

# **Annual Report & Financial Statements**

For the year ended 5<sup>th</sup> April 2022



# Living Leadership

Registered Charity Number 1121621

## Principal address

2 St Andrew's Drive  
Orpington  
BR5 2BA

## Trustees

Marcus Honeysett (Director)

Hugh Davies (Chair)

Melinda Hendry (Vice Chair)

Peter Comont

Alastair Gledhill

Gareth Lloyd-Jones

Miriam Patterson

Richard Underwood

## Senior Management

Marcus Honeysett, Executive Director

Paul Coulter, Head of Ministry Operations



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## A letter from the Chair of Trustees

2021, and indeed the first half of 2022, have been times of significant growth in the ministry of Living Leadership. During the times of COVID lockdowns several new and exciting paths opened for Living Leadership through our ability to explore the virtual opportunities offered by Zoom. As we have returned to the realms of meeting physically the team have retained these virtual links whilst also re-engaging through our many other, more traditional ministry activities such as coaching, training and mentoring – all of this adds up to a significant increase in the activities of Living Leadership compared to pre-COVID times. However, one area which it was particularly good to have back was the Pastoral Refreshment Conferences and meetings which happened again earlier this year and were fully subscribed. I know the team were so encouraged to see so many old and new friends join these events.

The area of our Ministry growth which I have found most inspiring is around our Associates where we now have a team of 24 people based across the UK and Ireland all of whom are mature in their ministry experience and have so much to share with others. We continue to look for more who may be interested in joining our ranks and further grow our ministry – if this is something which you feel called to then please do reach out to Marcus or Paul.

The team behind Living Leadership has grown this last year to reflect the growth in the Ministry and we are all committed to developing further new initiatives which I know Marcus and the team will be sharing with you over the course of the next year. Many thanks for your ongoing support and may God bless you as you continue to live for him.

Hugh Davies

Chair of Trustees



## A letter from the Executive Director

*“Jesus called them together and said, “You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be the slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many”*

Mark 10:42-45

I am delighted to commend this report and accounts for the last year.

On top of the covid pandemic, this has been a year in which a number of tragic failings and fallings have come to light in the Christian world, both in the UK and beyond. At the heart of our mission in Living Leadership is growing spiritually healthy Christian leaders and leadership cultures, and this year has been no exception. We long to see more and more people embracing Jesus' Mark 10 call to humble servant-hearted leadership. It feels that the importance of the task is heightened even further by the revelations at the current time.

On the positive side, there seems to be a moment to be seized for the sake of greater healthiness in the evangelical world. Living Leadership has been approached by an increasing number of individuals, churches, organisations and wider groupings and denominations for insight and input into these areas. We have been able to produce resources, write and speak extensively into this area over the last year.

The demand for pastoral support, mentoring and training of leaders has been the greatest we have known in the organisation's history. In addition to our Pastoral Refreshment Conferences, our Associate's Network has grown significantly over this year, supporting leaders across the UK and Ireland, and with greater opportunities also emerging in mainland Europe. The task of feeding and encouraging leaders who feed and encourage churches is a joy, but a need that is often overlooked.

We are deeply grateful for all who have prayed and supported us over the last year. Thank you so much. Your generosity has allowed us to make step changes in developing the support and encouragement of many ministers and spouses. Our growing staff team is exploring exciting new initiatives and networks for the year ahead, and we really look forward to your partnership.

While pastoral support, care, training and mentoring for Christian leaders is always needed, we believe that the need is greatly increased by the challenges of the current season. We would love to hear from anyone who feels God might be laying a similar burden on your heart and who might like to share in this journey with us

**Marcus Honeysett**  
Executive Director



# Trustees Annual Report for the period 6<sup>th</sup> April 2021 to 5<sup>th</sup> April 2022

The trustees are pleased to present this Annual Report and Financial Statements for Living Leadership (charity number 1121621), for the year ending 5<sup>th</sup> April 2022. The Financial Statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice (SORP 2005).

## Living Leadership's Purpose & Activities

### Our Charitable Purpose and Public Benefit

The objects of the Trust are to advance the Christian faith in accordance with its statement of beliefs, in such parts of the United Kingdom or the world as the trustees may from time to time think fit, and to fulfil such other purposes which are exclusively charitable according to the law of England and Wales and are connected with the charitable work of the Trust.

