

Church Army (The)
Reports and Financial Statements
Year Ended 31 March 2025

Charity registration numbers:

England & Wales: 226226

Scotland: SC040457

Republic of Ireland: 20152604

Company registration number: 00037169

Church Army (The)
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Church Army (The)
Charity Reference and Administrative Details
Year Ended 31 March 2025

Patron	His Majesty King Charles III
President	The Rt Rev & Rt Hon Lord Williams of Oystermouth
Vice Presidents	The Rt Rev Bruce Cameron The Most Rev Dr Richard Clarke The Most Revd John Davies The Most Rev Dr Michael Jackson Dr Bill Lattimer The Most Rev Barry Morgan Pam Rhodes The Right Rev and Right Hon John Sentamu June Simpson The Most Revd Mark Strange Roy Totten The Rt Rev Michael Turnbull The Right Rev Justin Welby
Trustees and Board	Chair: The Rt Rev Guli Francis-Dehqani Honorary Treasurer: John Whitfield Matt Barlow (appointed 5 Nov 2024) Rev Jude Davis (appointed 1 June 2024, resigned 5 Nov 2024) The Rt Rev Andrew Forster (appointed 28 Nov 2024) Ravi Gidoomal Amy Hayes CA The Right Rev Saju Muthalaly Dr Sol Osagie Mark Preston The Ven Dr Peter Rouch (resigned 31 May 2024) Patricia Russell Rosie Slater-Carr (resigned 10 Feb 2025) Sister Karen Webb CA Captain Andrew Payne CA Rev Karen West
Chief Executive	Matt Barlow (appointed 5 Nov 2024) Rev Jude Davis (appointed Interim CEO 1 June 2024, resigned 5 Nov 2024) The Ven Dr Peter Rouch (resigned 31 May 2024)
Company Secretary	Robin Webb
Senior Leadership Team	Matt Barlow (appointed 5 Nov 2024) The Rev Jude Davis Director of Community and Vocations (appointed Interim CEO 1 June 2024, returned to Director role 5 Nov 2024)) The Ven Dr Peter Rouch Chief Executive (resigned 31 May 2024) Dan Lane Director of Fundraising & Communications (left 31 May 2025)) Dr Timothy Ling Director of Organisational Development (left 31 Jan 2025) Faye Popham Associate Director of Org Development (left 30 April 2025) Robin Webb Director of Finance & Support Services Captain Neville Willerton CA Director of Mission Operations (left 1 May 2025)

Church Army (The)
Charity Reference and Administrative Details
Year Ended 31 March 2025

Registered office	Wilson Carlile Centre 50 Cavendish Street Sheffield S3 7RZ Telephone 0300 123 2113 Email: info@churcharmy.org
Auditor	Hawsons Chartered Accountants Statutory auditor Pegasus House 463A Glossop Road Sheffield S10 2QD
Solicitors	Cooper Burnett LLP Napier House 14-16 Mount Ephraim Road Tunbridge Wells Kent TN1 1EE
Bankers	Barclays Bank PLC Unity Trust Bank PLC
Actuaries	First Actuarial PLC
Investment Managers	Ruffer LLP CCLA Investment Managers Limited
Charity registration numbers	England & Wales: 226226 Scotland: SC040457 Republic of Ireland: 20152604
Company registration number	37169
Company Branch registered in the Republic of Ireland	909766

Introduction

Throughout most of the financial year of 2024-25 the work of Church Army continued with determination, sharing the love, compassion and good news of Jesus through an army of hope across the UK and Ireland.

Our evangelists and staff go where the need is greatest, following in Jesus' footsteps to the lonely, the forgotten and the marginalised. They do this with practical help and a message of hope that truly transforms lives.

It was this heart and this practice that drew me to apply to become CEO. It is a privilege to now lead this movement, nearly 150 years strong, into its next season.

As reported in last year's annual report, the financial situation of the charity was such that serious conversations had already begun about how to make Church Army sustainable for the future. I'm grateful to the work of the Senior Leadership Team (SLT), under the interim leadership of Jude Davis, and the Board for all they achieved prior to my arrival. It was clear to all that decisions were needed, and needed fast, to secure the financial position and begin reshaping for a new future.

During all this decision making, our frontline heroes continued their selfless, sacrificial service. Be they those who deliver our social care services, such as Marylebone or Ty Bonna, our Evangelists in our Centres of Mission, or the hundreds of trained and commissioned evangelists serving in a variety of local contexts.

Some of the highlights of this past year were:

- **Pioneer Training in Ireland:** A new chapter began as we partnered with the Church of Ireland to deliver their bold Pioneer Ministry initiative. Together, we are equipping a new generation of pioneers to share the hope of Jesus in fresh and authentic ways.
- **Festivals:** Our team had a fantastic presence at summer festivals, engaging with thousands through creative activities and conversations. It was a joyful way to share our story, build new friendships, and strengthen the Church Army family.
- **Dundee Centre Anniversary:** September saw the 10th anniversary of our Dundee Centre. We marked a decade of lives transformed with a celebration filled with gratitude, community, and even baptism - a powerful reminder of God's ongoing work through Church Army.
- **Premier Christian Radio Partnership:** We were honoured to be chosen as Premier's Charity of the Year. This partnership gave us a powerful platform to tell stories of transformation, reaching many new supporters who now share in our mission.

Despite the impact of this work, we knew a deficit budget could only be sustained for so long. Trustees had rightly been reducing reserves to support our mission, but the time for significant change had come. It was clear that to close the very significant gap of £4m between income and expenditure, the efforts made to significantly increase fundraising, especially in today's very tough fundraising environment, were not going to be sufficient.

The strategic direction of the charity, in line with our charitable objectives, needed to be re-focused. The Board and leadership therefore embraced the following:

"We are moving away from being a charity that focusses much of its time and effort on running projects, to being a movement that equips and supports an army of evangelists, their churches and dioceses, through effective training, resourcing, networking and promoting best practice that they might share Jesus in the toughest parts of society."

Alongside this, we recognised the need for Church Army to become a simpler organisation. Over the years many different strands of work have been developed or adopted into the charity, creating a lack of clarity and significant complexity. As we considered what to take forward, a move towards strategic simplicity strongly guided us.

In line with this direction, we looked towards restructuring, so we might have a balanced budget moving forward. This meant that some areas of our work would need to reduce or close.

These were tough decisions, and no charity ever chooses lightly to step back from work that is making a real difference in people's lives and in society.

After many helpful consultations and listening exercises with staff, the following key decisions were proposed to take place through the financial year of 2025-26:

Marylebone Project - Church Army will step away from running of the Marylebone Project and sell the associated buildings. The hope and intention of the board is that this will be done in a such a way that ensures ongoing support for vulnerable women in the premises. Conversations with potential partners to make that happen commenced in February 2025. Our aim is to conclude negotiations and have agreed a plan to deliver this by April 2026.

Centres of Mission - The number of Centres of Mission would be reduced from 25 to around 10. It is hoped that this can be done in such a way as a good number will be adopted into full local ownership so that the work can continue in some form. We would aim to have these changes implemented by the end of 2025.

Church Army Research Unit - We took the difficult decision to close the Research Unit, and with it our external, publication-focused research programme. This was a reluctant choice, but necessary both to save costs and to simplify strategically.

Wilson Carlile Centre - With changing work and conferencing patterns, the difficult decision was taken to seek to sell our Sheffield base, as it was proving to be a significant financial drain on the organisation. We plan initially to move into rented offices and work with a partner to host our training, then discern if and where a longer-term home may be suitable.

Ty Bronna & Waterways - we agreed that through 2025-26 we would carry out further discernment work as to whether these works would remain within Church Army, or if they would be better continued under the ownership of another charity or as independent entities.

Support Teams - with the changing size and shape of the organisation, it was clear that many of our support teams would need to adjust. Leadership will be reduced to reflect that of a smaller charity. Fundraising and Communications will be pared back in line with lower fundraising ambitions. Our support functions including HR, Finance & Services will be re-sized once other changes are complete.

