



THE BRIDGE FOUNDATION

**Annual Report and Accounts
31 March 2021**

Charity Number: 1178918

WHO WE ARE

Founded in 1983 by Sally Box, a psychoanalytic psychotherapist trained at the Tavistock clinic who had the vision of an organisation applying a psychoanalytic approach to understanding issues of everyday life, groups and organisations.

Today our focus is on providing high quality psychodynamic therapy to children and their families to make a difference at the earlier stages of life.

In 2020-21, our multi-disciplinary team provided therapy to over 200 children and adults each week.



WHAT WE DO

- **Bridge in Schools**
psychotherapy delivered in schools in areas of deprivation and diversity.
- **Psychotherapy services**
 - Psychotherapy delivered to vulnerable children via services commissioned through Adoption Support Fund and Social Services spot purchases.
 - Our not-for-profit service for children, families and adults who self-refer. Fees are determined by family income and over 50% are subsidised.
- **Supervision and reflective practice sessions for professionals in schools and healthcare.**
- **Professional training for counsellors working in schools.**
- **Conferences and events.**

OUR ETHOS

- A commitment to psychodynamic principles underpins every aspect of the work in the organisation
- This commitment translates into an organisational culture and infrastructure with space and time built in for weekly meetings, CPDs, and group supervisions for therapists to thoroughly consider the clinical work
- Ensures high quality therapy and clients held by the organisation as a whole
- Multi-disciplinary team of 29 psychodynamically trained therapists.
- We place the emotional wellbeing of children and families at the heart of everything we do.

As the world changed last year and the UK went into lockdown, we are proud that we were able to convert our therapeutic work to online delivery overnight. We learnt new ways of doing things, finding creative solutions to working therapeutically with clients.

It reflects the huge commitment of our therapeutic staff to their clients that they demonstrated the resilience and resourcefulness required to continue to deliver a quality service for children and families when it was needed most.



Having sessions is like having a drink and feeling fresh again, or coughing something up.

All the drawers have been opened and they can now be shut. I don't need my parents to come and see me every half an hour when I am in bed. I go to sleep easily now, and straight away.

11 Year Old Boy



Our schools model was developed twelve years ago in response to the local needs of the young people in inner city Bristol.

Through embedding a dedicated psychotherapist in schools in areas of deprivation, we have been successful in engaging with children that fall through the cracks of other statutory services.

Teachers are best placed to identify vulnerable and at-risk children and operating within schools, enables us to meet mental health challenges when they first emerge.

We provide:

- One to one therapy with children
- Parent support
- Classroom observations
- Staff consultation, supervision and wellbeing sessions
- Professional assessments.

The partnerships are funded through fundraising by The Bridge Foundation and contribution by the schools from Pupil Premium and other income streams.

In 2020-21 we:



Worked in partnership with **10** schools across Bristol and South Gloucester.
Provided additional support to another **17** schools throughout the year.



supported **147** children and young people through the service.



Delivered **995** clinical sessions

Measuring our Impact

We use a range of different nationally validated clinical outcomes measures to evaluate our impact. During Covid, we witnessed a significant rise in students' emotional and behavioural issues. Total scores at the start of our intervention for the Strengths and Difficulties Questionnaire were up by over 26% compared with the previous year, which is a very significant increase in complexity and severity.

In spite of the challenging operating environment and the high levels of emotional difficulty, parents and teachers continued to report a positive impact from our therapeutic work.



of pupils using the service were reported by teachers and parents as seeing an improvement in their emotional and behaviour difficulties.

The Bridge

Psychotherapy service

The success of online therapy has meant that we will now always offer an online therapy option for clients, alongside the option of working face to face. We have also managed to grow the staff team and capacity in the last year to meet the increasing demand for psychotherapy services as the impact of the pandemic is felt.

Whilst online therapy wasn't suitable for every client, the highly skilled nature of our therapists meant that they were able to adapt our clinical model to suit each individual and we have continued to adapt and evolve our services.

- **245** psychotherapy clients
- **54%** of these clients paid a subsidised rate.
- **19%** of these were commissioned by social services or adoption support fund
- **3,414** clinical sessions were delivered in total over the year



“

Our therapist was able to offer us so many useful insights into our situation and has increased our confidence in parenting our challenging teen. We will always be grateful for her advice.

