

Annual Report & Financial Statements

For the year ended 5th April 2023

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 (Deputy Chair)

Peter Comont

Alastair Gledhill

Gareth Lloyd-Jones

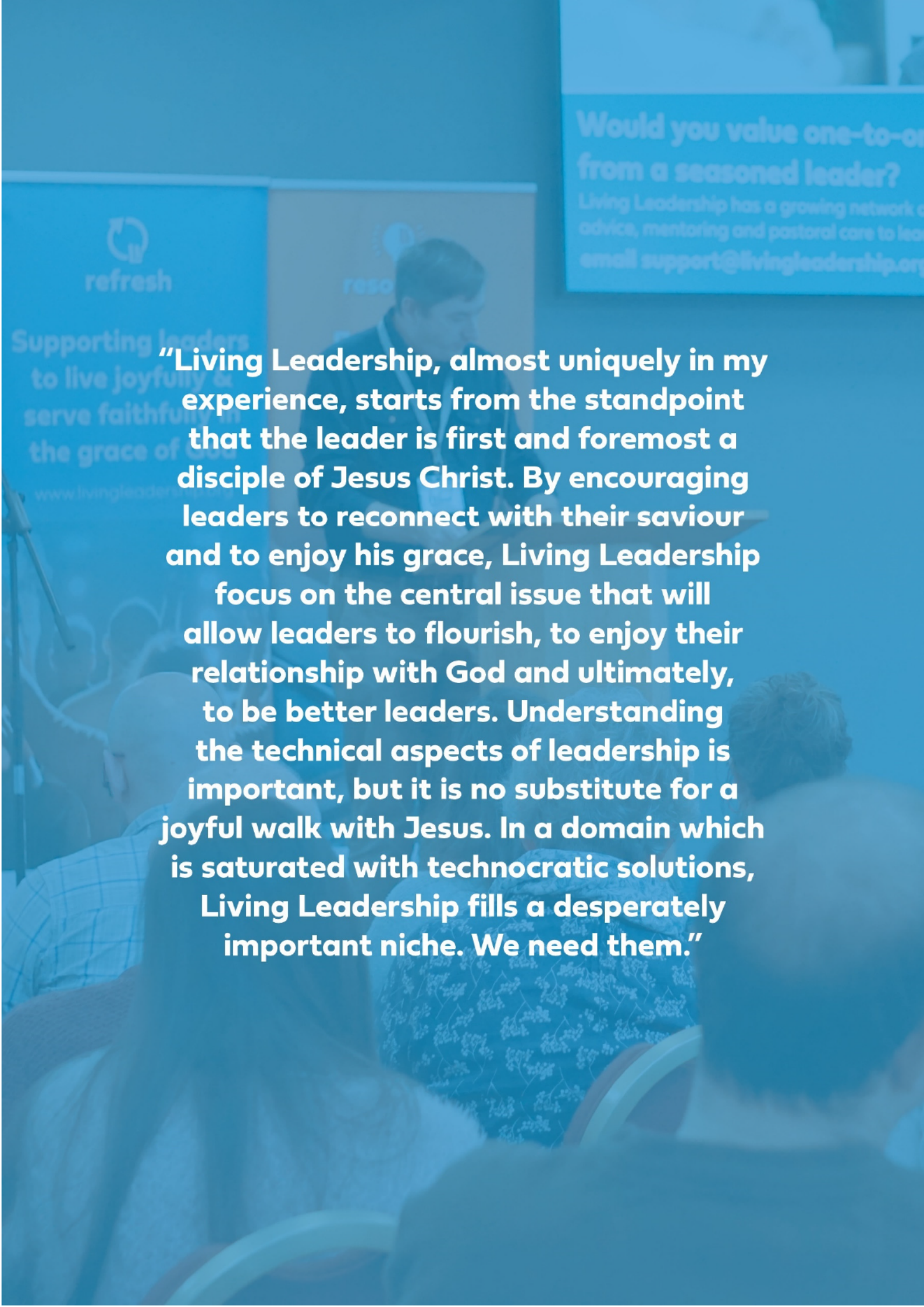
Miriam Patterson

Richard Underwood

Senior Management

Marcus Honeysett, Executive Director

Paul Coulter, Head of Ministry Operations



“Living Leadership, almost uniquely in my experience, starts from the standpoint that the leader is first and foremost a disciple of Jesus Christ. By encouraging leaders to reconnect with their saviour and to enjoy his grace, Living Leadership focus on the central issue that will allow leaders to flourish, to enjoy their relationship with God and ultimately, to be better leaders. Understanding the technical aspects of leadership is important, but it is no substitute for a joyful walk with Jesus. In a domain which is saturated with technocratic solutions, Living Leadership fills a desperately important niche. We need them.”



