

**BRIDGE BUILDERS MINISTRIES**  
**(a company limited by guarantee)**  
Company number: 07336077

**TRUSTEES' REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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

**LEGAL AND ADMINISTRATIVE INFORMATION**

Registered Charity no: 1145235

Company Registration no: 07336077

Trustees: Revd Stephen Cobbin  
Ven Nicola Groarke  
Robert Quarton  
Revd Ruth Whitehead  
Revd Andrew Corsie

Director of Training: Liz Griffiths

Registered Office: 16 Horse Fair Lane  
Cricklade  
Swindon  
SN6 6BN

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

Independent Examiners: Dovey Accountancy Services Ltd  
Heyford Park House,  
Heyford Park,  
Upper Heyford,  
Bicester  
OX25 5HD

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued**

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 2022. 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.

**Trustees and Directors**

The Trustees who served during the year were:

Ven Nicola Groarke (appointed 26 September 2018)  
Revd Stephen Cobbin (appointed 26 September 2018)  
Robert Quarton (appointed 11 April 2019)  
Revd Ruth Whitehead (appointed 11 April 2019)  
Revd Andrew Corsie (appointed on 1 March 2020)

Elizabeth Griffiths was appointed as Executive Director on 1<sup>st</sup> November 2019.

**Objectives and Activities**

The charity's objectives 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 peace-making, and (in furtherance of Christian community-building and peace-making) 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 see people resourced to live the transforming Gospel of reconciliation in every aspect of their lives'*.

Bridge Builders seeks to achieve its objectives primarily by running a programme of training courses and workshops for those in churches, charities, and other Christian organisations. Additionally, it provides mediation, coaching, consultancy and other services for church leaders, Christian organisations, and individuals. 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.

**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.

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued**

**Structure, Governance and Management (continued)**

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.

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.

Day to day operational management responsibility is held by the Executive Director (Liz Griffiths)

**Achievements and Performance**

During the period covered by this report, Covid-19 restrictions were gradually lifted, meaning a return to residential open courses and in person- commissioned training became possible over a period of time. Three residential and one hybrid (part online/part in-person) open courses were run with a total of 69 participants:

12 -17 September 2021: **Transforming Conflict 1** 16 participants

30 January – 4 February 2022: **Transforming Conflict 1** 23 participants

27 March – 1 April 2022: **Transforming Conflict 1 for Senior Christian Leaders** 23 participants

20-21 June & 19-20 July 2022: **Leading in Anxious Times** 7 participants (run as a hybrid online/in-person course)

We also ran 8 online and 17 in-person training workshops around England and Wales, of half-day to four days in duration, at the request of the following range of church bodies:

- CPAS Arrow Programme
- Salvation Army
- Church in Wales
- Holy Trinity Church, Brussels
- St Paul's Church, Slough
- Bristol Baptist College

and the Church of England dioceses of:

- Worcester
- Norwich
- Diocese in Europe
- Newcastle
- Lincoln
- Liverpool
- St Edmundsbury and Ipswich
- Winchester
- Durham
- Exeter
- Truro

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued**

These workshops were for a range of different participants including curates, diocesan staff, parish clergy, local church ministers, senior clergy, training incumbents, those training for ordained ministry and local church leaders, both lay and ordained. A total of 439 people participated in these workshops (319 in person, plus 120 online).

Bridge Builders also continued to facilitate the In Good Faith initiative from the Presence and Engagement department of Lambeth Palace. This brings together Anglican clergy and Jewish Rabbis in developing relationships and seeking through exploring differences. A total of 28 participants were involved in this programme which ran both online, and with one in-person.

This means that during 2021-22, 536 people attended Bridge Builders training.