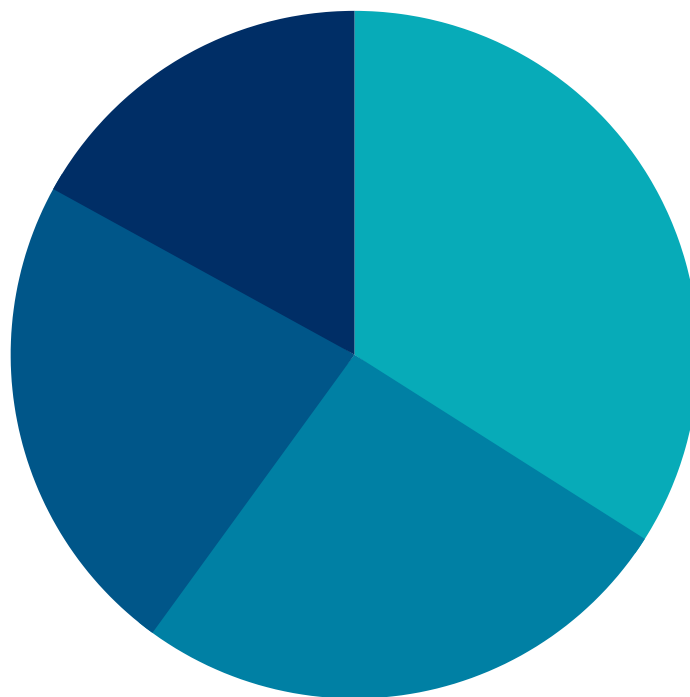
Parent

OUR FINANCIAL MODEL

In uncertain times, it is essential that we are able to sustain ourselves financially to continue to provide the mental health services that are needed now more than ever. The Bridge Foundation therefore maintains a mixed funding streams model to provide that sustainability.

Commissioned services
17%

Fundraising
23%



Psychotherapy clients
34%

Contributions from schools
26%

Our 2020-21 Income Sources

PLANS FOR THE FUTURE

Our Strategic Plan 21-23 has been developed for the organisation to enable us to grow to meet the ever-increasing demand for our services. There are five pillars to this strategic plan:

Accessibility

Make the organisation and our services accessible to more diverse communities

Innovation

Build on our clinical expertise to offer new services to engage and help clients in different ways

Sustainability

Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients

Evidence

Develop an evidence base to demonstrate the impact and strength of our clinical work

Quality

Develop KPI framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence

Underpinning all of these priorities is a focus on sustainable growth to ensure that all services are delivered with the same level of clinical excellence.

LETTER FROM OUR CHAIR

It seems hardly possible that another year has gone by – and what a year it has been – forever tinged with the reality of Covid-19 and all it brings. Reflecting on the Bridge experience inevitably reminds me of the highs and lows of organisational life – including the flexibility and resilience of our staff team, getting to grips with virtual meetings and the difficulty that long Covid can bring.

With the announcement of lockdown at the end of March 2020, all Bridge services moved on-line within a week. This feat of change management by the staff team was followed by an ever changing mix of on-line and face to face therapy with clients as Covid restrictions came and went. Our fear was that this would result in a loss of work and income. However, we are grateful that a continuing high demand for our services and our mixed funding model have left us in a good position as things return to some semblance of 'normality'.

In addition to these external factors, we have seen significant internal changes this year. We said a sad goodbye to Frances Fox, our Director of 15 years, and in July 2020 welcomed our new CEO, Michelle Windle. She has hit the ground running with the support of a newly forming Senior Management Team – Matthew Jenkins and Georgina Taylor having been appointed as Service Managers at the start of 2020. Since taking up her appointment, Michelle has worked with us to develop a new strategic plan and a robust administrative infrastructure that aims to do justice to the excellence of our therapeutic services.

An important learning outcome for The Bridge this year is the realisation that there is a strong demand for on-line services as well as for a return to more traditional face to face work. This leads us to reflect on the benefits of developing a mixed model for the future – one that will meet the needs of a more diverse group of clients and that will allow us to work within a wider geographic area. It has also taken the pressure off our need to re-locate to larger premises. It gives us a little breathing space to reflect on the nature and direction of future development.

Overall, while this has not been an easy year, The Bridge has more than maintained its momentum in terms of the quality and reach of its services. This has not just happened – it is down to solid and consistent effort. In view of this, I would like to extend a sincere thank you to all those who have contributed – our fantastic staff team, our Board of Trustees, our friends, partners and our funders. The success of The Bridge Foundation continues to rest on the dedication, enthusiasm and creativity of all those involved.

A new year beckons with hope now on the horizon. I look forward to the next instalment of 'life at The Bridge' as we move into the future.