**Would you value one-to-one
from a seasoned leader?**

Living Leadership has a growing network
advice, mentoring and pastoral care to help
email support@livingleadership.org

Supporting leaders
to live joyfully &
serve faithfully in
the grace of God
www.livingleadership.org



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A letter from the Chair of Trustees

Throughout 2022/23 the Living Leadership team continued to grow and innovate the offerings we provide to those we serve – which is those of you in ministry. We have actively sought to do this across our three key areas of focus which are Formation Ministries, Refresh Ministries, and the Resources we provide to help leaders in their leadership, faith, and in how they support their churches and local communities.

The Formation (training) ministries have continued to deliver a wide range of opportunities for those seeking to develop in ministry. It has been encouraging to see the introduction of two new Masterclasses on the challenges with powerful leaders and those with life-controlling issues.

Our Refresh Ministries are an area where many of those in ministry have the greatest interaction with Living Leadership through either one-to-one engagement with our Associates, Pastoral Refreshment Conferences and Refreshment Days or through our new Spouses Network as well as a wide range of external speaking engagements at conferences. Our Associates network has been particularly active through this area of ministry and continues to be a great source of encouragement and help to many. All of us at Living Leadership value the work of this group very highly.

Finally, it has been great to see the ongoing development of our Resources through a number of online podcasts and physical training materials. In addition, the Leadership Commitments Scheme continues to offer 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.

The staff team of Living Leadership continues to be an extremely committed group and their focus on the key priorities of our ministry is greatly appreciated by myself, the trustees and, I know, many of you. Marcus and the team continue to seek new areas for growth and development which I know they will be sharing with you over the course of the next year. Many thanks for your ongoing support and may God continue to bless you in your ministries.

Hugh Davies

Chair of Trustees



A letter from the Executive Director

This has been a year of great opportunity and great challenges. As we emerge from a time dominated by the Covid pandemic, many churches and church leaders now find themselves stretched in new and different ways as they shepherd the flock and tell a rapidly-changing world the good news of Jesus.

In addition, it has been a year in which scandal and abuse involving evangelical church leaders has come to light. Each instance is a shocking reminder that ministers aren't immune from sin, and a powerful reminder to remain humble before God.

In the middle of all this, it has been a privilege to lead a team in Living Leadership that is devoted to growing church leaders and leadership culture that is vibrantly spiritually healthy.

Our vision to develop opportunities for grace-oriented care for leaders and spouses has taken real steps forward. Among the developments this year, two that stand out for me are the growth of our Associates' Network in the UK and Ireland (and with a first Affiliate in Europe) (see page 17), and the inauguration of semi-regular Refreshment Days for leaders and spouses around the UK and Ireland (see page 15).

While we need to take care to ensure that we don't expand too far too fast, both initiatives have been widely and warmly welcomed.


I want to commend our small team who have worked tirelessly to make this come about. It is a pleasure to work with every single one.

And I want to thank with all my heart everyone who has stood with us in prayer and finance. This is not easy work, and knowing the partnership of faithful encouragers is of greater worth than gold.

If you would like to know more about partnering with us in Living Leadership, growing leaders who serve faithfully and joyfully in Christ, we'd love to hear from you!

For Jesus' glory,

Marcus Honeysett
Executive Director



"I left Formation feeling more prepared for the year ahead, the challenges and opportunities, but also with the joy of the Lord, and the reason why this year is worth doing: for His glory."

- Formation Residential Delegate



Trustees Annual Report for the period 6th April 2022 to 5th April 2023

The trustees are pleased to present this Annual Report and Financial Statements for Living Leadership (charity number 1121621), for the year ending 5th April 2023. 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 focused 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, seminars, Ministry Masterclasses 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.