Alongside the training, we also provided coaching, mediation and other services at the request of church organisations and individuals. Due to the demand on time and resources involved, we have limited the number of large scale group interventions, and focussed on a small amount of individual mediation work. During the year, Bridge Builders:

- conducted 8 interventions either directly or using Bridge Builders' partners
- led a number of work consultancy or coaching sessions for individuals and groups in church leadership roles

Bridge Builders' work continues to be very well received with positive feedback highlighting both the quality and the impact of the training for those in ministry. The following quotes from evaluation forms give a flavour:

"Highly recommend this training – it will train and equip you to face into conflict situations giving you the knowledge and skills to fulfil your calling."

*Church of England Team Vicar (Jan 2022, Transforming Conflict 1)*

"There was a lot of gold-dust in the conversations and talks. I found the different styles of learning, physical, group discussion and personal reflection was great."

"The importance of a gracious, gentle manner in exploring conflicting issues. I gained much from the style as the content - thank you for your authenticity."

*Participants on CPAS Arrow Programme (October 2021)*

"Brilliant workshop – really thought-provoking and practically helpful"

*Baptist Minister-in-training (Feb 2022, Handling Conflict Constructively, 2 day workshop)*

"Wrestling with conflict and tension in such a way as to discern opportunity and give the hope of reconciliation"

*Church of England Archdeacon (March 2022, Transforming Conflict 1 for Senior Christian Leaders)*

**Financial Review**

Bridge Builders had a surplus for the year ended 31 August 2022 of £8,035 compared to a surplus in 2021 of £4,081.

Total income for the year was £106,970 - an increase of 38% from £77,542 in 2021).

The principal sources of funding during the year were;

- fees from training courses and workshops of £82,595 (2021 £45,894);

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued**

- mediation fees of £9,368 (2021 £21,358);
- grants of £1,200 (2021 £1,650); and
- donations received of £13,102 (2021 £7,871).

Total expenditure for the year was £98,935 – an increase of 36% from £72,561 in 2021

The principal items of expenditure were;

- staff costs of £42,804 (2021 £38,635);
- venue costs for courses of £27,231 (2021 £4,712),
- training partner service costs of £15,296 (2021 £16,150), and
- operating costs of £10,476 (2021 £1,749).

Net assets of the charity at the year-end were £86, 846 (2021 £78,811).

As on 31<sup>st</sup> August 2022 there are no monies in restricted funds.

The trustees' policy has been to hold an unrestricted operational reserve representing a minimum of six months' worth of expenditure. Based on expenditure levels associated with the current operating model, at the 31 August 2022, this has been achieved.

**Risk Management**

The trustees review major risks on an ongoing basis, and in particular, at each of the Trustee meetings. In this way the Trustees are 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. Financial sustainability and strategic risk assessments are also constantly considered.

During the period, the most significant risk was deemed to be sustainability of the delivery / operating model that could result from potential unavailability of key staff. Linked to this, is the additional risk /issue of the long-term sustainability of an organization that is dependent on the skills and expertise of a single key member of staff who is providing all of the main training delivery and associated financial income. These risks continue to be reviewed and mitigations sought by the Board of Trustees.

**Plans for Future Periods**

Having now emerged from the restrictions of COVID-19, Bridge Builders has continued with the trend of providing online resources to clients, mixing these with a return to a significant level of face-to-face residential workshops. We see this blend continuing into the future. The skills and capabilities developed over the last few years are helping to shape resources that meet the wide range of clients' needs. We believe that future client needs will continue to require a mix of resources – online and residential – and that these will be increasingly tailored to the individual needs of our clients.

In addition, Bridge Builders has continued to provide, as part of its core capability, a range of mediation services, from one-to-one to organization wide mediation. The demand for these services continues to grow following the end of COVID-19 restrictions.

Notwithstanding the provision of mediation services, the primary focus for Bridge Builders going forward will be the continued development and provision of high-quality training to meet the evolving needs of individual and corporate clients.

The stabilization of the financial challenges faced prior to COVID-19 and the growth experienced since coming out of the related restrictions has enabled Bridge Builders to not only achieve a solid financial

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**TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2022 - continued**

basis but has allowed Bridge Builders to recruit an additional part-time member of staff to facilitate the growth and development of the organization and its resources.