When planning these activities, the trustees have considered the Charity Commission's guidance on public benefit and, in particular, the specific guidance on charities for the advancement of religion. In particular, we aim to provide in-situ and distance training and mentoring of local church leaders to help their congregations in worship and in serving their local communities.

### Our Vision and Mission

Living Leadership devotes itself to growing leaders to live joyfully in Christ and serve him faithfully because joyful, faithful leaders make joyful, faithful disciples who glorify Christ and make disciples for him.

We firmly believe that churches and Christian organisations that are led well by joyful, faithful leaders can have a great impact on the many people they lead and the communities they serve, and that by supporting leaders we can also help them avoid many harmful practices that would have a detrimental impact on the congregations and communities they serve.

We aim to do this by providing a range of training (Formation), support (Refresh) and resources through a network of experienced Christians of proven character around the UK who are captivated by the grace of God and committed to the glory of Christ and the spiritual health of those who lead his church.

### Our Ethos

We want to be and to grow leaders who are:

- captivated by the glory of God and the wonder of the biblical gospel of Jesus Christ;
- wise and kind, serving out of a deep relationship with God and love of His Word as the heart of their spirituality;



- passionate in the belief that taking the gospel of God's salvation into every corner of the globe is the primary mission of the church;
- committed to leading out of a clear and life-long enjoyment of God's grace and dedicated to serving others in love;
- humble, faithful, prayerful, loving, repentant and forgiving, knowing that secret character before God is more important than skills.

## Our Activities

Living Leadership's activities are focussed in three key areas:

### ***Training (known as Formation ministries)***

This includes training for junior church leaders, bi-vocational church leaders and leaders in full-time roles in churches and Christian organisations.

This training is largely delivered through courses, residential conferences, and events.

### ***Support (known as Refresh ministries)***

This includes ongoing development and mentorship of full-time leaders; help for families of leaders; and pastoral care of church leaders and leaders in Christian organisations.

### ***Resources***

Provision of resources to help leaders in their leadership, faith, and in how they support their churches and local communities.

We also are called on for strategic insight into the development of a wide range of leadership issues and assistance for responsible personnel in churches and Christian organisations.

These ministries are all supported by the staff team, volunteers and Associates.

## Achievements and Performance

It was an exciting year of growth for our ministries, as we diversified the training, support and resources available to help more leaders and their spouses live joyfully in Christ and serve him faithfully.



### **Formation (training) ministries**

#### ***Formation Residentials***

Due to the ongoing uncertainty of the pandemic, we conducted the first of our Formation Residentials (Sept '21) online. This saw 33 delegates from 15 churches, attend two days of teaching and encouragement for ministry, delivered by a volunteer team of five people.

We were then thrilled to welcome back many of these delegates – 24 delegates from 14 churches – to the second conference in March 2022. Due to the removal of restrictions, we were able to conduct this conference in



person at Cornerstone Church, Nottingham. Across the three-day conference, we opened the book of Colossians to be encouraged and spurred on in life and ministry.

The in-person conference was made possible by a team of 13 volunteers and one staff member, who served the delegates in a variety of ways.

It was also a significant year for Formation Residentials as it also saw the handover of leadership of the event from Maurice McCracken (volunteer) to Tom Wederell (volunteer) and Jess Coles (staff member). We are grateful for all that Maurice has done to lead this ministry over the years and are excited for the future and further development of this ministry.



*"It was a wonderful chance to connect with other people at a similar stage and to receive life-giving teaching that helped me focused my mind and heart on Jesus" - Delegate*

*Everything else about the content, teaching and the whole thing was excellent. A refreshing time" - Delegate*

*"Formation really gets grace!! We're not just saved by grace, but we live by grace and that's hard to figure out on your own! Encouraging you to [live] lives that only make sense if Jesus is at the centre of them" - Delegate*

### **Formation Seminars & external training events**

Marcus and Paul continue to deliver a range of training to churches and Christian organisations.

With the publishing of his new book, *Powerful Leaders?*, Marcus' training was particularly focussed on the use and misuse of power.