This takes place through one-to-ones, Groups (including online Networks), Days and Conferences.



Resources

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

This includes blog posts, podcasts, articles and our Leadership Commitments Scheme

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 continued to develop 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

Formation Residentials complement the training churches and Christian organisations provide for developing junior leaders by laying essential foundations for life in ministry as a disciple-maker in a context of encouragement, support, fun and fellowship with other people from across the country at the same stage in ministry.

In 2022/23 we welcomed a total of 35 leaders across the two Residentials, with 31 attending in September and 27 in March.

Across the two Residentials, the junior leaders explored the books of Colossians and Philipians – delving deep to see Jesus in his glory and be fuelled for their service. We also took time to talk about practical aspects of ministry such as managing a diary, use of technology, dealing with conflict and sabbath.

“The talks and content were really useful for realigning my heart and mind into what ministry is and how I should be approaching it to serve the church well, but also to see my own growth in a healthy way throughout the year.” – Delegate

“The teaching is very good quality, very encouraging and the topics are truly refreshing for the situations we are in as new Ministry apprentices. The introvert breaks are extremely appreciated. I found it useful to process what I had just learnt and have a break from a room full of people which tires me out quite a lot by the end of the day. The food choices were very inclusive for me as a vegetarian and were very enjoyable.” - Delegate

“Formation has been such an encouragement to me as I start my year of ministry, it's been great meeting people in a similar position and hearing from some really experienced people as well!” – Delegate

“I left Formation feeling more prepared for the year ahead, the challenges and opportunities, but also with the joy of the Lord, and the reason why this year is worth doing: for His glory.” - Delegate

Formation Seminars & external training events

Marcus, Paul and our Associates continued to provide training to churches and organisations. Some highlights from this reporting period include:

- Marcus and Paul delivered Post-Ordination Training for the Presbyterian Church in Ireland.
- Paul spoke at Central Church, Dundee's October 2022 Leaders Retreat (see feedback below)



- Paul continued to deliver the Year-round Mentoring program along with Jim Crooks
- Marcus and Paul taught at the European Leadership Forum annual conference.
- Paul delivered Bible Teaching at the Child Evangelism Fellowship conference to workers from around 40 countries.
- Paul delivered a webinar for the Forum of Christian leaders called “Pastoral Care Is Not Optional: The Urgency of Gospel-Shaped Pastoral Care”.
- Marcus led the Equip Leaders track at Word Alive
- Paul delivered training in Pastoral Care to the leaders of Strandtown Baptist Church (see feedback below)

“The evening was a great call to love people well through biblical pastoral care.” – Aaron Williamson, Strandtown Baptist Church

“Living Leadership provides sound teaching, support, fellowship and training to those on the front-line of Christian ministry. I have found it to be an invaluable source of help.” – Jim Turrent, Central Baptist, Dundee

Formation School

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

This reporting period covers part of two different academic years:

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

2021/22 (As reported in the 21/22 Annual Report)

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 in 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.

2022/23

This year we have had 15 students participating at Formation School Southampton. These students represent a broad spectrum of ages, a number of local churches and come from 10 separate nations (UK, Uganda, South Africa, Taiwan, Thailand, China, Ukraine, Iran, Egypt & NZ) which is an all-time high for us. What a joy it has been to walk alongside these folk over the course of this year and it has been such fun to journey together through the four tracks that make up Formation School (Bible, Blessing, Mission & Discipleship). The students graduate on Saturday 1st July and we are also now working on recruiting a new cohort for 2023-24.



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.

In 2022, we redesigned the course to make it 12 weeks long. This intake ran from 28th February – 20th June 2022 (spanning across this and our previous reporting period).

This intake saw 16 leaders from around 9 churches or organisations complete the course.

"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

Ministry Masterclasses provide ongoing professional development for leaders, integrating essential knowledge and skills with Living Leadership's core focus on character.

Across the year, we held two Ministry Masterclasses:

Powerful Leaders?

In April 2022, Marcus delivered his Masterclass on the use and misuse of power in ministry. This was attended by 14 leaders from around 12 churches or Christian organisations.

