year ended 31 March 2025, no Director expenses have been incurred (2024: £NIL).

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

9. Tangible fixed assets

	Freehold property £	Plant and machinery £	Motor vehicles £	Total £
Cost or valuation				
At 1 April 2024	625,908	121,451	142,206	889,565
Additions	509,626	62,023	-	571,649
Disposals	-	-	(19,794)	(19,794)
At 31 March 2025	<u>1,135,534</u>	<u>183,474</u>	<u>122,412</u>	<u>1,441,420</u>
Depreciation				
At 1 April 2024	182,264	115,626	57,550	355,440
Charge for the year	-	10,894	30,604	41,498
On disposals	-	-	(19,794)	(19,794)
At 31 March 2025	<u>182,264</u>	<u>126,520</u>	<u>68,360</u>	<u>377,144</u>
Net book value				
At 31 March 2025	<u>953,270</u>	<u>56,954</u>	<u>54,052</u>	<u>1,064,276</u>
At 31 March 2024	<u>443,644</u>	<u>5,825</u>	<u>84,656</u>	<u>534,125</u>

Included within the NBV of Land and Buildings is £953,270 in relation to an asset under construction, the new training center.

10. Stocks

	2025 £	2024 £
Finished goods and goods for resale	<u>76,007</u>	<u>66,304</u>

11. Debtors

	2025 £	2024 £
Due within one year		
Other debtors	4,449	-
Prepayments and accrued income	27,986	31,434
	<u>32,435</u>	<u>31,434</u>

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

12. Creditors: Amounts falling due within one year

	2025 £	2024 £
Bank loans	147,323	17,950
Other loans	30,000	-
Social Security and other taxes	-	5,857
Obligations under finance lease and hire purchase contracts	18,061	8,397
Other creditors	14,203	8,021
Accruals and deferred income	75,353	19,778
	<u>284,940</u>	<u>60,003</u>

13. Creditors: Amounts falling due after more than one year

	2025 £	2024 £
Bank loans	100,659	107,643
Net obligations under finance lease and hire purchase contracts	67,642	38,556
	<u>168,301</u>	<u>146,199</u>

Included within the above are amounts falling due as follows:

	2025 £	2024 £
Between one and two years		
Bank loans	17,950	17,950
Between two and five years		
Bank loans	53,850	53,850
Over five years		
Bank loans	28,859	35,843
Hire Purchase		
	2025 £	2024 £
Between one and five years	67,643	46,954
	<u>67,643</u>	<u>46,954</u>

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
Designated funds				
Designated Funds - all funds	27,738	10,819	-	38,557
General funds				
General Funds - all funds	515,094	874,116	(929,409)	459,801
Total Unrestricted funds	542,832	884,935	(929,409)	498,358
Restricted funds				
Restricted Funds - all funds	20,000	306,472	-	326,472
Total of funds	562,832	1,191,407	(929,409)	824,830

Designated funds represent monies allocated by the Trustees to fund the new building project.

Restricted funds relate to grants which must be used for specific purposes.

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
Designated funds				
Designated Funds - all funds	15,310	12,428	-	27,738
General funds				
General Funds - all funds	420,467	770,851	(676,224)	515,094
Total Unrestricted funds	435,777	783,279	(676,224)	542,832
Restricted funds				
Restricted Funds - all funds	-	40,250	(20,250)	20,000
Total of funds	435,777	823,529	(696,474)	562,832

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	326,472	737,804	1,064,276
Current assets	-	213,795	213,795
Creditors due within one year	-	(284,940)	(284,940)
Creditors due in more than one year	-	(168,301)	(168,301)
Total	326,472	498,358	824,830

The Bridge Association
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the year ended 31 March 2025

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	534,126	534,126
Current assets	20,000	214,908	234,908
Creditors due within one year	-	(60,003)	(60,003)
Creditors due in more than one year	-	(146,199)	(146,199)
Total	20,000	542,832	562,832

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	261,998	127,055
Adjustments for:		
Depreciation charges	41,498	26,719
Increase in stocks	(9,703)	(25,097)
Increase in debtors	(1,000)	2,584
Increase in creditors	69,937	15,105
Net cash provided by operating activities	362,730	146,366

17. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	105,353	137,170
Total cash and cash equivalents	105,353	137,170