A few notable events that they took part in in this period were:

- European Leadership Forum, 15-20 May 2021, online: Paul spoke to around 25 people as part of his network, and Marcus spoke to around 50 people through his sessions.
- In November 2021, spoke to around 40 church leaders at a Stables Seminar in Fermanagh on the topic of healthy leadership
- Marcus was one of the main speakers at Keswick in Devon, in March 2022, with around 250 delegates in attendance.
- Also in March 2022, Paul had the opportunity to attend a Conference in Romania, run by one of our Associates, where he was able to encourage around 30 leaders from across seven European countries.





- Paul also continues to have a portion of his time seconded to teaching Irish Baptist College (ethics) and Moorlands College NI Campus (hermeneutics) as well as to New Horizon (chair of Board).

Beyond this, we were able to conduct several other training seminars online and in person, to a variety of mission organisations and churches.

During this year, we were also able to facilitate the first course to be run by one of our Associates. Dave Burke delivered two intakes of a four-session course on *Mental Health First Aid for Churches and Christian Organisations*.

Each intake had a limited capacity, but we were pleased to have 29 people go through the course. We look forward to being able to partner with Dave in this way again in the coming year.

### **Formation School**

Formation School is delivered in partnership with Above Bar Church in Southampton, supported by a number of other churches around the area.

This reporting period covers part of two different academic years:

#### **2020/21 (As reported in the 20/21 Annual Report)**

Formation School this year was a small close knit learning community of ten students. While initially we were disappointed that numbers were down on previous years, it turned out to be perfect for these covid times! Despite all the challenges this group was very consistent in their attendance, very eager to grow/learn and a huge joy to lead/teach.

#### **2021/22**

As reported by Steve McClure, who is Director of Formation School:

This past year, Formation School in Southampton has been such a blessing. 14 students have made it through the year and will graduate in July. It has been such a joy for me and the team to walk alongside them through the highs and lows of life. We were excited that post-COVID we were able to operate 100% in person although we maintained the flexibility for individual students to engage with us online when required. While there have been sizable challenges finding the way forward for Formation School in 2022-23, we are so thankful for this group and for the deep friendships forged through it. We continue to pray for much fruit in and through these folk in the years to come

### **Formation Course: Gospel-Shaped Pastoral Care Course**

The Gospel-Shaped Pastoral Care Course explores the heart, wisdom and skills involved in pastoral care to equip anyone in a caring role (in church or a caring profession) to care well for others, in a truly Christian way.

The course is run online, on Monday mornings, starting in late February. This reporting period covers part of two different intakes of the course:

#### **2021**

We were pleased to welcome 20 leaders from 13 different churches onto this intake, which included 14 weeks (42 hours) of teaching, running from March – June 2021



## 2022

In 2022, we redesigned the course to make it 12 weeks long. The new intake started on 28<sup>th</sup> February, and will see 16 people from ten churches complete the course by the end of June.

*"I've learnt so much; the course has changed my understanding of Pastoral Care to be more Gospel focussed and I'm looking forward to using the skills and wisdom that I have learnt"- Attendee*

### **Ministry Masterclasses**

In 2021/22, we launched a new training initiative called "Ministry Masterclasses". Ministry Masterclasses offer ongoing professional development for leaders, integrating essential knowledge and skills with Living Leadership's core focus on character.

Masterclasses last 2½ hours and are led by seasoned leaders with an expertise on the topic. Across the session, there is time for teaching, discussion groups and Q & A.

Across the year, we held two Masterclasses:

#### **Pastoral Supervision**

On the 15<sup>th</sup> of April, Paul Fairchild joined us to unpack the topic of Pastoral Supervision. 37 people joined for the morning of training, representing at least 22 churches or organisations.

*"The issue of pastoral supervision is in my view extremely relevant but I know of few churches that have implemented this in any formal way so appreciate the topic being raised and the time given to it."- Attendee*

#### **Powerful leaders?**

On the 24<sup>th</sup> of June, Marcus delivered a Masterclass entitled "Powerful Leaders?". During the session, Marcus unpacked the slippery slope of power that can take people away from the legitimate, transparent use of power to the abusive misuse of power.

23 leaders joined us for this masterclass, representing at least 20 different churches or organisations. It was encouraging to hear leaders grapple with this area for the health of their churches and organisations, and the glory of God.