"A superb morning, much to think about and implement, extremely grateful to Living Leadership and to Marcus Honeysett for putting it on." Attendee

"Excellent presentation and insights into this very important topic backed up by scripture. Thank you" Attendee

Caring for those with life-controlling issues

In March 2023, John and Sally Childress ran a Ministry Masterclass about caring for those with life-controlling and addictive issues. John and Sally, who are Associates, possess a wealth of knowledge on this topic and run a charity called *Free! Recovery*.

The seminar was attended by nine leaders from around 6 churches.

"It was really interesting and I think will be helpful to my pastoral ministry. I will certainly be looking more closely at the material in the weeks to come." - Attendee

"Great to listen alongside a colleague so we could use it as a prompt for discussion about our context. John's testimony hugely helpful. Good to be built up in confidence that we have something to offer as a church community" - Attendee



Refresh (support) ministries

Refresh Groups

During this reporting period, we restructured our Refresh ministries to make them more understandable for potential service users. Part of this restructure included pulling our existing Refresh Network Online ministry, under the Refresh Groups banner.

Our renewed vision for Refresh Groups is that they would be places for deep relationships and encouragement, facilitated either in-person by an Associate or ministry staff member, or online by the structures of the sessions (followed by small group reflection).

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 15 sessions.

We were delighted to serve 93 different people across the year, with an average of 33 participants attending each session (plus volunteers). 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 12 Associates, Staff 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.”

“Refresh Online has been a real life-saver to me and my ministry over the past few years - time to stop, to hear from God in his word, and to reflect and pray together with people who understand. I thank my God regularly for RNO.”

“I am so thankful for the nourishing sanctuary that the Network provides, with a great mixture of Bible input, discussion, prayer, and care in the context of relationships unhindered by church structures. A definite high point in my diary”
– Tudor, Church Leader

Refresh Community for Spouses

During this reporting period, we launched a new online Group (in the same vein as RNO), specifically for Ministry Spouses. ‘Refresh Community for Spouses’ meets on the first Monday of the month in the evening.

Since launching in October 2022, RCS has welcomed a total of 23 spouses to its six sessions.

“Just to say thank you so much for facilitating the meetings. It is a new way for me to connect with others which I really appreciate.”

Pastoral Refreshment Conferences

Pastoral Refreshment Conferences provide three-day mini-breaks for leaders and their spouses. Across the conferences, there is a chance to rest, reflect, meet with God, and be poured into by a team of volunteers there to provide pastoral care.

These conferences currently take place at two locations, though this year we were delighted to trial having two conferences at the Lakes location, to enable us to meet the increased need we have been seeing.

This year's theme was "Sorrowful Yet Rejoicing" and proved timely and poignant for many attendees.

Central



PRC Central was attended by 72 leaders and spouses from around 37 churches.

This event included talks from Gareth Lloyd-Jones, Senior Pastor of Ridgeway Community Church in Oxfordshire, and seminars on the theme of encouragement.

"Exactly what we needed. Gospel refreshment, and a grace-filled community to pray with and fellowship with." - Ben and Suzy Twiss

"The PRC was a breath of fresh air in its ethos, teaching, fellowship, prayerfulness & location - the time out that it took to attend it was really worthwhile!" - Genevieve T Jennings

Lakes



It was wonderful to partner again with Keswick Ministries to deliver Pastoral Refreshment Conferences in the Lake District in February 2023, with this year including testing running back-to-back conferences at the same venue.



Across the two conferences, 106 leaders and their spouses attended from around 58 churches.

“Heart-warming combination of healthy biblical teaching, Christ-centred fellowship, and pastoral support from a skilful honest and experienced team”. - Peter Ackroyd

“An oasis which refreshes, encourages and challenges to hopefully help me serve God and my church in a way that glorifies Him” - William Wilson

Refresh One-to-One

This growth in the number of Associates, along with growth in our administrative capacity in this area (with the appointment of two part-time Refresh Ministries and Associates Scheme Support Managers), enabled us to support more leaders and spouses through one-to-one meetings.

Much of the one-to-one support is arranged by the Associates not centrally by our staff team. In addition to those contacts arranged organically, we have matched 22 service users with Associates, and ministry staff are mentoring seven service users.