Thankfully, not all our work has had to reduce or close. We are excited that through 2025-26 we are able to continue our work at similar levels for:

- Missional Youth Church Network
- Ruby Project
- Training of Commissioned Evangelists
- Ty Bronna
- Waterways

Key Objectives for 2025-26

As the above report explains, much of 2025-26 will involve significant organisational change. We recognise that this is a very high level of change to implement in a relatively short period, and both the leadership and board have given serious consideration as to the risks of moving at this pace. We believe this approach is necessary to achieve the financial restructuring in a timely manner, recognising the financial risk of not moving fast enough. Our key objectives for 2025-26 are:

- Re-engage and re-energise the Mission Community, whilst implementing required changes to meet Safeguarding requirements of Acknowledged Communities guidance
- Continue the growth of Missional Youth Church Network, aiming to grow from 49 to 59 by March 2026.
- Support exiting Centres of Mission, whilst ensuring the remaining are well engaged and supportive as they continue their valuable, impactful work, as we begin to consider how we replicate and share best practice.
- Work with external parties to see Church Army released from the ownership of the Marylebone project buildings and give the project the best chance of continuing in some form.

- Achieve the successful sale of Wilson Carlile Centre and move to new Training facilities and new rented offices for Sheffield based staff.
- Discern and create a new, compelling, simplified vision for the future of Church Army
- Support the whole organisation through significant upheaval, retaining hope and positivity and ensuring good and healthy culture as we emerge out of the other side
- Work on all areas of income generation and cost reduction to deliver a more sustainable budget for 2026-27 and beyond
- Discern and implement future direction of Waterways and Ty Bronna

Key Impact Objectives for 2025-26

In light of the significant changes, restructuring and uncertainty regarding many of our projects over the coming year, we made the decision to not set quantitative key objective goals for 2025-26. We will however report back in our annual report for 25-26 on the following:

- people helped with issues of Homelessness
- people trained in Evangelism and Mission
- new commissioned Evangelists
- people helped and supported through a CoM
- people making positive steps of faith through all our work

Matt Barlow
Chief Executive

Church Army (The) Trustees' Annual Report (including Directors' Report and Strategic Report Year Ended 31 March 2025

The Trustees (who are also Directors of the charity for the purposes of the Companies Act) present their report and the audited financial statements of the charity for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the *Annual Report* and Financial Statements of the charity.

The Financial Statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland published in October 2019.

Who is Church Army?

Church Army is a mission-focused community transforming lives and neighbourhoods through the work of evangelists, staff and supporters. We are committed to sharing the Christian faith in word and action across the United Kingdom and Ireland. Our evangelists and staff work beyond church buildings walking alongside some of the most broken, rejected and hurting people in society. We are also committed to building new forms of Christian community to reach people with little or no experience of church. Much of our frontline work is carried out through our Centres of Mission. A Centre of Mission is a community of evangelists working together to enable evangelism and mission across a host diocese. They have four key strands to them:

- Implementing the Church Army strategy across the UK and Ireland.
- Working in strategic partnership with the host diocese.
- Developing fresh expressions of church for the unchurched.
- Resourcing and equipping the church for evangelism.

Alongside our Centres of Mission, we also run other frontline activities including Envoy, the Marylebone Project, Waterways Chaplaincy, Ty Bronna, and the Ruby Project, all in fulfilment of our charitable objectives.

Our work over the last year has included:

- preventing homelessness and caring for those who have been homeless
- supporting women caught up in prostitution
- building community on housing estates
- helping people trapped in debt
- working with young people who are experiencing self-harm
- night-time street ministry
- chaplaincy
- local church ministry
- children and young people's ministry including school outreach
- working with people with drug and alcohol addictions
- bus projects to reach people where they live
- older people's ministry
- family breakdown prevention

Other key work includes:

- researching into evangelistic initiatives
- church planting and fresh expressions
- providing evangelism training and resources for the wider church

Church Army (The)
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Our mission:

To enable people to come to a living faith in Jesus Christ and relieving poverty and distress.

Our vision:

For everyone everywhere to encounter God's love and be empowered to transform their communities through faith shared in words and action.

Our values:

- **Generous:** God is generous, and we want to model that generosity to others.
- **Risk-taking:** We have a long heritage as a pioneering movement, prepared to take risks and give colleagues permission to succeed or fail as they seek to do new things.
- **Accountable:** We are accountable to God and others, living reliably and responsibly to high professional standards.
- **Collaborative:** We are committed to partnership with those who share our values; we believe it enhances our work.
- **Expectant:** We are hopeful, expecting God to do new things amongst us.
- **Unconditional:** God loves everyone, and everyone is significant in His eyes; we will serve anyone regardless of their age, gender, race, sexuality, faith, ability, status or circumstances.
- **Prayerful:** Listening to God, being obedient to God; we want to be like Jesus in our life and witness.

Objectives and activities including achievements and performance

Over the past 12 months we have continued to deliver against our 'DARE' strategy: Doing, Advocating, Resourcing and Enabling evangelism.

The following sections of this *Annual Report* will look at each of the four DARE objectives and how we have worked to achieve them.

Objective 1: Doing Evangelism

- We have 400 Commissioned Evangelists across the United Kingdom and Ireland. Of these, 227 are of working age and a good number of those who have “retired” from paid or stipendiary ministry are still active in many ways with Permission to Officiate (PTO) from their Bishop.
- England: 341 Total / 181 working age
- Scotland: 7 Total / 6 working age
- Wales: 18 total / 10 working age
- Ireland (all of): 34 Total / 30 working age
- We also have 1 working and 2 retired in the Diocese of Europe

138 of the total Commissioned Evangelists (400) are also ordained.

Statistical Highlights of Centres of Mission (CoM) 2024-25

In 2024-25 there were 29 active CoM, though 4 closed in the year. Together they represent a wide network of evangelists and communities serving across the UK and Ireland.

Quantitative data was collected at two points during the year. Fourteen Centres of Mission responded at both points, 4 responded once, and 11 did not submit data. Because of the proposed organisational changes announced in early 2025, the third planned data collection (January-March 2025) did not take place.

Where full data was not available, figures have been extrapolated to provide a fair estimate for the activity across the whole year.

This methodology is in line with the practice used in previous years, albeit never at this scale before. While these figures should be understood as projections, they remain a reliable representation of the impact of Centres of Mission during 2024-25.

Activity

- CoM have delivered over 23,500 hours of organised activity this year
 - This is almost 2,000 hours every month
 - Or 3,000 days in the year (assuming an 8-hour day of activity)
 - There will almost certainly be other activities that the CoM are involved in that are less organised and so not recorded here (e.g. pastoral and crisis support)
- CoM have interacted with more than 27,000 people over the year
 - The ‘average’ CoM has interacted with just under 1,000 people (although this ranges from 120 to 2,400)
 - 56% of those interacted with were children (under the age of 18)

Provision

- Every CoM is involved with food provision in some form and in total have provided/distributed 16,000 meals or boxes of food in the last year.
- CoM also provide other essential items such as baby equipment, hygiene packs and furniture. In total they have distributed nearly 2,000 items.

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Signs of Faith

More 'formal' signs of faith

- CoM were involved in over 80 baptisms of children or adults
- CoM were involved in 40 infant baptisms or thanksgivings
- Nearly 60 people have gone forward for confirmation from CoM

Funerals

- Nearly half (44%) of CoM report that they have been involved in assisting with or conducting a funeral - this is evidence of the huge level of trust and value of the CoM within their community. In total there have been 66 funerals.

Exploring and growing in faith

- CoM report that 900 people are exploring faith with them
- And over 1,000 people are growing in faith with them
- It should be noted that CoMs often had different understandings of what was meant by these terms

Faith commitments

- CoM have seen over 200 people made a faith commitment for the first time this year
- And nearly 80 people rediscovered their faith or make a recommitment of faith
- It should be noted that some CoM responded that they found it hard to know whether to include figures for children who responded to wanting to 'pray the prayer' in a large corporate setting e.g. a holiday club - generally these figures were not included.

Volunteering

- There were 670 volunteers across all CoM
- The 'average' CoM would have 23 volunteers, although in reality this ranges from 1 to 82
- The Christian/Church background of volunteers is:

Background	% of volunteers
Regular churchgoer	57.4%
Occasional churchgoer	12.3%
Historical churchgoer	6.9%
Never churchgoer	23.4%

- This means that 43% of CoM volunteers are not regular churchgoers

Missional Youth Church Network (MYCN)

- 49 Missional Youth Churches (MYCs)
- 1,500 young people each week

MYCN is a Church Army project delivered in partnership with Fresh Expressions UK, Dioceses, Diocesan Youth advisors / missionaries and Growing Faith Foundation. Missional Youth Churches enable 11-18-year-olds to build community and discover faith in Christ, shaped by the context in which they live.