My very best wishes

Cathy Benjamin

The Bridge Foundation | Chair of Trustees

Charity no. 1178918

The Bridge Foundation
Report and Unaudited Financial
Statements
31 March 2021

The Bridge Foundation

Reference and administrative details

For the year ended 31 March 2021

Charity number	1178918
Registered office	13 Sydenham Road Bristol BS6 5SH
Trustees	The trustees who served during the year and up to the date of this report were as follows: Alison Appshaw - Treasurer Cathy Benjamin - Chair Jane Cheshire Caroline Harris (appointed 21 September 2020) Jeff Hurren Michael Randall Murray Stewart Sayi Thomas Lucy Young
Chief executive officer	Michelle Windle (from 23 July 2020) Frances Fox (to 23 July 2020)
Bankers	NatWest 40 Queen's Road Clifton Bristol BS8 1BF
Independent examiners	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

Objectives and activities

Purpose

The objects of the CIO are for the public benefit in Bristol and the South West (the area of benefit):

- The advancement of the science, skills and application of psychoanalytical psychotherapy; and
- The promotion of the arts.

This is done through the advancement of the skills and application of psychoanalytically based therapeutic services and the pursuit of good practice through education, training, consultancy and promotion of the arts.

Aims

Our vision

At The Bridge Foundation we want a future where every person can feel secure about who they are and relate to others as fully and honestly as possible.

We provide counselling, psychotherapy, consultation and supervision informed by psychoanalytic thinking in Bristol and the South West. We use a psychoanalytic approach to explore underlying patterns in behaviour and relationships and improve emotional wellbeing and mental health.

We do this by providing:

- Psychodynamic counselling and psychotherapy;
- A range of therapeutic services for individuals, couples and families, to help people with different needs at different life stages;
- Professional training for counsellors working in schools and supervision and work discussion for professionals working with people; and
- Hosting conferences and events.

Our approach

The Bridge Foundation is a charity where:

- Our diverse local communities find access to high quality counselling and psychotherapy;
- People find a space to explore anything that causes mental or emotional distress;
- Children, young people, adults and families find help from highly qualified and skilled staff;
- Organisations and professionals find a space for learning and reflecting on clinical practice;
- A wider audience finds conferences and arts events which use psychoanalytic thinking to bring new perspectives to human experience;
- Staff and volunteers find opportunities to develop their psychoanalytic practice within an innovative learning organisation; and
- Commissioners and funders find an organisation committed to evidence-based practice, accountability and sustainable social impact.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Strategic aims

- To provide a high professional standard of psychotherapy and counselling services for individuals, families, parents, children and young people;
- To respond to disadvantage and diversity through provision of counselling and psychotherapy services for those who would not easily have access to such services;
- To support appreciation, learning and development of psychoanalytic thinking and its application through provision of conferences, arts events, training and consultation; and
- To promote monitoring, evaluation, research and intelligence to inform and educate policy and service development.

Organisation developments

The Bridge team responded quickly to the challenges presented by the first lockdown and the whole team was delivering therapy services online within days of the announcement being made. It is a huge testament to the organisation's professionalism and commitment to clients' needs and wellbeing that the team were able to adapt so quickly to the new ways of working and continue to deliver a quality service when it was needed most.

We were also able to move forward with other significant organisational changes despite the disruption of the pandemic. Frances Fox, who was the Director of the organisation for 15 years retired as planned and a new CEO, Michelle Windle, was recruited by the Board. We have also managed to expand our team of therapists to meet the increasing demand for clinical services.

Organisational performance

Bridge in Schools

Our schools model was developed 12 years ago in response to the local needs of the young people in inner city Bristol. Through embedding a dedicated psychotherapist in schools in areas of deprivation, we have been successful in engaging with children who fall through the cracks of other statutory services.

The emphasis of Bridge in Schools has long been to combine specialist therapeutic work with a broader range of services, including staff support, supervision and consultation, parent support, and whole school wellbeing. During lockdown, we have used this model to work with our partner schools to adapt our support accordingly. Investment over the last two years in cloud-based technologies for team communication and secure clinical records has enabled us to safely transform the schools service into a remote working organisation, during the lockdown period.

In 20-21, we supported 147 children and young people and delivered 995 clinical sessions. This only represents some of the work however, as we adapted our core offer in response to the changing needs presented by Covid.

