



**BRIDGE BUILDERS MINISTRIES**  
**(a company limited by guarantee)**

**TRUSTEES' REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

THURSDAY



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31/05/2018  
COMPANIES HOUSE

**BRIDGE BUILDERS MINISTRIES**  
**(a company limited by guarantee)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

Registered Charity no: 1145235

Company Registration no: 7336077

Trustees: Tamsin Martle (from 20 January 2017) – Chair  
Richard Fowler (Secretary) – resigned 5 December 2017  
Revd Pearl Luxon  
Revd Carol Murray  
Graham Shorter FCA (Treasurer and Secretary)  
Aidan Melville

Executive Director: Colin Moulds

Registered Office: PO Box 3612  
22 Larkhill  
Wantage  
OX12 8HW

Bankers: The Co-operative Bank  
PO Box 250  
Delf House  
Southway  
Skelmersdale  
WN8 6WT

Independent Examiner: Robin Jackson FCA  
Churchgate Accountants Limited  
Langton Place  
Bury St Edmunds

**BRIDGE BUILDERS MINISTRIES**  
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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2017**

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31 August 2017. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities (FRS 102) in preparing the annual report and financial statements of the charity.

**Objectives and Activities**

The charity's objects are: 'to advance the Christian faith and in particular the gospel of redemption and reconciliation for the benefit of the public, by every available means but particularly (without limiting the generality of the foregoing) by the provision of training and education in the principles and practice of Christian community-building and peacemaking, and (in furtherance of Christian community-building and peacemaking) by the provision of advice, mediation, consultancy and other services, to Christian church leaders members and others'.

Arising from this Bridge Builders' vision is '*to help facilitate a change of culture of churches and church organisations in the UK towards a positive and creative handling of conflict, transforming it into reconciliation and healing*'.

Bridge Builders seeks to achieve its objects primarily by running a programme of training courses, especially for those in church leadership and ministry roles of various kinds, and by running workshops and courses at the request of church organisations. Additionally, it provides mediation, coaching, consultancy and other services for church bodies and individual church leaders and ministers. The full range of Bridge Builders' activities is covered on its website: [www.bbministries.org.uk](http://www.bbministries.org.uk).

In exercising their powers or duties, the trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

**Achievements and Performance**

In the period covered by this report Bridge Builders ran the following residential training courses with a total of 176 participants:

- 25 – 30 September 2016: ***Transforming Church Conflict: A Foundation Course for Church Leaders***  
at Felden Lodge, Herts with 21 participants
- 17 – 20 October 2016: ***Leading with Emotional Maturity: Insights from Family Systems***  
at Felden Lodge, Herts with 15 participants
- 20 – 25 November 2016: ***Transforming Church Conflict: A Foundation Course for Church Leaders***  
for Church in Wales at St Michael's, Cardiff with 17 participants
- 22 – 27 January 2017: ***Mediating Interpersonal Conflicts: Skills Training for Christians***  
at Felden Lodge, Herts with 20 participants
- 20 - 23 February 2017: ***Leading with Emotional Maturity: Insights from Family Systems***  
at Felden Lodge, Herts with 16 participants
- 19 – 24 March 2017: ***Transforming Church Conflict: A Foundation Course for Church Leaders***  
for Northwest Region Methodist Church at Rydall Hall with 24 participants
- 23 – 28 April 2017: ***Transforming Church Conflict: A Foundation Course for Church Leaders***  
at Felden Lodge, Herts with 23 participants
- 14 – 19 May 2017: ***Transforming Church Conflict: A Foundation Course for Senior Church Leaders***  
at Scalford Hall, Melton Mowbray with 25 participants
- 18 – 23 June 2017: ***Transforming Church Conflict: A Foundation Course for Church Leaders***  
at Felden Lodge, Herts with 15 participants.

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2017 - continued**

We also ran 16 training workshops around England and Wales, of one to three days in duration, at the request of the following range of church bodies:

- South East Baptist Association (SEBA)
- CPAS Arrow Course
- the Church in Wales
- Lincolnshire Methodists

and the Church of England dioceses of

- Birmingham
- Exeter
- West Midlands
- Coventry

These workshops were for a range of different participants including: curates, diocesan staff, parish clergy, probationary ministers, local church ministers, senior clergy, and training incumbents. A total of 256 people participated in these workshops.