**Trustees' Responsibilities**

The trustees (who are also the directors for the purpose of company law) are responsible for preparing their 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. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

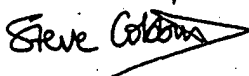
In preparing these financial statements, the trustees are required to:

- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 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 22/05/2023, and signed on their behalf by;



Chair of Trustees  
Rev. Steve Cobbin

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

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Bridge Builders Ministries ('the charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

**Responsibilities and basis of report**

As the trustees of a charitable company, you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

**Independent examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

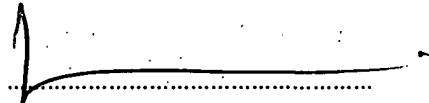


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**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BRIDGE BUILDERS MINISTRIES -  
continued**

**Independent examiner's statement (continued)**

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 financial statements to be reached.

  
.....  
Mr J Dovey FCCA

Date 22.05.2023,

**BRIDGE BUILDERS MINISTRIES**  
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**DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR END 31<sup>ST</sup> AUGUST 2022**

		Income Fund	Operational Reserve	Total Unrestricted Funds	Total Unrestricted Funds
		2022	2022	2022	2021
	Note	£	£	£	£
<b>INCOME FROM</b>					
Charitable activities	3	92,661		92,661	68,010
Grants	4	1,200		1,200	1,650
Donations		13,102		13,102	7,871
Interest		98		98	11
		<u>106,970</u>		<u>106,970</u>	<u>77,542</u>
<b>EXPENDITURE ON</b>					
Charitable activities	5	88,059		88,059	60,519
Operating costs	6	10,476		10,476	11,749
Management and administration	7	400		400	293
		<u>98,935</u>		<u>98,935</u>	<u>72,561</u>
<b>NET (EXPENDITURE)/INCOME</b>		<u>8,035</u>		<u>8,035</u>	<u>4,981</u>
Fund balances at start of year		<u>78,811</u>		<u>78,811</u>	<u>73,830</u>
<b>FUND BALANCES AT END OF YEAR</b>		<u><u>86,846</u></u>		<u><u>86,846</u></u>	<u><u>78,811</u></u>

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**BALANCE SHEET**  
**AS AT 31<sup>ST</sup> AUGUST 2022**

		2022	2021
	Note	£	£
<b>CURRENT ASSETS</b>			
Debtors	8	12,490	18,399
Cash at bank and in hand		101,295	106,502
		<u>113,785</u>	<u>124,901</u>
<b>CURRENT LIABILITIES</b>			
Creditors: amounts falling due within one year	9	26,939	46,090
<b>NET CURRENT ASSETS</b>		<u>86,846</u>	<u>78,811</u>
<b>TOTAL NET ASSETS</b>		<u>86,846</u>	<u>78,811</u>
<b>Representing:</b>			
<b>UNRESTRICTED INCOME FUND</b>		8,035	4,981
BB Fund General		4,446	4,446
Fund balances at start of year		39,365	34,384
<b>UNRESTRICTED OPERATIONAL RESERVE</b>		<u>35,000</u>	<u>35,000</u>
		<u>86,846</u>	<u>78,811</u>

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For the year ended 31 August 2022 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 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees 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 22/05/2023 and signed on their behalf by:

A handwritten signature in black ink that reads "Steve Cobbin". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Chair of Trustees  
Reverend Steve Cobbin

**BRIDGE BUILDERS MINISTRIES**  
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**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 AUGUST 2022**

**1 Accounting policies**

**(a) Basis of Preparation**

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s). The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements do not include a cash flow statement as the Company has taken advantage of the exemption available to it within the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires the trustees to exercise their judgements in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2. The trustees have prepared the financial statements on the going concern basis.

**(b) Income recognition**

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 recognition**

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.