Online work. Where appropriate, therapeutic work continued remotely, either via video link or sometimes by phone. Parent sessions and parent work, supervision, consultation, staff wellbeing support, and team meetings with staff were all moved online. In some cases, work evolved to suit dyadic work (work with a parent and child together, e.g. with a younger child) or offering parent support during lockdown in place of individual therapy.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Alternative work. We also offered some new forms of support during this period. This included blogs, telephone and email “drop ins”, that opened up support to parents more widely (i.e. parents of children not previously referred for therapy). It was parent-led and often focused on coping with high family stress in a situation of anxiety, confinement and overcrowding.

Our data analysis, revealed unsurprisingly, that children were experiencing higher levels of emotional difficulty and complexity than ever before. Despite the uniquely challenging operating environment, our outcomes data for the last 12 months showed that 75% of parents and teachers reported a significant improvement in a child's problems. Emphasis is placed on helping students build confidence and understand the value of their contribution to the community. Parents reported a reduction in anxiety and depression, increased confidence and an ability to cope better with life and parenting challenges.

Bridge Psychotherapy service

The BPS service grew in size and capacity in the last year, after an initial lull in referrals to the service during the first lockdown. In 20-21, the team delivered 3,414 clinical sessions and saw 245 clients. A significant proportion of these clients, 54%, paid the subsidised fee and 19% of them were commissioned through social services or through the Adoption Support Fund. At the end of the year, demand for the service had reached the highest level we have seen since the service started 35 years ago. Over the next year, we will be reviewing all of our clinical and operational infrastructures to ensure that we can grow the service at a sustainable rate to meet the growing need for mental health services.

The success of online therapy has meant that we will continue to offer an online therapy option to clients alongside the option of working face to face. It has also opened up new possibilities in terms of clients we can work with as geographical restrictions no longer apply and we can work with clients outside of the Bristol area. As part of our plans for the future, we will be developing remote by design services which take in to consideration the benefits and drawbacks on online therapy to ensure that we continue to develop quality services.

Plans for the Future

A new three-year organisational Strategic Plan was launched in April 2021. The plan was developed to enable us to grow to meet the ever-increasing demand for our services whilst also have a focus on sustainable growth to ensure all services are delivered with the same level of clinical excellence.

There are five pillars to this strategic plan:

- **Accessibility** – Make the organisation and our services accessible to more diverse communities;
- **Innovation** – Build on our clinical expertise to offer new services to engage and help clients in different ways;
- **Sustainability** – Develop our infrastructure to use our resources as effectively as possible to meet the changing needs of clients;
- **Evidence** – Develop an evidence base to demonstrate the impact and strength of our clinical work; and
- **Quality** – Develop a KPI Framework to monitor and evaluate service outputs and outcomes to ensure clinical and operational excellence.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Public benefit

Trustees have regard to the two key principles of public benefit set by the Charity Commission. First that there should be clarity over benefits and that they must relate to organisational aims and that such benefits should be balanced against any harmful detriment. The second benefit must be to the public; that beneficiaries must be appropriate and that access to such benefits should not be unreasonably restricted. Trustees consider that the combination of fee paying and free services provided by the Bridge Foundation conform to the conditions and guidance offered by the Charity Commission in relation to public benefit.

Financial review

Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The pandemic has had a significant impact on the global economy but the charity has managed to maintain a solid financial position as a result of the mixed financial model that it operates.

The charity holds unrestricted, general reserves of £168,022 and a cash balance of £6,570 at year end. As the charity has already secured funding in 21/22 and has been able to continue most therapeutic services remotely, the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

Financial position

The year ended with expenditure of £577,865 against an income of £606,778 achieving a surplus for the year of £28,913. At 31 March 2021, total unrestricted reserves amounted to £168,022.

Principal risks

Trustees regularly address risk management issues, which are the major strategic, business and operational risks which the charity faces, the maintenance of a risk register, the establishment of systems for the monitoring of risk, and the setting up of contingency arrangements. The Treasurer and Chair review financial performance and cash flow bi-monthly. Clinical risk is currently managed through regular clinical supervision and adherence to the ethics and best practice of relevant professional bodies (BACP, UKCP, BPC and ACP).

Reserves policy

Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation and have established a clear policy. The majority of the Foundation's project running costs are covered by income generated within the financial year or by funding from designated or restricted funds. Such funds fluctuate as a consequence of grants from major funders being received either in advance or in arrears of the financial year in which relevant expenditure is made.