Thanks to financial support from the Church of England, MYCN has been able to grow both its team and its strategy. We are on track to meet our ambitious goals – reaching 65 Missional Youth Churches by 2027 and 125 by the end of the decade. At the end of March 2025 there were 49 MYCs established and this had grown to 54 by July 2025.

Our network now connects with over 100 leaders across the country who are exploring how to build church with young people where they are. Since the Learning Community launched online in 2020, 54 MYCs have developed, including 29 in areas of deprivation. Together, these projects engage at least 1,500 young people every week, with an average of 30 attending each.

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The impact is best seen in the stories that emerge:

In Andover, Winchester diocese, Veronica Brewer and her team launched a worship service attended by 26 young people, with eight serving as young leaders. This complements their Wednesday open session, bus outreach, and schools work.

In Rochdale, Manchester diocese, 15-20 young people attend a weekly club, with 7 also doing Youth Alpha. During a visit, one teen shared how God intervened when he was about to take his own life; he is now a disciple through the ministry of youth leader Bing Lui and his volunteers.

In Wrexham, the Tin Can project mentors six young people aged 17-19, exploring discipleship weekly. They also took 14 on a residential with Christian input. The Tin Can Drop-in, attended by around 60 teens twice a week, sparks faith discussions through Bible verses and comments on a whiteboard.

In south Nottingham, youth worker Jo Harrison describes how a group of lads, once uninterested, are now exploring faith after persistent prayer. One lad is getting baptised, another is urging Jo to, "be tougher with us, we do want to know about this God stuff."

In Hinckley, Leicester diocese, Jane and Syd Henderson report more intentional discipleship after reshaping their group in January. Numbers have grown, and young people are linking faith with their lives. A girls' group launched with three members now has six, and in March four young people expressed a desire for baptism.

Waterways Chaplaincy (WWC)

- **101 waterways chaplains (volunteers)**
- **Supporting 3,500 boaters**
- **5,000 hours of volunteer time**

Our Waterways Chaplains proactively support people in need on rivers and canals, particularly the growing number of boaters 'signposted to us' by the Canal and River Trust, Environment Agency, marina owners, health professionals, police, and others.

Most encounters still come through everyday conversations as chaplains go about their work – relieving poverty and distress, demonstrating Christian faith, and showing how simple acts of kindness can reveal the gospel in action.

Like Street Pastors, chaplains serve those they meet - building relationships, tackling issues such as poverty, health or benefits problems, and sometimes seeing remarkable life change. Faith conversations often arise naturally, with chaplains ready to respond when asked.

Chaplains serve in local patches – on foot, in marinas, or in waterside cafés. They are trained volunteers from diverse and ecumenical backgrounds; all rooted in their local communities. Drawing on this local knowledge, they offer listening, signposting, advocacy, emergency help, practical support, and, when invited, spiritual care. All support is free.

As of 31 March, there were 101 active chaplains, 12 supporter churches, 1 supporter business, and 16 active supporters (including retired chaplains). These groups are all expected to grow. Over the year, chaplains held around 3,500 meaningful conversations with boaters and towpath users, gave more than 5,000 volunteer hours, and walked over 5,000 miles of Canalside towpath.

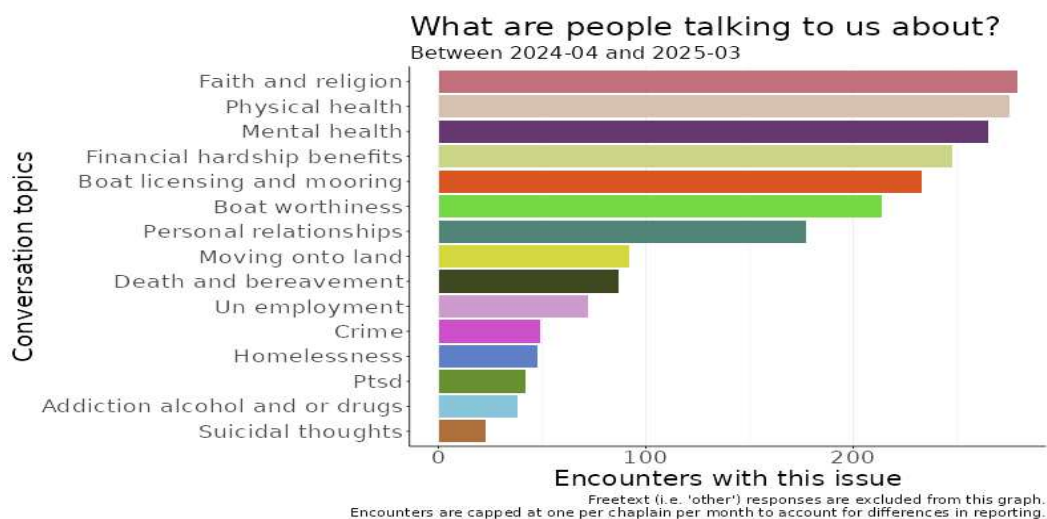
The chaplaincy is organised into 12 geographical hubs. It is supported by three part-time staff: a National Lead Chaplain, and Senior Chaplains for the North and South.

Waterways Chaplaincy - the future

In September 2025 the Church Army Board announced that after more than 3 years as part of the Church Army family, the Waterways Chaplaincy will be taking steps towards a new future outside of Church Army's governance. This change comes as part of the refocusing of Church Army's work on training and equipping evangelists, and the strategic decision to simplify and re-size its work.

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To ensure this transition is as smooth as possible and to secure a strong future, the chaplaincy has established an interim transition group (ITG) to determine the next steps. This group will be created and convened by Revd Chris Upton (National Lead Waterways Chaplain) and will be considering the best approach for the future, either within another charity or with a new board to replace Church Army as the sole trustee. The ITG will present its recommendations to the Church Army board in November 2025.



A sad story from the Norfolk Broads hub by hub lead Mike:

A request came from the Broads Authority to assist a boater (BX) whose ropes had been cut due to his 'history' having been discovered. He had been towed, he had no power, to a remote mooring for his own safety. Over the next two and a half years support was provided for BX until Mike very sadly found him dead in the bottom of his boat about a year ago. Shopping, hospital appointments, visits, doctors' appointments, electricity cards, outboard motor delivery for repairs. So much support given and it seems the way this was handled endeared WWC to the Broads Authority and an excellent relationship has developed and Mike gets invited to the Broads Beat Partnership online forum. At that meeting those needing help are identified to the WWC, if the information has not already been passed on. The whole area is covered. Even when BX was found we were able to assist the authorities with his personal information, support and visit his mum and set funeral arrangements in process. She allowed us to have the ashes and with BX's friends scatter them near where he died. Photos were sent to BX's mum and Mike painted a watercolour of the Broad where the ashes were scattered.

For more information visit <https://waterwayschaplaincy.org.uk/>

Marylebone Project - supporting vulnerable women

Overall, during the year, the Marylebone Project provided:

- 39,397 nights of accommodation offering shelter, hope, safety and support to women who would otherwise have remained on the streets or in situations detrimental to their well-being
- This included 25 beds each night to women with complex needs and
- 5 beds every night to women with no recourse to public funds

The Marylebone Project also enabled:

- 14,200 visits to the Sanctuary Centre, 567 of whom were first-time visitors
- 2,720 women attended 12,684 activity sessions
- 63 women resettled into independent living
- 75 women participated in Westminster Adult Education Services courses
- 98 women participated in individual 1-2-1 education, employment and training mentoring sessions
- 50 women attended employment interviews
- 15 women secured work placements
- 10 women secured employment

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The year began with a focus on strategy, aligned to Church Army's wider plans, with all projects working towards a theory of change model. It ended with the difficult decision to withdraw from delivering frontline services, sell the Marylebone Project buildings, and transition the work to another provider.

Throughout the year, however, the Project continued unchanged in its focus of supporting women seamlessly and effectively.

The appointment of a Marketing Co-ordinator and the implementation of the theory of change model helped the Project to be better equipped to promote its work and celebrate the variety of services and achievements delivered.

The Social Enterprise Administrator rebuilt the client base, meeting and often exceeding the target of at least one Space booking per week, which increased revenue for Space and Munch.