*"A wonderful morning, well-spent. Hosted well and great input from Marcus. I'm so glad this issue is being tackled. Well done for grasping the nettle."- Attendee*



## **Refresh (support) ministries**

### **Refresh Network Online**

Refresh Network Online (RNO) meets twice monthly, during term time, for an hour and provides an online space for Christian leaders and their spouses to be refreshed in their faith. Each session includes a message from the Bible



delivered by an experienced Christian leader and then time spent in small groups reflecting, sharing burdens, and receiving encouragement and support.

Across the reporting period we held 19 sessions.

As the country started “opening up” again after the pandemic, and the workload of those in ministry returned to pre-pandemic levels, the frequency people were able to attend decreased. However, we were delighted to still serve 98 different people across the year, with an average of 37 people attending each session. We also made the talks from the sessions available as audio downloads for those who missed them.

We continue to be grateful to our team of 16 Associates and volunteers who generously give their time to support these leaders and spouses as group facilitators through this ministry.

*“Being in ministry is like being an endurance runner in a hot climate and you can easily become dehydrated; these sessions are a place to get fresh water.”*

*“The Biblical devotions have been encouraging and helpful, and I've really appreciated meeting pastors from across the UK and beyond from different denominations/churches and sharing for support and prayer. [. . .] Simply knowing we are not alone - the fellowship in the Spirit - has been rich and refreshing.”*

*“This group has been a real oasis - thank you!!”*

### **Pastoral Refreshment Conferences**

It was a joy to be back in-person for both our Pastoral Refreshment Conferences this year.

#### **Central**



Owing to a change of management at our previous venue, in February 2022 we relocated our Midlands Conference to High Leigh in Hertfordshire and rebranded it as “PRC: Central”.

This year’s event proved very popular, selling out several months before the event. Whilst some people had to pull out last minute due to illness, in all 107 people attended the three-day conference.

It was a pleasure to be joined by Ray Ortlund from Nashville, USA, who unpacked the theme “A Glorious Hope” from Romans.



*"I was so grateful to enjoy God's grace afresh through the teaching on justification, but also through the thoroughly grace-filled and encouraging atmosphere of the whole conference."*

*"Time with my husband was really helpful to reflect and learn together - that rarely happens and then we struggle to be on the same page about things so that was wonderful. I felt so encouraged to pray and reminded that God wants to hear me!"*

*"We so appreciate coming on this conference - it is unlike any other as we are not rushed or encouraged to fit in as much as possible. It is relaxed and there is plenty of time for good chats. Thanks so much for all the work that goes into organising. Also, Olly Knight was very sensitive and helpful leading worship."*

### **Lakes**

It was wonderful to partner again with Keswick Ministries to deliver a Pastoral Refreshment Conference in the Lake District in February 2022.

As with PRC Central, PRC Lakes was a sell-out event and hosted 68 delegates from around 36 churches, at our usual venue in Newby Bridge.

The event was made possible by a team of 13 volunteers and staff, who together provided teaching, seminars and pastoral support, this included Ray and Jani Ortlund, with Ray delivering talks on the same theme as PRC Central.

*"Felt like a slice of heaven. The subject of talks was very poignant, and so helpful for what I was going through. Loved the genuine kindness displayed in people. Such a care which created a safe space to open up."*

*"I've been encouraged that the Lord is at work in us all, through our struggles and making his name known and beautifying his people. I've loved watching my husband share with people who 'get it' and being prayed for and encouraged on."*

### **Refresh One-to-One**

Marcus and Paul continued to provide one-to-one mentorship and support in both regular and ad-hoc relationships.

Paul mentored six leaders closely (at least monthly); around 12 other individual leaders in the UK through less regular mentoring meetings; and nine leaders from the rest of the world through ELF.

Marcus mentored around six leaders regularly and around 25 leaders through infrequent or one-off meetings.

Our Associates continue to enable us to multiply our capacity to support leaders in this one-to-one manner, and most are actively supporting leaders across the UK, Ireland and into Europe. We are continuing to explore methods of quantifying the number of leaders being supported through this means.

### **Refresh Groups**

Refresh Groups offer facilitated group mentoring for people in ministry (and/or their spouses). A seasoned mentor guides the group towards honest sharing and mutual support.



Until July 2021, Paul Coulter mentored a group of seven leaders. These included Church of Ireland curates, Baptist pastors and leaders in youth and student ministries.

This group decided not to continue into the new academic year, but we continue to look for opportunities to build groups like this throughout the UK and Ireland.