Trustees have, therefore, established a policy whereby free reserves (the unrestricted funds not committed in tangible fixed assets or otherwise designated by a funder or donor) should be maintained at a minimum level equating to at least three months of unrestricted expenditure (the non-project core costs of the organisation). The intention is that such free reserves should provide sufficient cover for non-project management, administrative and other support costs in case of unexpected funding shortfalls and to allow time to deal with such unexpected events.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

There is no separate reserves account but the reserves of cash (monitored by trustees and staff monthly) at end of year were sufficient to cover six months of support costs. Support costs for six months amount to £81,543 and as at the balance sheet date, cash reserves were £96,570.

Structure, governance and management

Constitution

The Bridge Foundation was registered as an unincorporated charity on 1 February 1999 operating under a deed of trust dated 19 October 1998 as amended by a supplemental deed dated 12 May 2009 with charity number 1073759. As of 1 April 2019 the organisation has become a Charitable Incorporated Organisation (CIO) with charity number 1178918.

Please note that all governance activities have been carried out virtually during this past year due to Covid 19 restrictions.

Method of appointment or election of trustees

Potential trustees are initially invited to have an informal discussion with the Director and / or the Chair and to visit the organisation. Potential trustees are then invited to an interview with three trustees to gain an understanding of the organisation. This involves discussion of the mission, vision and strategic direction of the organisation; the roles and responsibilities of being a trustee, and the difference between governance and management. The meeting explores the skills and qualities the candidate can bring and their capacity and willingness to commit sufficient time to the role.

On appointment new trustees have the opportunity to attend a board meeting to get the feel of the board, and are later formally appointed by the board with confirmation at the AGM.

Trustee induction and training consists of a meeting with the Chair and CEO, a tour of the premises and introductions to the Senior Management Team. They also receive an information package that includes the Articles of Association, Annual Report and Accounts and Charity Commission booklets describing the responsibilities of the trustee role. New trustees are strongly encouraged to attend locally organised governance training opportunities details of which are circulated periodically to all trustees.

The Bridge Foundation is a member of Voscur – a Bristol based organisation that aims to support, develop and represent Bristol's Voluntary, Community and Social Enterprise (VCSE) sector – and The Association of Chairs – a national membership organisation supporting Chairs and Vice Chairs of charities and social enterprises in England and Wales. Both of these organisations provide training and peer support opportunities for members of the board.

Trustees are appointed for a term of four years in the first instance.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Organisational structure and decision making

The board of trustees meets six times a year and is responsible for the finances, the strategic direction and policy of the charity.

The board of trustees aims to provide a balance of skills and experience relevant and applicable to the work of The Bridge Foundation, our beneficiary groups and the issues we are dealing with. Professions currently represented include child and adult psychotherapy, social work, education, finance, child protection, family law and human resources.

The board has adopted, and will keep under review, a set of policies relating to corporate governance - including Equalities, Child Protection and Safeguarding, Vulnerable Adults, Confidentiality, Environment, Health & Safety, Complaints, Employment, Data Protection and Grievance.

Trustees completed a leadership review in the first months of the year culminating in the creation of a new post of Chief Executive Officer and the appointment of Michelle Windle within that role. Board meetings early in the year concentrated on operational support for managerial staff as they altered practices to meet changing Covid requirements and the monitoring of the experience of staff and clients throughout the changes. As the year progressed attention moved to the need for strategic planning in order to ensure continuing sustainable service development - the next step being to embed this within organisational systems and processes.

Trustees have also committed to increasing the diversity of the Board. Planning includes more accessible recruitment procedures with wider advertising and clearer supporting information such as trustee job and role descriptions. The Board will continue to give these developments high priority over the next year.

About once every two years members of the board attend an awayday or similar facilitated event with members of Bridge staff. These events form part of the development of the organisation and the formulation of its longer term strategic thinking and planning.

Two sub-boards meet regularly and report to the board.

Sub-boards

Strategy, Resources and Business Group (SRB) meets six times a year.

Membership: Senior Management Team and 3 trustees – one of whom acts as Chair.

Purpose:

- To receive and to interrogate the detail of strategic and business proposals from the SMT and the board of trustees and to recommend proposals to the board for consideration and decision making;
- To monitor and review progress of services, projects and developments and to report back to the board; and
- To keep an overview of the Foundation as an employer and to ensure good employment practice.

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

Finance Group meets up to 4 times a year.

Membership: Finance and Office Manager, the Bridge Foundation Treasurer and one other trustee.

Purpose:

- Preparation of annual budget for approval by board; and
- Regular monitoring of expenditure and income and related financial matters and quarterly reporting to board.

The CEO holds responsibility for the operational management of The Bridge Foundation, supported by the Senior Management Team who in turn hold responsibility for the management of clinical service teams and for the planning, delivery and monitoring of services.