The Sanctuary continued its 24/7 service, supporting women in crisis, including those fleeing domestic abuse. Over the past year, demand grew – particularly from women inappropriately housed and needing weekly access to Sanctuary facilities.

The needs also became more complex, placing increasing pressure on staff capacity. In response, a new assessment process and limits on length of stay were introduced to ensure fairness and widen access.

The independent domestic violence advocacy specialism was shared across the whole team, ensuring that women fleeing domestic abuse received consistent support. This change meant the service remained responsive to the needs of women, while staying true to the Project's ethos, vision, values, and mission.

The Resettlement Team prioritised long-term residents for private rented housing, offering greater choice and independence. Women moving into independent living continued to receive three months' support, with many sustaining tenancies. This is testament to the compassion and commitment of the team.

Our partnership with Westminster Council continues, supporting 25 women with complex needs and 5 with no recourse to public funds. Through the Health InReach Lead, we developed an embedded health approach that helps women with underlying conditions to access and sustain care. Health support plans and referrals have built trust, enabling women to engage with services and improve their wellbeing.

Delina's story *

Delina was previously street homeless, before being referred into the complex needs bed by the Sanctuary Team. She had been experiencing homelessness for five years, primarily due to long-term alcohol misuse with her substance use having escalated following the loss of her job and subsequent family estrangement. Delina frequently cycled between temporary shelters and rough sleeping on the streets, often struggling with mental health issues such as depression and anxiety. She attended the Sanctuary and was referred into a complex Needs Bed.

Delina was supported with a referral to Turning Point and Change Grow Live who worked in a person-centred way to create a harm reduction plan around reducing Delina's alcohol and drug intake.

Before being accommodated at the Marylebone Project, Delina was engaging with Alcoholics Anonymous and Narcotics Anonymous and staff at the Project supported her in continuing to engage with these groups. Delina expressed that she wanted to keep her diary full so that she could keep her alcohol usage to a minimum. Delina started to attend the meaningful activity programme at the Project and took part in art therapy, creative writing, sewing sessions and pampering days.

Delina's long-term goal was to move to a residential rehabilitation placement, and she actively worked towards this by successfully attending a detox assessment. Delina's support worker assisted her in being referred to counselling sessions to address the psychological aspects of addiction and Delina selected Cognitive Behavioural Therapy (CBT) as the preferred type of therapy to help her identify triggers and develop coping strategies.

Delina's support worker supported her in looking into dry house solutions for after her rehabilitation programme ends and for her to continue to achieve her goals towards sobriety and independence.

Delina moved into a residential rehabilitation placement and has a dry house accommodation placement lined up for when her detox programme is completed.

*** Name changed to protect identity**

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As a result of this work, we now provide dedicated bedspaces for women with health-related needs, commissioned directly by Westminster Council.

The complexity of need places exhausting demands on staff. To help, a breakout room and Reflective Practice have become standard support measures, giving staff space to process challenges and continue delivering high-quality care.

Although the year ended with Church Army's decision to withdraw from delivering frontline services and to sell the Marylebone Project buildings, our partnership with Westminster Council remains strong. Together we are working to ensure a successful transition of the service to another provider.

The new partnership with Crisis to provide bedspaces for rough-sleeping women during the Crisis at Christmas programme also continued, with additional places offered in 2024.

Importantly, the annual target of moving 50 women into independent living was exceeded, with 63 women moving on in 2024-25. Most secured independent housing, with others transferred between the Project's services. Trauma-informed and psychologically informed approaches remain central, supported by schemes such as Rent Deposit and Home Starter Packs. These not only make private rental more realistic but also ease the transition from homelessness into stable accommodation.

Challenges for the Project and Senior Leadership Team remain significant. Recruitment and retention of staff is an ongoing issue, alongside the need to maintain quality support during this period of transition. Maximising Housing Benefit receipts has been a continued focus, with partnerships established to resolve queries and delays more quickly.

Corporate volunteers have remained committed, contributing through redecoration, upgrading décor, and donating items for residents. Their support has refreshed women's living spaces, communal areas, and particularly the residential kitchens.

Despite the challenges and changes this year, and those ahead, our remaining staff are deeply committed to offering their skills and specialist support to meet the varied needs of residents. Every achievement, large or small, has an impact on the women we serve – and all are valued as part of this vital work.

Church Army Ty Bronna

Key achievements during the year included:

- **4,710 nights of accommodation provided to homeless young people.**
- **33 young people have received support and accommodation.**
- **29 new referrals received for accommodation and support.**
- **29 young people offered accommodation and support.**
- **20 young people accepted the offer and moved in.**
- **6 young people accessed the emergency bed for a total of 72 nights.**

Church Army Ty Bronna provides residential support to 13 young people aged 16 - 21 years old, who have been deemed homeless or at risk of homelessness by the local authority. The provision includes:

- An Emergency Bed offering short-term respite across the partnership
- Church Army Visiting Support (CAVS), which helps six young people in self-contained flats owned by Cardiff Council and managed by The Salvation Army. Church Army provides support so that young people can develop tenancy skills and prepare for independent living.

All support is provided in a person-centred and psychologically informed way, through both formal weekly sessions and informal day-to-day support. Staff accompany young people to appointments, provide advocacy, teach practical life skills, and offer education, training, employment, and group sessions.

This approach builds self-esteem, self-confidence, and resilience, giving young people the opportunity to heal from trauma and develop coping strategies. These skills reduce the risk of tenancy breakdown, mental health crisis, or re-entering the cycle of homelessness.

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Ty Bronna also runs a structured programme of in-house activities, from work and education-related sessions to creative, therapeutic, and health and wellbeing activities.

The project's mission is:

- **Hospitality** - Providing hospitality to all young people referred to our service.
- **Empowerment** - Equipping all young people to make informed choices and take control of their lives and work in partnership to achieve their goals.
- **Accepting** - all young people for who and what they are in a non-judgemental and anti-discriminatory environment.
- **Resettlement** - Facilitating and encouraging young people to move on to independent living and enter education, training and/or employment.

It's aims as a Supported Housing service, are to:

- Prevent homelessness wherever possible by working in partnership with the local authority.
- Ensure sufficient accommodation of a good standard is available for young people who are, or may become, homeless.
- Ensure the provision of appropriate support for homeless young people in developing the skills required for them to move on and live successfully in independent living and to access the more specialist support to assist them with their specific needs, in addition to supporting the young people in entering education, training and employment.

This year brought significant positive impact, thanks to new funding. A grant from The Waterloo Foundation enabled the development of a "Building Skills" course, led by volunteer Jane Holland, a former teacher. The course teaches maths and English through everyday activities – such as cooking or preparing for a job interview – helping to reduce anxiety around learning. Young people earn vouchers for attendance and achievement, receive certificates, and can apply for ID such as passports or driving licences to support their future.

Additional funding from Glamorgan Voluntary Services, Cardiff East Rotary Club, and Graham Tatham supported the refurbishment of the training kitchen into a neurodiverse-friendly space. Nearly half of Ty Bronna's young people are neurodiverse, making this transformation vital. The new design, developed with a local designer, includes clutter-free, texture-less surfaces and sequenced workstations, reducing anxiety, supporting independence, and encouraging healthy eating as part of overall wellbeing.

The refurbished kitchen will benefit more than 400 neurodiverse young people over the next 20 years, strengthening Ty Bronna's legacy of high-quality, life-changing support. An open day in August will thank supporters and celebrate this achievement.



The Ruby Project

In the first six months of the year, we recorded:

- 161 visits to our drop-in space
- 167 outreach interactions (street and venue-based)
- 104 community-based contacts
- 360 instances of non-face-to-face support such as phone calls, messages and ongoing advocacy

In addition to these figures, we regularly engage in multi-agency work and case coordination that is not always captured in formal reporting but is vital to the holistic support we provide.

We are in an exciting season at The Ruby Project. Our team has expanded to 13 dedicated volunteers – five of whom have recently joined us, bringing lived experience that deeply resonates with the women we serve. These women include survivors of Class A drug addiction, sex work, domestic abuse, and exploitation. Their testimonies of transformation through Jesus are powerful, and their presence is already making a profound impact. As one new volunteer prayed during outreach: “Jesus, you did it for me, do it for them.”

Our small staff team (one full-time and three part-time) is strengthened by this growing volunteer community, enabling us to serve more consistently and with greater depth.