We also ran eleven one-day workshops, open to any applicant from any church. These workshops were held in London, York and Manchester, and a total of 167 people participated in them.

Together with other bespoke training, this means that during 2016-17 more than 750 people attended a Bridge Builders course.

In addition to these workshops Bridge Builders were invited to run three workshops at Spring Harvest, Skegness where over 300 people attended the three sessions.

Bridge Builders were also involved in the piloting of Bowen Coaching Groups which was part of a PhD research programme being run by Kathryn Kissel looking at the impact of Bowen Coaching on clergy resilience.

Mid 2017 saw the launch of the *Growing Bridgebuilders* resource pack funded by Bridge Builders and written by Alastair McKay. Four one-day workshops were run to train potential users of the resource with a total of 62 people attending.

We also provided mediation, coaching and other services at the request of church organisations and individuals as follows:

- handled 31 enquiries for church interventions
- conducted 18 interventions either directly or using Bridge Builders associates
- led a number of work consultancy or coaching meetings for church leaders, including two senior clergy; most of these sessions were provided for a few regular clients.

One of the most striking aspects of Bridge Builders' work continues to be the strength of the positive feedback that we receive for the impact and quality of its work from those who attend our training courses and workshops. The following quotes from evaluation forms give a flavour:

"This course will really help you understand and engage with the elements of church conflict and how you can and will impact them."

*Neil Le Tissier Birmingham, West Midlands Baptist, Regional Minister (May 2017)*

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2017 - continued**

"Equipping and enabling for those tough situations that seemingly have gone astray to change and transform into life as we need to have it."

*Peter Forrest Birmingham, West Midlands, Salvation Army, Major, Divisional Commander (May 2017)*

"A course not to be missed, you will be immensely enriched."

*Pete Spiers Bootle, Liverpool, Merseyside CoE, Archdeacon of Knowsley and Sefton (May 2017)*

"I'm better equipped; relevant content, excellent delivery. Theology and practice; good balance and emphasis."

*David Herbert Newcastle upon Tyne URC, Moderator Northern Synod (May 2017)*

"A pivotal time in having some understanding of how family systems theory can bring insights into being more mature in relationships

*Anne Parker, Leeds, West Yorkshire, URC Elder, Member of Northerly Synod,  
Listening and Reconciliation team (Feb 2017)*

"Essential training for all in pastoral ministry"

*Paul Chesworth, Woking, Surrey Methodist, Minister (April 2017)*

**Financial Review**

Bridge Builders had an operating deficit for the year ended 31 August 2017 of £48,078.

Total income for the year was £206,000. The principal sources of funding during the year were fees from training courses and workshops of £158,000 (2016 £151,000); mediation fees £17,500 (2016 £14,000) consultancy fees £1,800 (2016 £3,500); grants £9,500 (2016 £19,000); and donations received £16,800 (2016 £14,000).

Total expenditure for the year was £254,000. The principal items of expenditure were staff costs £121,000 (2016 £105,000); venue costs for courses £67,000 (2016 £56,000); office running costs £27,000 (2016 £24,000).

Net assets of the charity at the year-end were £39,445. Free cash (defined as total cash at bank less cash received in advance for courses or grants and any amounts due to suppliers) at the year-end was £30,000, a reduction of £52,000 over the year.

The trustees' policy has been to hold an unrestricted operational reserve of £85,000, representing six months' worth of expenditure, but during the year it was necessary to transfer £50,000 to the Income Fund.

After the year end the charity was successful in obtaining a grant of £30,000 towards the development of a Christian Mediation service, as described below. In addition an unrestricted gift of £20,000 was received towards the work of Bridge Builders. Accordingly it is the trustees' view that it is appropriate to draw up these accounts on the going concern basis.

**Plans for Future Periods**

During the year ended 31 August 2017 we found that due to UK economic conditions, church budgets for training were reduced. This meant that we didn't have the take up we expected from our Open Workshops and had to adapt our business plan.

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2017 - continued**

We commissioned market research re 'needs' and started to explore a thorough cost cutting exercise refocusing the business model. This has involved expanding our target market and revising our offering and services. In particular it has become apparent that a significant growing need, not met by any other Christian provider, is the provision of a fully accredited Christian Mediation service. We believe it will have a transformational impact across the UK and forms a major strand of Bridge Builders' new business model. We continue to raise money specifically for the launch of this service.