The Finance and Office Manager, assisted by an administrative assistant, holds responsibility for financial planning and monitoring and for the preparation of management accounts and for audit. The Monitoring and Evaluation Data Analyst has responsibility for the collection and analysis and presentation of monitoring and evaluation information.

Pay and remuneration

Pay reviews and new posts are assessed and reviewed by a job evaluation panel made up of senior staff and trustees. Recommendations relating to staff (pay, conditions of service, leave of absence, new appointments) are presented to the SRB and either agreed there or passed to the board for endorsement and/or approval.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate the charity's exposure to the major risks.

Insurance

The charity holds employer liability, public liability and professional indemnity insurances.

Trustees' indemnities

Trustees exercise skill and care in the management of staff, finances, and the delivery of services and receive regular reports with documentation on all aspects of organisational activity. The composition of the board and its meetings and deliberations take place within the terms of the governing document.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;

The Bridge Foundation

Report of the trustees

For the year ended 31 March 2021

- observe the methods and principles in the Charities Statements of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

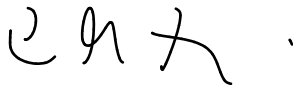
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent examiners

Godfrey Wilson Limited were appointed as independent examiners to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 27 September 2021 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

Independent examiner's report

To the trustees of

The Bridge Foundation

I report to the trustees on my examination of the accounts of The Bridge Foundation (the CIO) for the year ended 31 March 2021, which are set out on pages 11 to 24.

Responsibilities and basis of report

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

I report in respect of my examination of the CIO's accounts carried out under section 145 of 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 Act.

Independent examiner's statement

Since the CIO's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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

Alison Godfrey

Date: 29 September 2021

Alison Godfrey FCA

Member of the ICAEW

For and on behalf of:

Godfrey Wilson Limited

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

The Bridge Foundation

Statement of financial activities

For the year ended 31 March 2021

	Note	Restricted £	Unrestricted £	2021 Total £	2020 Total £
Income from:					
Donations	3	-	33,391	33,391	19,810
Transfer from The Bridge Foundation (no. 1073759)	3	-	-	-	131,044
Charitable activities	4	103,107	467,805	570,912	510,810
Investments		-	38	38	143
Other income		-	2,437	2,437	2,583
Total income		<u>103,107</u>	<u>503,671</u>	<u>606,778</u>	<u>664,390</u>
Expenditure on:					
Raising funds		-	9,132	9,132	16,714
Charitable activities		<u>84,227</u>	<u>484,506</u>	<u>568,733</u>	<u>489,687</u>
Total expenditure	6	<u>84,227</u>	<u>493,638</u>	<u>577,865</u>	<u>506,401</u>
Net income and net movement in funds	7	18,880	10,033	28,913	157,989
Reconciliation of funds:					
Total funds brought forward		-	<u>157,989</u>	<u>157,989</u>	-
Total funds carried forward		<u>18,880</u>	<u>168,022</u>	<u>186,902</u>	<u>157,989</u>

The Bridge Foundation converted from an unincorporated charitable trust (no. 1073759) to a charitable incorporated organisation (no. 1178918) on 1 April 2019 and transferred all of its assets, liabilities and activities on this date. Prior period financial statements for the charitable trust (no. 1073759) are available from the Charity Commission.

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

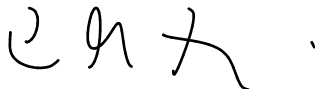
The Bridge Foundation

Balance sheet

As at 31 March 2021

	Note	2021 £	2020 £
Current assets			
Debtors	10	134,597	95,602
Cash at bank and in hand		<u>96,570</u>	<u>90,485</u>
		231,167	186,087
Liabilities			
Creditors: amounts falling due within 1 year	11	<u>(44,265)</u>	<u>(28,098)</u>
Net current assets and net assets	13	<u>186,902</u>	<u>157,989</u>
Funds	14		
Restricted funds		18,880	-
Unrestricted funds			
General funds		<u>168,022</u>	<u>157,989</u>
Total charity funds		<u>186,902</u>	<u>157,989</u>