**BRIDGE BUILDERS MINISTRIES**  
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**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**YEAR ENDED 31 AUGUST 2022**

**1 Accounting policies – continued**

(g) Financial Instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in respect of Financial Instruments

*Short term debtors and creditors*

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in 'operating costs'.

*Cash and cash equivalents*

Cash and cash equivalents comprise cash at bank and in hand.

*Offsetting*

Financial assets and liabilities are offset, and the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) Fund structure

The Company's Funds constitute unrestricted funds, which the trustees are free to use for any purpose in furtherance of the charitable objectives.

**2 Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing the financial statements, the trustees are required to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses during the year. However, the nature of estimation means that actual outcomes could differ from these estimates. Whilst the trustees have made judgements, estimates and assumptions in preparing the financial statements, they consider that these have not had a significant effect on amounts recognised.

	2022	2021
	£	£
<b>3 Charitable activities which generate funds</b>		
Course fees	82,595	45,894
Mediation fees	9,368	21,358
Consultancy	340	560
Other income	359	198
	<u>92,661</u>	<u>68,010</u>

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**NOTES TO THE FINANCIAL STATEMENTS – continued**  
**YEAR ENDED 31 AUGUST 2022**

	2022	2021
	£	£
<b>4 Grants received</b>		
Grants	<u>1,200</u>	<u>1,650</u>
	<u><b>1,200</b></u>	<u><b>1,650</b></u>

	2022	2021
	£	£
<b>5 Charitable expenditure</b>		
Staff costs	42,804	38,685
Redundancy	0	0
Venue costs	27,231	4,712
Training costs	15,296	16,150
Travel and subsistence	212	75
Books and stationery	<u>2516</u>	<u>897</u>
	<u><b>88,059</b></u>	<u><b>60,519</b></u>

	2022	2021
	£	£
<b>6 Operating costs</b>		
Office Expenses	4,338	4,125
Professional Fees	2,260	2,518
Bursary Fund	0	0
Banking and Bookkeeping	936	1,090
Hardware and software support	<u>2,942</u>	<u>4,016</u>
	<u><b>10,476</b></u>	<u><b>11,749</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**YEAR ENDED 31 AUGUST 2022**

	2022	2021
	£	£
<b>7 Management and administration</b>		
Administration staff costs	0	0
Administration redundancy costs	0	0
Fundraising	0	0
Other (Travel Expenses, welfare and Suspense Account)	400	293
	<u>400</u>	<u>293</u>

	2022	2021
	£	£
<b>8 Debtors</b>		
Trade debtors	10,258	16,167
Other debtors	1,520	1,520
Prepayments and accrued income	712	711
	<u>12,490</u>	<u>18,398</u>

	2022	2021
	£	£
<b>9 Creditors</b>		
Trade creditors	-	-
Accruals and deferred income (see note 10)	26,939	45,720
Other creditors	0	370
	<u>26,939</u>	<u>46,090</u>



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**NOTES TO THE FINANCIAL STATEMENTS - continued**

**YEAR ENDED 31 AUGUST 2022**

<b>10 Deferred income movement</b>	<b>£</b>
At 1 September 2021	44,210
Released in year	-57,505
Deferred in year	<u>43,925</u>
At 31 August 2022	<u><u>30,530</u></u>

Deferred income is recognised when funds are received in advance of a course being run. The deferred income is released once the course has run, in accordance with the income recognition accounting policy of the Company.

**11 Related party transactions**

During the year, Liz Griffiths as a director of the company, received remuneration for her employment as the Director of Training. No other trustees have received any remuneration or any other benefits from employment with the charity. None of the trustees have claimed expenses during the year for travel, subsistence, and accommodation costs.

During the year, mediation training services were provided by Clarity Development, a company owned by the spouse of one of the trustees of the charity. The total fees charged for these services were £2,218 and there was no outstanding balance at the year end.

The total aggregate value of donations received during the year from trustees or other related parties where no conditions have been placed on such donations is £858.