Furthermore, we are starting the process of updating the style of how we communicate what we are all about including our training materials.

It is important for Bridge Builders' stability that we charge a fair 'commercial' rate for our courses and services. However, this rate prohibits some people attending or benefiting from our services. Therefore, it is vital that we continue to build our bursary fund.

We continue to work towards a situation where our professional income covers our costs but in the short and medium term the deficit needs to be covered by grants and donations. The Trustees and Executive Team are focusing more energy in fund raising activity and a new wave of fundraising was launched in September 2017.

**Structure, Governance and Management**

Bridge Builders Ministries is a charitable company limited by guarantee. It was formed on 4 August 2010 and is governed by a Memorandum and Articles of Association and operates under the name 'Bridge Builders'. It was registered with the Charity Commission with effect from 29 December 2011.

The work known as 'Bridge Builders' was originally set up in the UK by the London Mennonite Centre in 1996, drawing much of its inspiration from pioneering work in conflict transformation by Mennonites in the USA. The charity became independent during 2011, and the work was transferred to it from the London Mennonite Centre on 31 August 2011.

Trustees are appointed by invitation of the existing trustees, subject to a satisfactory interview. Prospective new trustees are invited to attend a Trustees' Meeting prior to formal appointment, and to attend one of Bridge Builders' courses, for induction and training purposes.

In the last Trustees' Report, we sadly reported the unexpected death of Bridge Builders' Chair Revd Canon Chris Burch in November 2016. In June 2017 we appointed a new Chair, Tamsin Martle. She has a business background coupled with training and coaching expertise.

The governance of the charity is vested in the Board of Trustees. The full Board of Trustees continues to meet at least two times per year as per the Charity's Articles of Association. The trustees have also established a Standing Committee (composed of the Chair, the Treasurer and the Company Secretary, with the Executive Director in attendance) for the purpose of making decisions between full Board meetings. The management of the charity is the responsibility of the Executive Director under the supervision of the trustees.

**Risk Management**

The trustees undertake an annual organisational risk assessment, which identifies major risks by area, identifying degrees of exposure and steps necessary to manage these. This helps towards ensuring that we are paying due attention to the stability of our operations and to our duty of care to both our staff and programme participants. The trustees review the Risk Register annually and ensure that systems and procedures are in place to manage the risks identified. The trustees consider the major financial risk to be the failure in the short term to raise sufficient charitable funds to cover the current shortfall between income and expenditure, and in the medium-term failure to bridge that gap.

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2017 - continued**

**Trustees' Responsibilities**

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

This report was approved by the Board on 28 May 2018:



Chair of Trustees

Tamsin Martle

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**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES**

I report on the accounts of the company for the year ended 31 August 2017 which are set out on pages 8 to 11.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

**Basis of independent examiner's report**

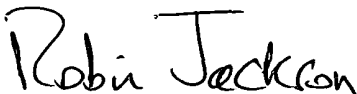
My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- 1 which gives me reasonable cause to believe that, in any material respect, the requirements:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Robin Jackson FCA  
Churchgate Accountants  
Langton Place  
Bury St Edmunds



30 May 2018



**BRIDGE BUILDERS MINISTRIES**  
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**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2017	2017	2017	2016
	Note	£	£	£	£
<b>INCOME FROM</b>					
Charitable activities	2	179,364		<b>179,364</b>	169,051
Grants	3	9,510		<b>9,510</b>	18,990
Donations		16,821		<b>16,821</b>	14,342
Interest		284		<b>284</b>	391
		<u>205,979</u>	<u>-</u>	<u><b>205,979</b></u>	<u>202,774</u>
<b>EXPENDITURE ON</b>					
Charitable activities	4	194,281		<b>194,281</b>	171,082
Operating costs	5	25,204		<b>25,204</b>	39,023
Management and administration	6	34,572		<b>34,572</b>	30,642
		<u>254,057</u>	<u>-</u>	<u><b>254,057</b></u>	<u>240,747</u>
<b>NET EXPENDITURE</b>		(48,078)	-	<b>(48,078)</b>	(37,973)
<b>Transfer between funds</b>		50,000	(50,000)	-	-
Fund balances at start of year		<u>2,523</u>	<u>85,000</u>	<u><b>87,523</b></u>	<u>125,496</u>
<b>FUND BALANCES AT END OF YEAR</b>		<u><u>4,445</u></u>	<u><u>35,000</u></u>	<u><u><b>39,445</b></u></u>	<u><u>87,523</u></u>