### **Refreshment Days**

Refreshment Days are brilliant opportunities for those in ministry and their spouses to take a day away to receive from the Lord. During a Refreshment Day, we hear from God's word, spend some time in reflection and have opportunities for people to pray with others, including experienced leaders who are available for one-to-one support.

Due to the continuing uncertainty around COVID-19 regulations, we were only able to deliver one Refreshment Day in the reporting period. This took place in Northern Ireland on 17<sup>th</sup> June.

Due to regulations, the group had to be kept small, but we were glad to be able to host nine delegates, along with five team members.

We are looking forward to being able to host many more of these valuable days in the next reporting year.

*"I would say to a person or couple who are unsure: Prioritise and make time for these days of refreshment - you will be blessed, refreshed and encouraged."  
- Attendee*

### **Renewed in Hope Event**

We were delighted to partner with Moorlands College and the Bible Society for a day of refreshment and encouragement, for around 50 people.

The day, which took place on 1<sup>st</sup> December 2021, and included sung worship, Bible teaching, reflection and fellowship, with team from the three organisations on hand for one-to-one support.

The day was a wonderful success, and we look forward to repeating it in late 2022 and hope to make this a regular partnership.



## **Resource ministries**

### **Blog**

We continued to publish blog posts to inspire and equip leaders every week (excluding our summer hiatus). We are very thankful to one of our Associates, Richard Collins, who continues in the role of Editor of the blog.

Across the year the blog received 1,505 unique page views (this metric includes views of all blog posts across the site in this time, not only those originally published during the period). Whilst the monthly numbers fluctuate, the trend of monthly viewers is still holding strong with some early signs of a rise beyond this reporting period.



## Articles

Across the year, our articles continued to provide leaders with practical information and advice on a wide range of subjects.

Our articles were received 160 page views in the reporting period, with the most popular articles being the topics of depression, ministerial burnout, and homophobia and the church.

## Podcasts

### Living Leadership Podcast

The Living Leadership podcast releases a new episode every fortnight (except for our summer hiatus). These episodes are a mixture of teaching, sermons and interviews, all designed to encourage and equip leaders in their life and ministry.

Between 1 April 2021 and 31 March 2022 the Living Leadership Podcast received 2,888 downloads (this is a 73% increase year on year).

*"...these sermons [shared on the Living Leadership Podcast] have been really refreshing for me and, I trust are bearing fruit in me as I've had my eyes lifted to Jesus. I'm away on holiday and they are just what my soul needed." – Matt, a Church pastor.*

### Nigel Lee Archive

In June 2021, we launched a second podcast. We are honoured to be able to share the teaching archive of the late Nigel Lee, whose teaching and encouragement helped a generation of leaders.

Since launch, the podcast has had a total of 248 downloads.



## Leadership Commitments Scheme

In February 2022, we launched a new initiative to encourage best practice in churches and Christian organisations and increase our supporter base.

This Leadership Commitments Scheme offers eligible churches and Christian organisations the opportunity to demonstrate a two-way commitment between leaders and those they lead by adopting Living Leadership's Codes of Best Practice in Care of Christian Leaders and Conduct of Christian Leaders.

We believe that good care for leaders and good conduct by leaders are essential for the spiritual health of churches and Christian organisations.

Registered churches and organisations can display a badge (left) on their websites and any relevant communications, and to help them as they seek to embed and uphold the standards, registration gives them access to exclusive resources, discounts and training opportunities.

We have had several churches express an interest in the scheme and hope to be able to welcome churches into it in the coming year.

## Associates Scheme



### **A growing number of Associates**

Associates are experienced Christian leaders of proven character who serve with us as franchisees to deliver many of our Refresh and Formation services. They operate within a clear Code of Conduct and Way of Working and under personalised agreements which define the services they can offer in our name. The bulk of their contribution is in mentoring and pastoral care of leaders as well as facilitating in Refresh Network Online, although some Associates deliver training for leaders, and one is the lead editor of our blog.

It was a joy to welcome five new Associates in this period, including our first Associate in Wales and increasing our presence in Scotland and the North of England. This brought our total Associates up to 24, Across the UK and Ireland.

This number was lower than anticipated as, towards the end of the reporting period, we made the decision to pause recruitment of new Associates whilst we increased our administrative and support team. We have been encouraged by the increase in enquiries in this time and look forward to welcoming many more Associates in the coming year.