We currently run a two-day-a-week drop-in space – a female-only, trauma-informed refuge. It is more than a programme; for many, it is the only safe place available. One woman, recently sleeping rough and managing a stoma, came to us while fleeing domestic violence. Another arrived just days later after escaping an abusive partner who had locked her in a room for two days. These are not isolated cases – they reflect the daily realities of many of the women we meet.

We also run a weekly community outreach day with women who are at a less chaotic stage in their journey – those beginning to stabilise in areas such as housing, substance use, or who are no longer involved in sex work.

We do not give up. Wherever a woman is on her journey, we meet her with compassion, consistency, and the love of Jesus. We walk at her pace, celebrate every step forward, and hold hope on her behalf until she can carry it herself.

Together, we are creating space for transformation – where women rediscover their worth and the boundless love God has for them.

Sarah's story:

Sarah first met us on the streets when working, she was engaging in survival sex - (Survival sex refers to the exchange of sex for basic necessities such as food, shelter, it is the absence of real choice – it's about survival, not agency.) She was staying with a man who she originally met as a punter who is 35 years older than her, he was exploiting her, so she had somewhere to sleep. We have supported her over the last few months to get into temporary accommodation and now her own flat. We have had some significant moments where she has requested us to pray with her and real curiosity around faith in Jesus.

Chloe - Preparing for life at Sea

Serving in The Royal Navy can be an exciting opportunity to see the world, but it is an incredibly challenging career. People as young as 16 can apply to become part of the navy and training is both physically and mentally demanding. Officers need to be in peak physical condition to be able to tackle the arduous training, but they also need to be mentally and emotionally agile to cope with the long periods away from home and the stresses that can bring. Aggies is an organisation which places trained Pastoral Workers in and around various Royal Navy, Royal Marines and Royal Fleet Auxiliary establishments across the UK. Among these dedicated workers is Commissioned Church Army Evangelist, Chloe Lefore, who supports trainees in readiness for deployment.

Meet Chloe

My main role on camp is to be a pastoral presence offering support and guidance to the students throughout their training and I work alongside the chaplaincy team. It's a varied role and can involve anything from referring people on to the welfare team or specialist organisations to just being there to offer support and a listening ear.

The students are preparing for deployment and with this often comes a complex range of needs and emotions and so it is key that students have someone to be able to talk to throughout their time here. I lead café church which the students can attend, and we have done Alpha and the bible society course. It is here at café church that we often perform our 'Anchor Blessings' which is a little bit like a graduation before they leave camp for their ship or submarine. It is an opportunity for prayer in a group setting with fellow students and we have a bit of a celebration.

Being in the Royal Navy means a lot of time away from home and that can be difficult, especially for those students who have things going on at home such as a family member who is unwell, or relationship problems. We have students who arrive from all over the Commonwealth too, they will be far away from home, in a new country and possible have language barriers and so they may need some time to adjust. The discipline levels and standards around camp are very high and this can be a lot for people to deal with and so it is important that I am an encouraging presence for them.

I make sure that I do a hello and welcome chat with everyone when they arrive at camp, and I am available for people of all faiths, and I am available for staff and students too. Everyone on camp is important and they can all experience difficulties living away from home, so having someone like me who they can talk to, is important for their well-being.

The Church Army training has been incredibly valuable to me, and I have been able to implement a lot of the thing I learnt. Camp is a secular setting and trying to develop a faith-based concept in this environment has been challenging, but I have been able to draw on my Church Army Training. It gave me the skills to be able to start something faith based from scratch and make it accessible and inclusive for everyone.

Objective 2: Advocating Evangelism

Our second objective is Advocating Evangelism. Simply, this is being champions for the spreading of the Gospel. As advocates for evangelism, we encourage and promote the sharing of the message of salvation through Jesus and encouraging individuals, churches and leaders to share their faith with those around them, whether through personal relationships or evangelistic outreach opportunities.

As part of Advocating Evangelism, we promote living life in such a way that others can see Christ in us and be drawn to Him. It requires being intentional about sharing the good news of Jesus with others and being willing to step out in faith and trust God with the results.

There are a few ways we do this:

Our Communications Team is a key player in promoting evangelism, using various platforms such as print, online videos, websites and social media. Through sharing stories of lives transformed, the diverse range of work we do, and creating new avenues for interactive engagement, Church Army's Communications Team are responsible for giving our work a platform to external audiences, as well as our large internal network. Our evangelists are also making a local impact by utilising online communication to share their amazing work, including the impactful projects we fund.

Inspiring church leaders

Our DARE strategy relies on church leaders embracing evangelism, which is essential. Our Senior Leadership, Research, and Training teams have actively participated in a myriad of events across the United Kingdom and Ireland. We have been honoured to speak at conferences, theological colleges, and diocesan events, spreading the message far and wide.

Encouraging the wider church: Church Army speaking engagements

Our Evangelist's captivating speaking engagements empower churches across the UK and Ireland. These engagements, held at Sunday morning services and other weekly events, are crucial for increasing financial and prayerful support. They provide a unique opportunity to share the importance of our Evangelist's Kingdom work, inspiring and encouraging other Christians in various settings. Each year, we reach approximately 100 platforms, spreading our impactful message far and wide.

Objective 3: Resourcing Evangelism

The Research Unit

During 2024/25, Church Army delivered a varied programme of internal and external research on mission, evangelism and church development.

Internal research for Church Army included:

- Recording the Journey - a project which gathers statistics and stories from Centres of Mission
- Triennial Reviews of Centres of Mission (facilitated by the research team with the help of a wider team of Reviewers from across Church Army) and other key projects
- An evaluation of the LEAD leadership development resource
- Production of a 'Pioneering in Ireland' training resource
- An audit of Church Army's data processing activities
- Exploring the Theory of Change of recovery churches within Centres of Mission
- Internal surveys for Church Army

External research for the wider Church included:

- A study of church planting in Scotland for the Scottish Church Planters Network
- Research for the Church England about the experiences of part-time ministerial trainees in Theological Education Institutions
- Evaluations of 7 diocesan programmes and mission initiatives supported by Church of England Strategic Development Funding (SDF) - including studies of pioneering and church planting, resource / resourcing churches and projects engaging with children, young people and families
- Continued evaluation work with some of the urban training programmes featured in our 2023 report 'Growing Leaders on Urban Estates' and 'Jesus Shaped People'

Due to the financial challenges noted elsewhere in this report, Church Army's Research Unit has now sadly closed. But we are grateful to the Church of England's Vision and Strategy Team and the Bede Centre for Church Planting Theology at Cranmer Hall, St John's College, Durham for agreeing to help ensure the Research Unit's extensive archive of reports and publications can continue to be accessed by future generations of scholars and practitioners.

Church Resources and Leadership Development

We have continued to Resource and Enable Evangelism through the development and implementation of our Church Resources and Leadership Development offer.

Our Church Resources remained stable this year, consisting of:

- Faith Pictures, helping everyday Christians reflect on and communicate their story of faith.
- Faith Shared, helping ordinary Churches develop sustainable repeatable patterns of outreach to the communities around them.
- Faith Questions, exploring apologetics from a non-academic perspective.
- Faith Empowered, developing local lay leaders in evangelism.

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Developments for our resources have been:

- Increased orders of the Faith Pictures Leader's Box. It has been well received as a high-quality addition to our offer.
- Increased enquiries via the Church Resources submission form.
- Delivery or booking of Faith Empowered Facilitator Training to ten English Dioceses.
- Development of a stand-alone Chaplaincy and Evangelism module for Faith Empowered, soon to be piloted with Leicester Cathedral and then available for wider rollout.

Alongside this, the Church Resources team were successful in a bid to the Resourcing Ministerial Formation Innovation Fund for capacity funding to explore the use of Apprenticeship Training for church-based youth ministers. This will combine Church Army's history of training and forming lifelong lay workers in outward facing ministry, with the skills and experiences of team members. Delivery for this piece of work is September 2025.

Leadership Development identified 3 main priorities for our ongoing work - Growing leadership capacity & culture, enhancing organisational learning & developing our offer to the wider church

- We have added a Group Supervision offer to our Reflective Supervision offer which was popular and we saw some increase in numbers engaging in at least one LEAD module
- York Diocese have been licensed to run Lead in house.