Notes to the Financial Statements
For the year ended 31 March 2025

18. Analysis of changes in net debt

	At 1 April 2024	Cash flows	New finance leases	At 31 March 2025
	£	£	£	£
Cash at bank and in hand	137,170	(31,817)	-	105,353
Debt due within 1 year	(17,950)	(159,373)	-	(177,323)
Debt due after 1 year	(107,643)	6,984	-	(100,659)
Finance leases	(46,953)	(18,061)	(20,689)	(85,703)
	<u>(35,376)</u>	<u>(202,267)</u>	<u>(20,689)</u>	<u>(258,332)</u>

19. Contingent liabilities

At the balance sheet date, the charity has identified potential obligations relating to donations and grants received. These contingent liabilities arise as follows:

Grants Subject to Repayment Conditions

Certain grants received during the year include conditions requiring the charity to meet specified milestones or maintain the funds for designated purposes. If these conditions are not met, there is a risk the funds may be subject to repayment. The total value of grants which may become repayable is £281,213.

As at 31 March 2025, the charity has no indication that the conditions will not be fulfilled, therefore no provision has been made in these financial statements.

Donor Restrictions

Donations may be restricted by donors for specific purposes. While the charity actively manages its activities to comply with these restrictions, failure to adhere to donor requests could result in a liability to repay unutilised funds.

20. Related party transactions

Remuneration of £31,506 (2024: £29,714) was paid to a family member connected to one of the Directors, remuneration of £20,184 (2024: £16,455) was paid to two family members of another Director. Furthermore, a loan under the terms of interest free and repayable on demand has been given to the charity by one of the Directors.

The Bridge Association
(A Company Limited by Guarantee)

Income and expenditure account
For the year ended 31 March 2025

	2025 £	2025 £	2024 £	2024 £
Charity Income				
Canteen Income	10,203		9,879	
Direct Payment Fees	670,087		644,219	
Quirky Emporium	116,997		116,752	
Grant Income	306,472		40,250	
Cafe Income	76,829		-	
Donations	10,819		12,429	
		1,191,407		823,529
Less:				
Cost of Sales				
Opening Stock	66,304		41,207	
Purchases	82,148		76,744	
Closing Stock	(76,007)		(66,304)	
		72,445		51,647
Support Costs				
Support Staff Salary	54,513		51,717	
Pension Costs Support	5,461		5,586	
Postage and Stationery	523		1,560	
Telephone	5,335		2,652	
Insurances	23,638		22,827	
Light & Heat	10,768		17,060	
Rent	52,971		39,530	
Water Charges	8,599		560	
Staff Travel	928		804	
Bank Charges	1,893		245	
Audit/Accountancy	9,427		6,510	
Bank Interest and Charges	9,282		2,164	
Credit Card Charges	2,009		2,604	
HP Interest	7,583		4,294	
Leasing	3,616		3,151	
Depreciation	41,498		26,719	
Loan Interest	30,184		12,168	
Miscellaneous	334		1,231	
Professional Fees	16,402		13,500	
Profit on disposal of fixed assets	(16,800)		-	
Advertising and Promotion	3,473		1,826	
Charitable Donations	1,107		500	
Computer Software	3,305		3,462	
Printing	-		998	

The Bridge Association
(A Company Limited by Guarantee)

Income and expenditure account (continued)
For the year ended 31 March 2025

	2025	2025	2024	2024
	£	£	£	£
Subscriptions	1,122		240	
Entertainment	-		450	
		277,171		222,358
Charitable Activities				
Trainee Travel	18,939		13,322	
Trainee Food	26,003		26,975	
Trainee Training	26,812		10,085	
Training Materials	16,861		18,687	
Staff Training	80		4,860	
Waste Disposals	1,150		1,170	
Kitchen and Cleaning Consumables	10,577		10,239	
Repairs and Maintenance	13,427		5,822	
Trainee Allowances	24,535		25,315	
Wages and Salaries	360,004		268,332	
Pension Costs	16,863		14,932	
Life Cover	3,133		2,910	
Clothing and uniform	85		5,810	
Light & Heat	20,607		8,711	
Staff Travel	390		5,299	
Cafe Food	40,327		-	
		579,793		422,469
Total expenditure		929,409		696,474

The notes on pages 12 to 22 form part of these financial statements.