Also, Associates are increasingly supporting British Missionaries serving overseas, including in China, Italy, Zambia, and Germany.

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.

During this year we were delighted to put on two Refreshment Days and also make great headway on many more to come early in the next financial year.

In October, we ran a day in Northern Ireland that was attended by 11 leaders and spouses from around 8 churches.

In November we ran a day in Dublin, in partnership with the Irish Bible Institute. 27 leaders and spouses attended that day from around 14 churches.

Following the recruitment of a new member of staff to focus on facilitating new Refreshment Days around the country, we are delighted that excellent progress has been made on this for the coming year, with teams of Associates now assembled and seven Refreshment Days planned for May and June 2023.

“I would encourage them to make use of the opportunity to attend any future days like this one as a means of meeting new people who have much in common with them and to benefit from the very helpful mutual exchange the programme allows.”
- Refreshment Day Attendee (when asked if they would recommend the Days)

Renewed in Hope Event

Renewed in Hope is an excellent collaboration with The Bible Society and Moorlands College to refresh and replenish ministers and spouses in Hampshire, Dorset and South Wiltshire.



Held at the lovely Moorlands campus in Christchurch, in November 2022, the most recent event welcomed around 20 ministers and spouses.

This was the second time we have partnered with these two organisations, and we are looking forward to more Renewed in Hope days in partnership in years to come.



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 1,271 unique page views (this metric includes views of all blog posts across the site at this time, not only those originally published during the period).

Popular posts during this time included 'Could Do Better', about workaholism and people-pleasing; 'Burnout or Breakdown' about the language we use around ministry experiences; and 'Post-pandemic Pastoral Preservation' where Phil Sweeting shares some reflections on this season.

Articles

Our Articles provide more in-depth considerations of particular issues relating to leadership and pastoral care. We offer these as PDF downloads from our website designed to be available when leaders need the extra support and information they offer.

Our articles received 153 page views in the reporting period, with the most popular articles being the topics of singleness, depression and ministerial burnout.

Podcasts

During this reporting period, we changed podcast host to enable us to consolidate both our podcasts on one Network.

Living Leadership Podcast

The Living Leadership podcast aims to release 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 2022 and 31 March 2023, the Living Leadership Podcast received 2,370 downloads.

"...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

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.

This fortnightly podcast has had a total of 595 downloads from 1st April 2022 to 31st March 2023 – this is more than double last year’s downloads and continues to show a steady increase in listeners.



Leadership Commitments Scheme

In February 2022 (the last reporting period), we launched a new initiative to encourage best practice in churches and Christian organisations and increase our supporter base.

The 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.

Take up for the scheme has been lower than anticipated but we did have the first church sign up to the scheme during this period. We also had several conversations with other churches who may consider taking up the scheme.

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 ten new Associates in this period, including our second Associate in Wales (first in North Wales) and key growth in the number of female Associates. This brought our total Associates up to 34, across the UK and Ireland.

This growth was made possible by the successful recruitment of two part-time, fixed-term staff members with administrative responsibility for the Associates Scheme and Refresh Ministries.

“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 Team Gathering

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

We were delighted that almost all active Associates at that time were able to join us at the event, along with staff and one of our key volunteers; this amounted to 35 people in total.

Whilst the program had to be condensed due to the funeral of HM Queen Elizabeth II, it was wonderful to spend two days together focussing on the vision of Living Leadership for the gospel encouragement of Christian leaders and spouses and to take time for fellowship and prayer together.

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

Growing staff team

In this financial year, we were delighted to welcome three new part-time members of staff onto the team.

Phil Swinburn and Helen Read joined the team in May and June 2022 (respectively) to administer and develop Refresh Ministries and the Associates Scheme. Their appointments have enabled these ministries to grow and flourish.

In February 2023, Phil Sweeting joined the team as the first of three Ministry Development Leads. Phil will be dedicated to expanding our ministries in the Midlands, including through the delivery of new Refreshment Days in this area.

All of these roles are fixed-term positions, and we continue to seek funding to help us extend roles such as these beyond their current contract terms.