Objective 4: Enabling Evangelism

Initial Training Programme

- **13 people started training in September 2024**
- **28 students in training as of March 2025.**
- **7 students were Admitted and Commissioned into the Office of Evangelist by Bishop Saju Muthalaly, and Commissioned as Church Army Evangelists by Peter Rouch at Sheffield Cathedral in July 2024**

Church Army's Initial Training forms people to be admitted to the Office of Evangelist under the authority of the Archbishops of Canterbury and York and commissioned as a Church Army Evangelist by our Chief Executive. This is the only nationally licensed pathway for lay evangelists within the Church of England, and it is recognised by the Anglican churches of Ireland, Scotland, and Wales.

A highlight of 2024 was the Periodic External Review (PER) – a major review carried out by the Church of England's National Ministry Team and Durham University, assessing institutions that train and form people for ministry. The Yorkshire Theological Educational Partnership (of which Church Army is part) underwent its review in November 2024. Of the three categories of outcome – 'confidence,' 'confidence with qualifications,' or 'no confidence' – Church Army and YTEP were awarded the highest level: 'confidence'.

The reviewers made the following comments about Church Army's training:

- We commend the fact that the Formational Aims and the distinctiveness of the evangelistic calling of Church Army are evident, nurtured and encouraged within every strand of the life of the Centre.
- We commend the strong sense of community and welcome at Church Army.
- We commend Church Army tutors' use of a strong variety of teaching methods. They are excellent at encouraging students with limited academic background and mature students who are nervous about returning to education.
- We commend the warm, collaborative and responsive nature of the leadership at Church Army.
- We commend Church Army on the strength of their training for evangelists being recognised by the Church of Ireland, leading to the current partnership.
- We commend Church Army's excellent structure for students' formational development and spiritual growth.
- We recommend that Church Army continues, through all possible channels, to raise the profile of the options and advantages of a Church Army theological education.

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The PER highlighted our growing partnership with the Church of Ireland, where we began training lay Pioneer Ministers in September 2024. Nine Pioneers-in-Training started their formation this year, with a further five due to begin in September 2025.

Helen Reynolds

Helen had her first encounter with Jesus in her late 20s while working as a teacher, her husband having recently embraced Christianity at a Christian organisation. After a taxing day, a Christian parent from school shared about Jesus over some drinks. On her journey home that evening, Helen felt overwhelmed with emotion, reflecting on her past and realising Jesus' constant presence during the struggles in her early life. The next day, a medical emergency led to life-threatening surgery, but amid the fear, a wave of peace enveloped her, confirming Jesus' presence in her life.

Helen and her husband now have three sons, and she works with vulnerable adults within a faith setting. She has previously been involved in volunteer work with her church and the YMCA, and it was her husband who encouraged her to look into training, and she began a Growing Leaders course followed by a foundation course at Church Army. It was then that she discovered she has a real heart for evangelism and applied to begin the discernment process for Commissioning.

Training with Church Army has been transformative for Helen. Training is a place where she feels she truly belongs, where everyone's differences are celebrated, and their unique gifts are nurtured. The environment is filled with love and a shared passion for sharing Jesus. Helen has not only flourished and gained confidence and skills but has also felt cared for and supported by the tutors who have encouraged her talents. This journey for Helen, has been about challenges, self-discovery, and growth in a beautiful setting, creating a truly wonderful experience.

To her, Commissioning is incredibly important as it signifies her becoming part of Wilson Carlile's impactful legacy, something she deeply treasures. Inspired by Wilson's approach of relating to people differently, Helen aspires to follow suit, viewing it as a humbling privilege.

After Admitting and Commissioning Helen continues in her work with vulnerable adults whilst reflecting on all the amazing things she has learnt and how she can implement these things to reach others, ensuring she says yes to Jesus every day

Envoy

UK/Ireland = 103 participants

USA = 5

Canada = 12

(Numbers based on academic year Sept 24 to June 25)

2024-25 was another strong year for Envoy, Church Army's evangelism coaching community. Our three members of paid staff enabled a community of volunteer coaches to bring evangelism alive as part of people's day to day lives, for participants from across the UK, Ireland, Germany and Canada. One participant this year said the following: "I approached Envoy wanting to better understand how I could share my faith with the people I encounter, without it feeling 'forced' or uncomfortable for either party... Envoy has given me more confidence to speak to family and friends more openly about my faith and my beliefs. In an odd sort of way, it has helped me live more 'genuinely', more true to who I am. I no longer avoid 'the God stuff' when speaking to people who I know don't have a faith - it's sort of 'liberating' for me to be who I am without 'censoring' what I say. Envoy has been time well spent!"

The Chaplaincy and Vocations Team

Throughout the year the chaplaincy team have offered pastoral support to those across Church Army. This has included those with health challenges, those whose work is difficult for a range of reasons, and those working through what ongoing changes to Church Army might mean for them and their ministry. The uncertainty around the future shape of the Church Army Mission Community (CAMC) has been a source of concern for many we have worked with. In the second part of the year a significant part of Neil Thomson's work has been in facilitating the Task Group working on proposals for the future shape of Church Army's common life.

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Significant events have included our retreats, online *Recharge* meetings and our annual service of Admitting and Commissioning, all of which have been meaningful and well received events. Midday Prayers has continued to attract a loyal core membership who meet each day to pray for those across Church Army. Knowing that they can ask for prayers from this group has been a source of comfort for a number of those facing difficult times.

As with the wider Church of England, we have seen a declining number of enquires exploring vocations as a Church Army Evangelist. Given the public uncertainty over the future shape of belonging to Church Army, it is not surprising we are currently seeing fewer candidates come forward (although the last 2 online discovery events have seen a small increase in numbers attending). In the short term our partnership with the Church of Ireland in training pioneers will ensure numbers entering training remain viable. In the longer term we look forward to the CAMC and Commissioning questions being resolved so we can present a confident, clear, and attractive offer of Church Army's ministry going forward.

Public benefit statement

The Trustees have considered the Charity Commission guidance on public benefit and are satisfied that both the aims of the Society and what it delivers meet the public benefit test.

Church Army meets the criteria through:

- the advancement of the Christian religion
- provision of services for homeless people
- its youth and community work

Church Army does not discriminate between those who profess a Christian faith and those of no faith. Our work is open to those of all faiths and no faith. Examples of how we do this can be found on pages 4 to 16.

Objectives for the coming year 2025-26

As detailed in the introduction to this report, much of 2025-26 will be related to significant organisational change and upheaval. This is a very significant level of change to implement in a relatively short period of time. The leadership and board have given serious consideration as to the risk of attempting so much change in such a period of time. It was decided that this approach was necessary in order to achieve the financial restructuring in a timely manner, recognising the financial risk of not moving fast enough. Our key objectives for 2025-26 are:

- Re-engage and Re-energise the Mission Community, whilst implementing required changes to meet Safeguarding requirements of Acknowledged Communities guidance
- Continue the growth of Missional Youth Church Network, growing from 49 to 59 by March 2026.
- Support existing Centres of Mission, whilst ensuring remaining are well engaged and supportive as they continue their valuable, impactful work, whilst beginning to consider how we replicate and share best practice
- Work with external parties to see Church Army released from the ownership of the Marylebone project buildings and give the project the best chance of continuing in some form.
- Achieve the successful sale of Wilson Carlile Centre and move to new Training facilities and new offices for Sheffield based staff.
- Discern and create a new, compelling, simplified vision for the future of Church Army
- Support the whole organisation through significant upheaval, retaining hope and positivity and ensuring good and healthy culture as we emerge out of the other side
- Work on all areas of income generation and cost reduction to deliver a more sustainable budget for 2026-27 and beyond
- Discern and implement future direction of Waterways and Ty Bonna

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Key Impact Objectives 2025-26

In light of the significant changes, restructuring and uncertainty regarding many of our projects over the coming year, we made the decision to not set quantitative key objective goals for 2025-26. We will however report back in our annual report for 25-26 on the following:

- people helped with issues of Homelessness
- people trained in Evangelism and Mission
- new commissioned Evangelists
- people helped and supported through a CoM
- people making positive steps of faith through all our work

Financial review

The review below covers the financial position for the year from 1 April 2024 to 31 March 2025.

Overview

We started the year budgeting for an operating deficit of £3.4m, as part of a five-year financial strategy to move us towards operational financial sustainability. We planned to continue to invest our reserves in growing our work, while we invested in implementing our Fundraising Strategy aiming to deliver a step-change in fundraised income within a three-year period. However, the external environment remained extremely challenging and fundraising actually declined during the year, despite the additional resources invested, and we ended the year with an operating deficit of £3.9m (2024: £3.9m). This led the Board to take the strategic decision in January 2025 to significantly reshape the work of Church Army as outlined in the introduction to this report.