*“Working with Living Leadership (LL) has been a natural development for me as a retired Pastor and as someone who is passionately committed to learning and development, especially in leadership within the wider church. LL is value-driven and as such is less controlling and directive than many organisations but is incredibly supportive of the Associates” - Associate*

### **The first annual Gathering**

It was wonderful to be able to get together as a wider network of Associates, staff, trustees and key volunteers at the first ever annual Living Leadership Team Gathering.

21 people gathered at High Leigh Conference Centre in Hertfordshire, for two days of talks, seminars and chances to get to know each other more.

It was a delight to see our Associates, who had long built-up relationships through our online meeting, get to meet each other in person, and to see how the network is growing.



## Other notable achievements

### **Powerful Leaders? Book**

Marcus' new book, *Powerful Leaders?*, went on sale in February 2022.

The book has proved a timely challenge to those in ministry to use their power appropriately for God's glory. On the back of the book, requests for Marcus' contribution to training and input in pastoral issues has increased, along with much opportunity to input into discussion around this issue.

*"A really Important book that contains warning signs for all in Christian leadership. I pray that it will make a significant impact in enabling healthier leadership in our churches" - Gavin Calver, General Secretary of the Evangelical Alliance*

### **New database**

In August 2021, we set up a new database for storing our customer data and monitoring our service deliveries.

Whilst the set up and training took some considerable effort, we are already seeing how much more efficient the system enables us to be. It has particularly increased our ability to report on our activities.

We continue to learn new ways to utilise this platform for managing and reporting our various activities.

### **Growing staff team**

To support the continued growth of Living Leadership, particularly our Associates Scheme, at the end of this period we undertook a recruitment for one full time or two part time members of staff to take over the management of Refresh Ministries and Associates Scheme.

We were encouraged by the interest in the role and were thrilled to be able to appoint two people (Phil and Helen) to share the role. Their roles commenced outside of this reporting period, in May and June 2022 respectively.

Given our current financial situation, these appointments are for a fixed term of two years. We hope over this period to see a growth in our support base to enable us to sustain these positions as they will be vital to sustaining and developing our Associates network and other Refresh Ministries in the long term.



## How we fund our activities

A detailed breakdown of our finances can be found in our Financial Statements on page 22.

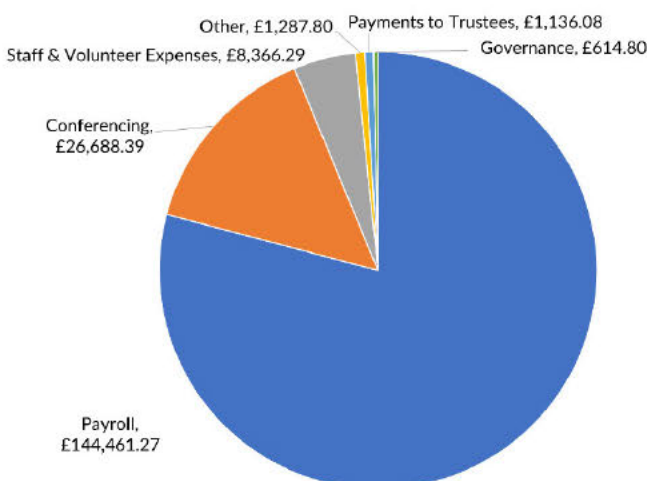
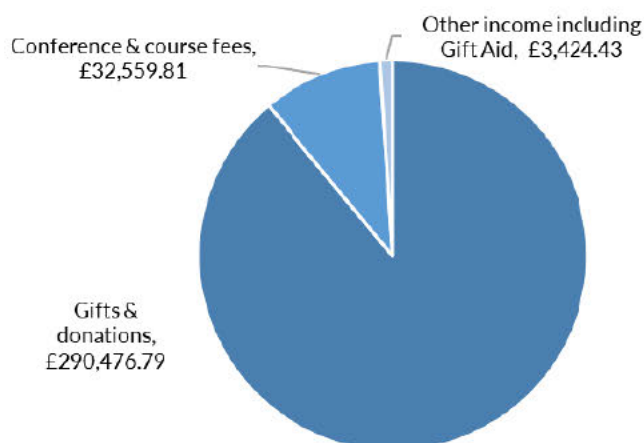
### Income

The majority of our income comes from donations given by churches, supporting individuals and grant-making trusts.