“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

How we fund our activities

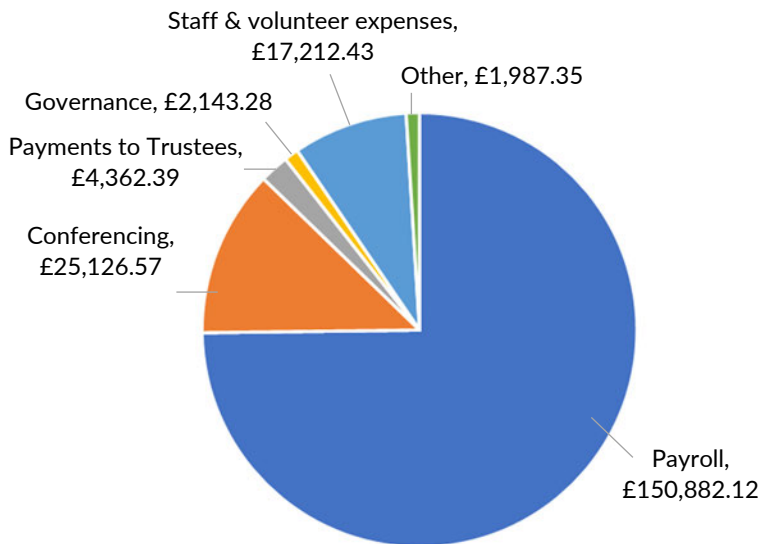
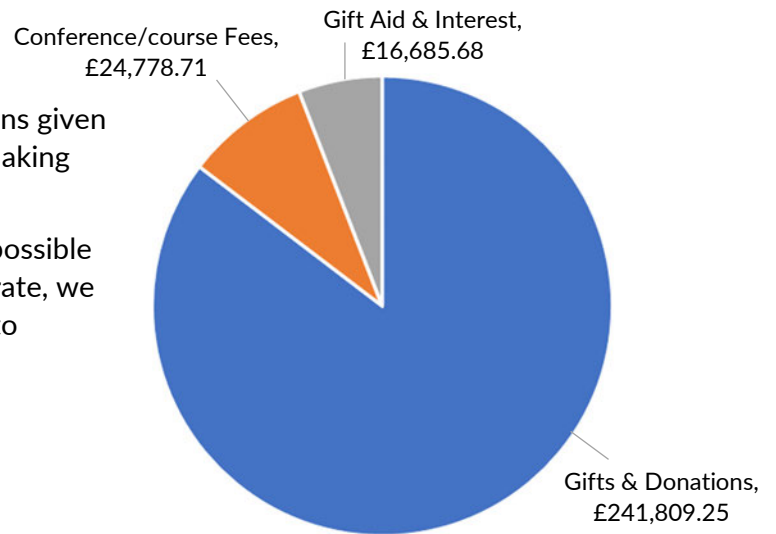
A detailed breakdown of our finances can be found in our Financial Statements on page 24.

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.

Our income in 2022/23 is shown here (right).



Expenditure

Our expenditure in the year increased compared to the previous year primarily due to the increase in personnel.

Our total expenditure was able to be met by the donations and income we had within the year.

Designated funds

We continue to maintain a fund designated for growth in three areas:

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.

No expenditure of this fund occurred in this year, though we successfully recruited ministry support workers to commence in the next reporting period.



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 three times 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 2022-23, the reserves totalled £123,412.56.

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.

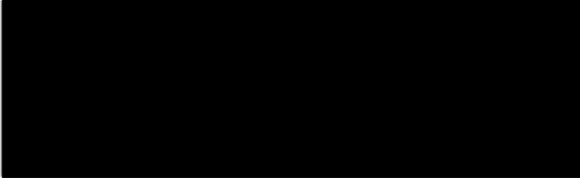
The Trustees are responsible for ensuring that arrangements are made for keeping proper books of account with respect to its transactions and its assets and liabilities such as to enable every Revenue account of the Trust to give a true and fair view of the income and expenditure for that period and 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: 22nd July 2023.