Approved by the trustees on 27 September 2021 and signed on their behalf by



Cathy Benjamin - Chair of Trustees

The Bridge Foundation

Statement of cash flows

For the year ended 31 March 2021

	2021 £	2020 £
Cash used in operating activities:		
Net movement in funds	28,913	157,989
Interest from investments	(38)	(143)
Decrease / (increase) in debtors	(38,995)	(95,602)
Increase / (decrease) in creditors	<u>16,167</u>	<u>28,098</u>
Net cash provided by operating activities	<u>6,047</u>	<u>90,342</u>
Cash flows from investing activities:		
Interest from investments	<u>38</u>	<u>143</u>
Net cash provided by investing activities	<u>38</u>	<u>143</u>
Increase in cash and cash equivalents in the year	6,085	90,485
Cash and cash equivalents at the beginning of the year	<u>90,485</u>	<u>-</u>
Cash and cash equivalents at the end of the year	<u><u>96,570</u></u>	<u><u>90,485</u></u>

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves and having considered the impact of the ongoing Covid pandemic. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of therapeutic service provision is deferred until criteria for income recognition are met.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

f) Expenditure and irrecoverable VAT

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

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of direct costs:

	2021	2020
Raising funds	1.6%	3.3%
Charitable activities	98.4%	96.7%

h) Debtors

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

i) Cash at bank and in hand

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

j) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial instruments

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

l) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

m) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Prior period comparatives: statement of financial activities

	Restricted	Unrestricted	2020 Total
	£	£	£
Income from:			
Donations	-	19,810	19,810
Transfer from The Bridge Foundation (no. 1073759)	-	131,044	131,044
Charitable activities	100,473	410,337	510,810
Investments	-	143	143
Other income	-	2,583	2,583
Total income	100,473	563,917	664,390
Expenditure on:			
Raising funds	-	16,714	16,714
Charitable activities	100,473	389,214	489,687
Total expenditure	100,473	405,928	506,401
Net income and net movement in funds	-	157,989	157,989

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

3. Income from donations

	Restricted £	Unrestricted £	2021 Total £
Donations	-	20,105	20,105
Coronavirus job retention scheme	-	13,286	13,286
Total income from donations	-	33,391	33,391
Prior period comparative:			2020 Total £
	Restricted £	Unrestricted £	
Donations	-	19,810	19,810
Transfer from The Bridge Foundation (no. 1073759)	-	131,044	131,044
Total income from donations	-	150,854	150,854

On 1 April 2019, The Bridge Foundation, an unincorporated charitable trust (no. 1073759) transferred all of its assets, liabilities and activities to The Bridge Foundation, a charitable incorporated organisation (no. 1178918). The total funds transferred were £131,044 as shown above.

4. Income from charitable activities

	Restricted £	Unrestricted £	2021 Total £
Contracts	-	163,884	163,884
Grants	103,107	-	103,107
Therapy session fees	-	303,921	303,921
Total income from charitable activities	103,107	467,805	570,912

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

4. Income from charitable activities (continued)

Prior period comparative:

	Restricted £	Unrestricted £	2020 Total £
Contracts	-	101,684	101,684
Grants	100,473	-	100,473
Therapy session fees	-	308,653	308,653
Total income from charitable activities	100,473	410,337	510,810

5. Government grants

The charitable company receives government grants, defined as funding from Bristol City Council and the Coronavirus job retention scheme. The total value of such grants in the period ending 31 March 2021 was £33,286 (2020: £nil). There are no unfulfilled conditions or contingencies attaching to these grants in 2020/21.

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2021 Total £
Staff costs (note 8)	6,774	380,339	28,829	415,942
Sessional staff and other staff costs	-	83,227	-	83,227
Fees and subscriptions	-	-	1,349	1,349
Advertising	859	-	-	859
Travel and subsistence	-	-	14	14
Professional fees	-	11,805	5,793	17,598
IT costs	-	-	6,605	6,605
Premises and office costs	-	-	45,650	45,650
Bank and card fees	-	-	1,014	1,014
Sundry	-	-	4,219	4,219
Bad debt	-	-	1,388	1,388
Sub-total	7,633	475,371	94,861	577,865
Allocation of support and governance costs	1,499	93,362	(94,861)	-
Total expenditure	9,132	568,733	-	577,865

Total governance costs were £1,620.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

6. Total expenditure Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2020 Total £
Staff costs (note 8)	11,849	319,425	27,080	358,354
Sessional staff and other staff costs	-	71,344	-	71,344
Fees and subscriptions	-	-	1,822	1,822
Advertising	1,695	-	-	1,695
Venue hire	-	-	2,913	2,913
Travel and subsistence	-	-	1,507	1,507
Professional fees	-	6,045	3,245	9,290
IT costs	-	-	5,407	5,407
Premises and office costs	-	-	51,624	51,624
Bank and card fees	-	-	959	959
Sundry	-	-	1,486	1,486
	<hr/>	<hr/>	<hr/>	<hr/>
Sub-total	13,544	396,814	96,043	506,401
Allocation of support and governance costs	<hr/>	<hr/>	<hr/>	<hr/>
	3,170	92,873	(96,043)	-
Total expenditure	<hr/>	<hr/>	<hr/>	<hr/>
	16,714	489,687	-	506,401