The £3.9m operating deficit increased to £5.4m (2024: £3.9m) after recognising the loss on the sale of our investment properties known as the Bushey flats; this portfolio of 26 properties had been held in our books at £6.0m, based on the individual sales values, but we sold this portfolio as a package to an investor post year end to release cash to support the charity's working capital needs for the next two years. The discount to the investor reflected the market value of the portfolio, the Stamp Duty payable for a portfolio purchase and avoided potential lengthy delays in selling 26 individual flats.

At the date of signing this report the Board is in the process of selling its operating properties in Sheffield and London which will generate significant capital gains as these are held in the balance sheet at historic values. These gains will be reflected in the accounts when the properties are sold.

The journey ahead: Budget 2025-26 and finance model 2026-27

As outlined above the Board has agreed a significant strategic reshaping of Church Army during 2025 - the impact of these changes in the 2025-26 financial year should result in a reduced operating deficit of £2.3m (after allowing for redundancy costs) and lead to a £0.8m deficit in the following year 2026-27. The planned sales of our significant operating assets are expected to result in increased investment income that should bring us closer to breakeven.

Here are some of the key points from our 2024-25 accounts:

Income - total income reduced by £0.2m to £7.1m (2024: £7.3m) primarily due to a significant reduction of £0.5m in donations to our Marylebone Project.

Donations - total donations reduced by £0.5m to £1.7m (2024: £2.2m) driven by a reduction in donations of £0.5m to our Marylebone Project. Giving to Church Army remained flat at £1.1m (2024: £1.1m).

Legacies - reduced slightly to £0.9m (2024: £1.1m) more in line with the five-year average of c £0.7m. The timing of legacy receipts is outside of our control, but this is an income stream which continues to reflect Church Army's historic connections; a rich heritage and blessing which has clearly left a mark on people's lives.

Income from our partners for Charitable Activities - remained steady at £0.7m (2024: £0.7m).

Research & Training income from external clients - lifted to £154k (2024: £57k) as our Training took on new students from the Church of Ireland and our Research Team completed more external projects.

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Income from other trading activities - continued to rise to £475k (2024: £434k) as the Wilson Carlile Centre focused on increasing usage of the accommodation by external guests.

Rental income from investment properties - reduced to £369k (2024: £409k) as we continued to sell the properties as part of our planned disposal strategy.

Expenditure

Costs of raising funds increased to £2.0m (2024: £1.8m) as we continued to invest in delivering our step-change in Fundraising strategy to deliver a significant increase in Fundraising income over the next five years to help move us towards operating financial sustainability.

Spend on **Charitable activities** reduced by £0.3m to £9.0m (2024: £9.3m) as several Centres of Mission closed.

Apart from the above, overall expenditure remained well controlled, despite pressures on all cost areas due to higher inflation, with monthly management accounts reviewed by every budget holder and the Management Group to ensure an effective and efficient use of financial resources.

Major capital works

No major capital works were undertaken during the year.

Investment policy and performance

Church Army's investments currently comprise properties which are rented out for income, and we continued with our strategy to dispose of all our investment properties over a three-year term by 2026, to move all our reserves into more liquid assets.

Investment properties

Church Army's investment properties were previously used as accommodation by employed and retired evangelists. Rental income reduced to £369k (2024: £409k) as we continued our planned sale of the portfolio. In previous years at each year-end the investment property portfolio was revalued, but since we are in the process of selling all the properties this year, we have used the prices at which they are being sold as the current book value.

Reserves (Funds) policy

At the year end the Unrestricted Free Reserves of the Charity had reduced to £4.3m (2024: £8.3m) as we continued to invest our reserves in our frontline work. These unrestricted free reserves are held to provide a contingency in the event of an unexpected shortfall in income or significant uplift in costs and now represent six months operating costs.

We have previously worked to a target of £6.5m of free reserves but in this season of investing in delivering a step-change in Fundraising and using reserves to fund ongoing work as we move towards financial sustainability over the next four years, the Board is working to a five-year finance and reserves model and is planning to use up to £5m of the free reserves during this period as the organisation works to deliver a major change in its operations and income streams to move to a more sustainable model.

Restricted Funds, given for specific purposes reduced to £4.9m (2024: £6.3m) as the monies were used for the purposes for which they were given.

Operational Properties (including our Marylebone Homeless project and Wilson Carlile Centre) comprise £7.0m of our total reserves; we cannot access these funds until we sell the properties and so these are identified separately in the reserves summary below.

In total, these reserves come to £16.2m (2024: £21.7m), but as outlined above £11.8m are tied up in restricted funds and operational properties. The unrestricted free reserves represent six months operating costs for 2025-26 and provide a contingency to cover any unexpected shortfall in income or uplift in costs.

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The following table gives a summary of the funds we hold:

	Target	2025	2024	2023	2022
Restricted Funds	4.8	4.9	6.3	6.9	7.2
Operational Properties (buildings used for our work)	7.0	7.0	7.1	7.3	7.2
Designated for investment in DARE strategy and step change in Fundraising – transferred to unrestricted funds March 2024 March 24	0	0	0	4.9	6.2
Unrestricted Free reserves	6.5	4.3	8.3	6.5	9.4
Total	18.3	16.2	21.7	25.6	30.0

Contingent liabilities

There were no contingent liabilities at the year end.

Fundraising activities

Over the past year, we remained committed to improving our processes to better serve and engage our supporters. We introduced a dedicated fundraising phone line, making it easier for supporters to reach us, and transitioned cash reporting to the Fundraising Team, enabling us to reduce thank-you letter turnaround times from 10 working days to just 3.

In June 2024, we welcomed a new Fundraising Operations Manager whose focus is driving efficiency and strengthening compliance across all activities. Our fundraising efforts this year included applications to trusts and foundations, individual and church-focused giving campaigns, a digital acquisition campaign through Meta, and our partnership as Premier Christian Radio's Charity of the Year. All our fundraising activities were carried out by our in-house team. While we engaged an external agency to support the technical and creative delivery of our digital Meta campaign on a fee-for-service basis, no professional fundraisers or commercial participators were engaged to solicit donations directly on our behalf.

We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice, which underpins our approach and informs how we develop and deliver our fundraising activities. We actively monitor our fundraising activities to ensure compliance with the Code of Fundraising Practice and are not aware of any significant instances of non-compliance during the year. We remain committed to continuous improvement and addressing any issues promptly should they arise.

Between April 2024 and March 2025, we received six complaints. These were each fully investigated and addressed in line with our established internal processes at the time. We define a complaint as any expression of dissatisfaction, regardless of justification, and view each one as an important opportunity to learn and improve.

We are committed to protecting vulnerable people and all supporters from undue pressure, persistent approaches, or privacy intrusions. Our policies require all fundraising communications to be respectful and sensitive to potential vulnerabilities. We are committed to training team members to recognise signs of vulnerability and are actively reviewing how we can further support our team in this area in future years.

We also updated our Privacy Policy and notified supporters of these changes, reaffirming our commitment to transparency and care.

While our new Customer Relationship Management (CRM) system, Dynamics, was originally scheduled for implementation last year, progress was delayed due to resourcing challenges with our technology partner. Nonetheless, we are now aiming to go live by September/October 2025. Substantial preparatory work took place during the year, which did divert resources from other fundraising initiatives but will ultimately strengthen our supporter engagement and operational efficiency.

Trust fundraising was challenging amid sector-wide shifts and organisational changes, including the closure of some Centres of Mission and a long-term staff absence. Despite these obstacles, we secured multi-year grants for Waterways Chaplaincy from Joseph Rank Trust and Westhill Endowment Fund, and continued support from Benefact Trust. We also gratefully received funding for other projects and core work from valued partners including: The RM Sales Charitable Trust, Maurice and Hilda Laing Charitable Trust,

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Waterloo Foundation, and Roland Callingham Foundation. While we did not receive a grant from Jerusalem Trust this financial year due to organisational changes, this funding is confirmed for the next three years.

For further information about the Fundraising Regulator visit www.fundraisingregulator.org.uk

Working Capital and cashflow

The Board recognises and has committed to investing the charities reserves to fund planned operating deficits reducing over the next 2 years as the charity moves towards operational financial sustainability in 2027-28. Reserves are currently held primarily in investment properties, and these are all being sold on a phased basis over the next 2 years.