**BRIDGE BUILDERS MINISTRIES**  
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**BALANCE SHEET**  
**AS AT 31 AUGUST 2017**

	Note	2017 £	2016 £
<b>FIXED ASSETS</b>			
Tangible fixed assets	9	-	-
<b>CURRENT ASSETS</b>			
Trade debtors		30,903	27,496
Prepayments and accrued income		9,406	5,788
Cash at bank and in hand		79,591	131,717
		<b>119,900</b>	165,001
<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>			
Accruals and deferred income		80,455	77,478
<b>NET CURRENT ASSETS</b>		<b>39,445</b>	87,523
<b>TOTAL NET ASSETS</b>		<b>39,445</b>	87,523
<b>Representing:</b>			
<b>UNRESTRICTED INCOME FUND</b>		4,445	2,523
<b>UNRESTRICTED OPERATIONAL RESERVE</b>		35,000	85,000
		<b>39,445</b>	87,523

For the year ended 31 August 2017 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2017 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the trustees on 28/5/18 and signed on their behalf by:

 Chair of Trustees  
Tamsin Martle

**BRIDGE BUILDERS MINISTRIES**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 AUGUST 2017**

**1 Accounting policies**

(a) Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006 and follow the recommendations in *Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102)* issued in July 2014.

(b) Income

Course fees are invoiced in advance and only recognised once the course has been run. Grants and donations relating to specific activities are deferred until the related expenditure is incurred. Interest is accounted for on an accruals basis.

(c) Expenditure

Resources expended are accounted for on an accruals basis.

(d) Computer equipment

All computer equipment costing less than £2,000 is charged in the Statement of Financial Activities in the year of acquisition.

(e) Taxation

The company is a registered charity under the Charities Act 2011 and therefore no liability to taxation arises.

(f) Public benefit entity

The charity is a public benefit entity.

	2017 £	2016 £
<b>2 Charitable activities which generate funds</b>		
Course fees	157,816	150,711
Mediation fees	17,545	13,603
Consultancy	1,866	3,530
Other income	2,138	1,207
	<u>179,364</u>	<u>169,051</u>
<b>3 Grants received</b>		
<i>Growing Bridgebuilders</i> grant	1,510	8,990
Other grants	8,000	10,000
	<u>9,510</u>	<u>18,990</u>

**BRIDGE BUILDERS MINISTRIES**  
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**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**YEAR ENDED 31 AUGUST 2017**

	<b>2017</b>	2016
	<b>£</b>	<b>£</b>
<b>4 Charitable expenditure</b>		
Staff costs	91,090	77,442
Training partner costs	22,480	14,248
Venue costs	66,818	55,747
<i>Growing Bridgebuilders</i> development costs	3,984	11,390
Travel and subsistence	6,541	8,670
Books and stationery	3,368	3,585
	<u>194,281</u>	<u>171,082</u>
<b>5 Operating costs</b>		
Operating costs include:		
Operating lease rentals	6,127	5,200
Office expenses	6,571	5,789
Website and accounting systems upgrade	-	17,580
Independent examination fees	600	600
Hardware and software support	<u>7,378</u>	<u>6,913</u>
<b>6 Management and administration</b>		
Staff costs	34,112	29,813
Trustee travel expenses	<u>460</u>	<u>829</u>
	<u>34,572</u>	<u>30,642</u>
<b>7 Staff costs</b>		
Staff costs above include:		
Trustees' emoluments	-	-
Wages and salaries	112,097	98,991
Social security costs	6,291	4,953
Pension costs	<u>2,797</u>	<u>1,290</u>

**8 Pension costs**

The company operates a contributory pension scheme. It is a defined contribution scheme and contributions are charged in the Statement of Financial Activities as they accrue.

**9 Tangible fixed assets - computer equipment**

All original computer equipment has now been scrapped and purchases are now written off in the year of purchase if they are below £2,000.