Total governance costs were £1,560.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

7. Net movement in funds

This is stated after charging:

	2021	2020
	£	£
Operating lease payments	28,655	28,541
Trustees' remuneration	Nil	150
Trustees' reimbursed expenses	Nil	Nil
Independent examiners' remuneration:		
▪ Independent examination	1,620	1,560
	<u>1,620</u>	<u>1,560</u>

One trustee was paid £150 in fees in the prior year for speaking at a conference.

8. Staff costs and numbers

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	386,422	333,740
Social security costs	22,779	19,086
Pension costs	6,741	5,528
	<u>415,942</u>	<u>358,354</u>

No employee earned more than £60,000 during the year.

The key management personnel of the charity comprise the Trustees, Chief Executive Officer, Finance and Office Manager, School Manager and the BPS Manager. The total employee benefits of the key management personnel were £127,360 (2020: £116,715).

	2021	2020
	No.	No.
Average head count	<u>12.40</u>	<u>9.97</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

10. Debtors

	2021 £	2020 £
Trade debtors	41,351	42,042
Prepayments	1,484	2,463
Other debtors	2,693	2,187
Accrued income	<u>89,069</u>	<u>48,910</u>
	<u><u>134,597</u></u>	<u><u>95,602</u></u>

11. Creditors : amounts due within 1 year

	2021 £	2020 £
Trade creditors	3,374	957
Accruals	14,505	9,286
Deferred income (see note 12)	15,632	9,480
Other creditors	<u>10,754</u>	<u>8,375</u>
	<u><u>44,265</u></u>	<u><u>28,098</u></u>

12. Deferred income

	2021 £	2020 £
At 1 April 2020	9,480	-
Deferred during the year	15,632	9,480
Released during the year	<u>(9,480)</u>	<u>-</u>
At 31 March 2021	<u><u>15,632</u></u>	<u><u>9,480</u></u>

Deferred income relates to income received in advance of therapeutic service provision.

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

13. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Current assets	18,880	212,287	231,167
Current liabilities	-	(44,265)	(44,265)
Net assets at 31 March 2021	<u>18,880</u>	<u>168,022</u>	<u>186,902</u>
Prior period comparative			
	Restricted funds £	Unrestricted funds £	Total funds £
Current assets	-	186,087	186,087
Current liabilities	-	(28,098)	(28,098)
Net assets at 31 March 2020	<u>-</u>	<u>157,989</u>	<u>157,989</u>

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

14. Movements in funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2021 £
Restricted funds					
Bridge in Schools	-	83,107	(83,107)	-	-
Bristol Community Health - Health & Wellbeing Grant Programme	-	20,000	(1,120)	-	18,880
Total restricted funds	-	103,107	(84,227)	-	18,880
Unrestricted funds					
General funds	157,989	503,671	(493,638)	-	168,022
Total unrestricted funds	157,989	503,671	(493,638)	-	168,022
Total funds	157,989	606,778	(577,865)	-	186,902

Purposes of restricted funds

Bridge in Schools

Brings specialist mental health expertise to schools. The schools make a contribution to the cost of this service and the restricted element represents the fundraised amount from grant giving trusts and foundations.

Bristol Community Health - Health & Wellbeing Grant Programme

Grant for a research programme to find a psychological approach to resolve trauma issues which are creating incontinence problems in teenage refugees.

	At 1 April 2019 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2020 £
Prior period comparative					
Restricted funds					
Bridge in Schools	-	100,473	(100,473)	-	-
Total restricted funds	-	100,473	(100,473)	-	-
Unrestricted funds					
General funds	-	563,917	(405,928)	-	157,989
Total unrestricted funds	-	563,917	(405,928)	-	157,989
Total funds	-	664,390	(506,401)	-	157,989

The Bridge Foundation

Notes to the financial statements

For the year ended 31 March 2021

15. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2021	2020
	£	£
Amount falling due:		
Within 1 year	28,655	28,655
Within 1 - 5 years	<u>71,524</u>	<u>100,180</u>
	<u><u>100,179</u></u>	<u><u>128,835</u></u>

16. Related party transactions

There were no related party transactions in the current or prior year.