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 2023, which are set out on pages 24-27. 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: 3 July 2023

ADDRESS:

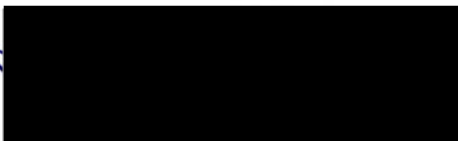


Financial Statements

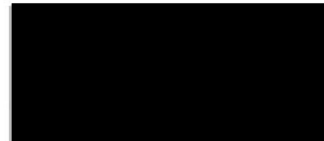
Balance Sheet as at 5 April 2023

	2023 UNDESIGNATED FUND	2023 DESIGNATED FUND	2023 TOTAL FUNDS	2022 TOTAL FUNDS
CURRENT ASSETS				
Cash at bank	£123,219.06	£201,494.43	£324,713.49	£242,859.09
Debtors and prepayments	£193.50	£0.00	£193.50	£488.40
	£123,412.56	£201,494.43	£324,906.99	£243,347.49
CURRENT LIABILITIES				
Creditors: amounts due within one year	£0.00	£0.00	£0.00	£0.00
	£123,412.56	£201,494.43	£324,906.99	£243,347.49
NET CURRENT ASSETS	£123,412.56	£201,494.43	£324,906.99	£243,347.49
NET ASSETS	£123,412.56	£201,494.43	£324,906.99	£243,347.49
Represented by:				
FUNDS				
OPENING BALANCES	£43,347.49	£200,000.00	£243,347.49	£100,541.67
Movement for the year	£80,065.07	£1,494.43	£81,559.50	£142,805.82
CLOSING BALANCES	£123,412.56	£201,494.43	£324,906.99	£243,347.49

These accounts were approved by the Trustees on



HUGH DAVIES



MELINDA HENDRY

Date: 26/7/23



Statement of Financial Activities

For the year ended 5 APRIL 2023

	2023 UNDESIGNATED FUND	2023 DESIGNATED FUND	2023 TOTAL FUNDS	2022 TOTAL FUNDS
INCOMING RESOURCES				
Gifts & donations	£241,809.25		£241,809.25	£290,476.79
Conference/course fees	£24,778.71		£24,778.71	£32,559.81
Gift Aid & interest	£15,191.25	£1,494.43	£16,685.68	£3,424.43
	£281,779.21	£1,494.43	£283,273.64	£326,461.03
RESOURCES USED				
Payroll	£150,882.12		£150,882.12	£144,461.27
Conferencing	£25,126.57		£25,126.57	£26,688.39
Payments to Trustees	£4,362.39		£4,362.39	£1,136.08
Governance	£2,143.28		£2,143.28	£614.80
Staff & volunteer expenses	£17,212.43		£17,212.43	£8,366.29
Other	£1,987.35		£1,987.35	£2,388.38
	£201,714.14	£0.00	£201,714.14	£183,655.21
NET INCOMING/ (OUTGOING) RESOURCES	£80,065.07	£1,494.43	£81,559.50	£142,805.82
OPENING BALANCES	£43,347.49	£200,000.00	£243,347.49	£100,541.67
CLOSING BALANCES	£123,412.56	£201,494.43	£324,906.99	£243,347.49



Notes to the Accounts for the Year Ended 5 April 2023

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 £39,910.00 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 2023, as follows:

	2023 UNDESIGNATED FUND	2023 DESIGNATED FUND	2023 TOTAL FUNDS	2022 TOTAL FUNDS
Trustees' general expenses	£1,828.39		£1,828.39	£1,136.08

Other

	2023 UNDESIGNATED FUND £	2023 DESIGNATED FUND £	2023 TOTAL FUNDS £	2022 TOTAL FUNDS £
Subscriptions	£370.00	£0.00	£370.00	£555.00
Website	£0.00	£0.00	£0.00	£0.00
Capital expenditure	£0.00	£0.00	£0.00	£0.00
Other	£1,617.35	£0.00	£1,617.35	£732.80
	£1,987.35	£0.00	£1,987.35	£1,287.80



Debtors and Prepayments

	£ 2023	£ 2022
Income Tax	£193.50	£488.40
	£193.50	£488.40

Creditors

	£ 2023	£ 2022
Expenses to trustees	£2,534.00	£200.00
	£2,534.00	£200.00

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. The balance as at 5th April 2023 is £123,412.56.

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 2023 is £201,494.43.