As we seek to offer as many of our services as possible either free of charge or at a pay-what-you-can rate, we are extremely grateful to all those who choose to partner with us in this way.

We were particularly blessed with a large one-off donation of £200,000 in this period, which the trustees have designated for specific development projects (see below)

Our income in 2021/22 is shown here (right).



### Expenditure

Our expenditure in the year increased compared to the previous year, due to the return of in-person events and a full year of our Ministry Support and Communications Manager's role.

Our total expenditure exceeded our undesignated income but was able to be met by our healthy reserves from previous years.

### Designated funds

The one-off £200,000 donation is a unique opportunity for development of our mission. The trustees decided to cover the gap between our annual expenditure and other income from our reserves and to designate this amount for growth in three areas over the next three years:

1. Recruiting additional ministry workers to support leaders, increase awareness and coordinate Associates' work in specific regions.
2. Increasing accessibility of training materials through professional videography of existing courses and seminars.
3. Help with our strategic development and support raising from external consultants.



## Structure, Governance and Management

Living Leadership was formed by a Declaration of Trust dated 24 July 2007.

The trustees (detailed on page 2) met formally twice during the reporting period to administer the charity and establish its strategic direction.

As stated in the Declaration of Trust, Living Leadership maintains a Board of Trustees of no fewer than three individuals. At the end of the reporting period, the Board of Trustees consisted of eight individuals.

New trustees are nominated by existing trustees and, following an interview process, are appointed by a resolution passed by a majority of the Trustees and recorded in the minutes of a Trustee meeting. All Trustees are required to declare their belief in and allegiance to the charity's Statement of Beliefs.

The day-to-day running of the charity is delegated to a small team of staff who work remotely around the country. These are led by two members of the senior management team, Paul Coulter (Head of Ministry Operations) and Marcus Honeysett (Executive Director).

### Reserves policy

The trustees maintain reserve funds to cover a minimum of three months of operational costs.

This is designed to enable the charity to continue to operate its essential services, remunerate its employees and pay its necessary expenses in the event of an unanticipated reduction in donations or unforeseen expenditure.

In the year 2021-22, the reserves totalled £45,104.26.

### Responsibilities of the Trustees

The Charities Act 1993 and other relevant legislation require the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Trust and of the profit and loss for that period. In preparing these accounts, the Trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgments and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards have been followed;
- d) prepare the accounts on a going concern basis unless it is inappropriate to do so.

The Trustees are responsible for ensuring that arrangements are made for keeping proper books of account with respect to its transactions and its assets and liabilities such as to enable every Revenue account of the Trust to give a true and fair view of the income and expenditure for that period and every Balance Sheet to give a true and fair view as at the Balance Sheet date of the state of affairs and other current, relevant legislation. The Trustees are also responsible for establishing and maintaining a satisfactory system of control of its books of account, its cash holdings and all its receipts and remittances and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



## Declaration

The trustees declare that they have approved the trustees report as detailed above

Signed on behalf of the charity's trustees:



Hugh Davies  
Chair

Date: 31st October 2022



# Report of the Independent Examiner to the Trustees of Living Leadership

I report on the accounts of the Trust for the year ended 5 April 2022, which are set out on pages 21-24. These have been prepared under historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice on Accounting by Charities (SORP).

## Respective Responsibilities of the Trustees and the Independent Examiner

As Trustees of the Charity, you are responsible for the preparation of the accounts: you consider that the audit requirement of section 43 (2) of the Charities Act 1993 (the Act) does not apply. It is my responsibility to state, on the basis of procedures specified in the General Directions given by the Charity Commissioners under section 43 (7) (b) of the Act, 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 Commissioners. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with these records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

## 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 41 of the Act, and
  - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act

have 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.

STEPHEN HIGGINBOTTOM

DATE 16/10/2022

ADDRESS



# Financial Statements

## Balance Sheet as at 5 April 2022

	2022 UNDESIGNATED FUND	2022 DESIGNATED FUND	2022 TOTAL FUNDS	2021 TOTAL FUNDS
<b>CURRENT ASSETS</b>				
Cash at bank	£42,859.09	£200,000.00	£242,859.09	£100,052.02
Debtors and prepayments	£488.40	£0.00	£488.40	£489.65
	£43,354.42	£200,000.00	£243,354.42	£100,541.67
<b>CURRENT LIABILITIES</b>				
Creditors: amounts due within one year	£0.00	£0.00	£0.00	£0.00
<b>NET CURRENT ASSETS</b>	£43,347.49	£200,000.00	£243,347.49	£100,541.67
<b>NET ASSETS</b>	£43,347.49	£200,000.00	£243,347.49	£100,541.67
<b>Represented by:</b>				
<b>FUNDS</b>				
OPENING BALANCES	£100,541.67	£0.00	£100,541.67	£160,309.05
Movement for the year	-£56,093.60	£200,000.00	£143,906.40	-£59,767.38
CLOSING BALANCES	£44,448.07	£200,000.00	£244,448.07	£100,541.67

These accounts were approved by the Trustees on

  
HUGH DAVIES

  
MELINDA HENDRY

DATE: 1/11/22



## Statement of Financial Activities

For the year ended 5 APRIL 2022

	2022 UNDESIGNATED FUND	2022 DESIGNATED FUND	2022 TOTAL FUNDS	2021 TOTAL FUNDS
<b>INCOMING RESOURCES</b>				
Gifts & donations	£64,359.13	£226,117.66	£290,476.79	£35,123.34
Conference/course fees	£32,559.81		£32,559.81	£9,060.89
Other income inc GA	£3,424.43		£3,424.43	£3,061.25
	£100,343.37	£226,117.66	£326,461.03	£47,245.48
<b>RESOURCES USED</b>				
Payroll	£118,343.61	£26,117.66	£144,461.27	£102,806.93
Conferencing	£26,688.39		£26,688.39	£880.00
Payments to Trustees	£1,136.08		£1,136.08	£401.92
Governance	£614.80		£614.80	£514.59
Staff & volunteer expenses	£8,366.29		£8,366.29	£1,300.87
Other	£1,287.80		£1,287.80	£1,108.55
	£156,436.97	£26,117.66	£182,554.63	£107,012.86
<b>NET INCOMING/ (OUTGOING) RESOURCES</b>	-£56,093.60	£200,000.00	£143,906.40	-£59,767.38
<b>OPENING BALANCES</b>	£100,541.67	£0.00	£100,541.67	£160,309.05
<b>CLOSING BALANCES</b>	£44,448.07	£200,000.00	£244,448.07	£100,541.67



## Notes to the Accounts for the Year Ended 5 April 2021

### Accounting Policies

The Financial Statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice (SORP 2005).

### Payroll

During the period, Marcus Honeysett, who is a Trustee, was employed under the provisions of Clause 23.1(b) of the Trust Deed, the Trustees having deemed his employment to be in the best interests of the Trust. Under this arrangement he received a gross salary of £38,000.00 during the period.

### Remuneration to Trustees

In addition to the payroll paid to Marcus Honeysett and detailed in Note 2 above, payments were made to Trustees during the year ended 5th April 2022, as follows:

	2021 UNDESIGNATED FUND	2021 DESIGNATED FUND	2021 TOTAL FUNDS	2020 TOTAL FUNDS
Trustees' general expenses	£1,136.08		£1,136.08	£401.92

### Other

	2022 UNDESIGNATED FUND £	2022 DESIGNATED FUND £	2022 TOTAL FUNDS £	2021 TOTAL FUNDS £
Subscriptions	£555.00	£0.00	£555.00	£485.30
Website	£0.00	£0.00	£0.00	£0.00
Capital expenditure	£0.00	£0.00	£0.00	£0.00
Other	£732.80	£0.00	£732.80	£1,137.84
	£1,287.80	£0.00	£1,287.80	£1,623.14



## Debtors and Prepayments

	£ 2022	£ 2021
Income Tax	£488.40	£489.65
	£488.40	£489.65

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## Creditors

	£ 2022	£ 2021
Expenses to trustees	£200.00	£0.00
	£200.00	£0.00

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## Funds

### UNDESIGNATED

The Undesignated Fund represents the reserves of the Trust that are not subject to any restrictions regarding their use and are available for application to the Trust's general purposes.

### DESIGNATED

The Designated Fund represents money given to the Trust which the trustees have allocated for specific purposes, but which could be used for general purposes of the Trust if necessary. The balance as at 5th April 2022 is £200,000.00.