Recognising that it is impossible to predict the timing of these sales, the Board agreed a 3-year loan of £2million from Stewardship in August 2024 to provide working capital while the properties are sold.

The loan was repayable at the rate of 15% of each investment property sold, with full repayment from the sale of the site known as the Bushey flats which comprises 26 individual flats across multiple blocks in Bushey Hertfordshire, currently valued at £6m. The Stewardship loan was secured by a charge on the Wilson Carlile Centre, a charge over the Bushey Flats (as these provide the primary source of repayment) and a debenture. The loan was repaid in Sept 2025 following the sale of the Bushey flats and the security released.

The Executive Team (SLT) has produced a 2-year cashflow forecast which is monitored and updated weekly to ensure clear visibility and close management of cash and working capital during this period.

Going concern

Following the sale of a significant part of the charity's property investment portfolio comprising 26 flats in Bushey, Hertfordshire in September 2025 the net sale proceeds of c £3.1m released, after repaying the Stewardship loan, has provided sufficient working capital for the next 2 years while the strategic reshaping of Church Army is delivered.

The Board has reviewed finance models forecasting the impact on reserves over the next 5 years and having reviewed the plans and reserve models, the Board believes sufficient reserves and cash are in place to support its ongoing work with the aim of moving towards operational financial sustainability by 2027-28.

After making these appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing these financial statements.

Structure, governance and management Constitution

The Society is both a registered charity and a company limited by guarantee governed by its Articles of Association, which specify that its legal objects are "to bring people to a personal faith in Jesus Christ" by:

- (i) providing trained evangelists and lay agents to assist the advancement of the Christian religion
- (ii) preaching the need of conversion, holiness of life and church membership
- (iii) relieving poverty and distress

The Society is registered with the Office of the Scottish Charity Regulator and the Charities Regulator in the Republic of Ireland.

Appointment, induction and training of Trustees

The Board of Trustees comprises people with relevant expertise including Church Army evangelists. Trustees are co-opted by the Board, following a search based on filling identified gaps in skills and experience and must be elected by the membership at the next Annual General Meeting. Good governance is vital to the effectiveness of the organisation and so training and induction programmes for new Trustees are tailored for each individual.

Church Army (The) Trustees' Annual Report (including Directors' Report and Strategic Report Year Ended 31 March 2025

Following the planned departure of trustees in 2022, the results of a skills audit were used to inform a trustee recruitment programme using an external agency which led to the appointment of 4 new trustees to the Board in 2022 bringing skills in key areas, including Digital, PR and Media, Legal and Finance. Each of these trustees came from a unique background as well as the specific skills and experience they could bring.

During the year the Board completed the recruitment of a further trustee based in Ireland to provide a geographic voice for that province and we said farewell to one trustee who stepped down due to work pressures in their new job.

Board diversity

The Board is delighted to have achieved a more diverse membership with 42%/54% female/male elected trustees (plus the CEO), a 30% representation from Global Majority Heritage (GMH) backgrounds and 50% aged under 55.

Organisational structure and decision-making

The Board carries overall responsibility for every decision made within the Society and has delegated certain powers to the following committees:

The Finance Committee provides detailed oversight of all matters relating to finance, audit and risk.

The Investment Committee monitors and reviews the policy and performance of the Society's investment managers and property portfolio.

The Senior Leadership Team is responsible for implementing Board decisions throughout the Society and the executive management of its operations and resources through its Management Team.

The Marylebone Project Board formulates and implements strategy and oversees all operational matters relating to the Marylebone Project for homeless women on behalf of the Portman House Trust and Church Army as sole Trustee.

The Waterways Chaplaincy Project Board formulates and implements strategy and oversees all operational matters relating to the Waterways Chaplaincy on behalf of Church Army as sole Trustee.

The Training Committee monitors and reviews Church Army's training provision for Evangelists on its Commissioned Pathway and academically validated programmes, ensuring it is aligned with vision, values, and strategy, and is of the highest possible quality and standard.

The Society also has a President and Vice-Presidents, who have no formal powers but act in an advocacy role within the wider church. They are listed on page 1.

Church Army International

Church Army continues to support a collective group of societies in Australia, Barbados, Canada, Denmark, Jamaica, New Zealand, the United States of America, various countries across Africa and Vanuatu. Each of these is separately constituted and independent of the others. There is mutual support and regular contact between the leaders as part of the International Leaders, chaired by the UK CEO.

Pay policy for senior staff

During the financial year in review there was no formal remuneration policy for any group of employees, beyond the commitment to pay at least the living wage under The Living Wage Foundation criteria.

Risk management and internal controls

The Board has overall responsibility and regularly reviews all aspects of risk management to ensure that the Society has appropriate systems of internal control, whether strategic, operational, financial, or regarding legal compliance. Systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- An annual budget approved by the Trustees and detailed monthly management accounts which report actual performance compared to budget
- A monthly Cashflow forecast and 2-year financial model
- A strategic statement of the Society's purpose, values and vision supported by more detailed goals and objectives and financial forecasts looking ahead five years
- Internal policies and procedures
- A process for the identification and management of risks
- An agreed level of delegated authority to committees and management
- Checks to ensure that transactions are properly authorised and recorded
- Carrying out internal audit where appropriate

Church Army (The)
Trustees' Annual Report (including Directors' Report and Strategic Report)
Year Ended 31 March 2025

Following the Board's annual review, the key strategic risks and mitigations are:

Key strategic risk	Mitigating actions
Lack of working capital due to delays in realising property investments	<ul style="list-style-type: none"> • Disposal strategy being pursued, led by our external Property Advisers with multiple properties being marketed for sale • £2m loan was agreed for 3-year term with Stewardship drawn in August 2024 to provide working capital pending property sales to be repaid in lump sums with 15% of each investment property sold - repaid in Sept 2025 on the sale of a major part of the portfolio • 3 months weekly and 12month monthly Cashflow forecast produced with 3-year model - being monitored weekly to maintain close control of cashflow • Explore additional bridging finance as contingency
Structural budget deficit continues	<ul style="list-style-type: none"> • Strategic resizing agreed by Board and now being implemented to reshape activities and reduce costs to move towards operational financial sustainability in 2026-27 • 2-year financial model in place to manage reduction of the operating deficit before investment income • Significant operating assets being sold to release capital - investment income from which will form part of ongoing income model
Major loss of Fundraising income if donors react negatively to major strategic changes	<ul style="list-style-type: none"> • Planned programme of Comms to key donors and funders • Significant funders and donors communicated with 1-1
Safeguarding risks through failure to protect the vulnerable and Marginalised	<ul style="list-style-type: none"> • Culture of Safeguarding embedded across whole org • Policies and procedures exist in all CA projects to establish good practice • Safe recruitment of all CA staff and volunteers working with vulnerable adults or children • Safeguarding training mandatory for all staff and volunteers with specialist training for specific frontline roles and those with Safeguarding leadership responsibility
Loss of Key Staff we want to retain during period of major reorganisation and reshaping - jeopardises delivery of BAU work	<ul style="list-style-type: none"> • Clear communications of future Vision • Discretionary retention payments to some key staff needed for critical business change • External HR Consultant and Legal advice to help manage process and impact • Comms Steering Group set up with HR expertise present to help manage internal comms

**Church Army (The)
Trustees' Annual Report (including Directors' Report and Strategic Report
Year Ended 31 March 2025**

Significant strategic change from Jan 2025 brings confusion to staff, funders and supporters leading to loss of support and critical negative PR	<ul style="list-style-type: none"> • Well thought through and planned communications both internally and externally both of reasons for closures and hopes for the future of CA • Good comms with key funders and stakeholders • Well planned PR responses
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In addition to the Board review, each year there is a formal review of the risks to which Church Army is exposed and systems established by our Senior Leadership Team to mitigate them are updated or added as appropriate.

Trustees' responsibilities

The Trustees (who are also Directors of Church Army for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Disclosure of information to the auditor

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the board on 24/11/2025



John Whitfield
Trustee & Treasurer



The Right Rev Guli Francis-Dehqani
Trustee & Chair of the Board

Opinion

We have audited the financial statements of Church Army (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Group and Parent Charitable Company Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is 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).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's and parent charitable company's incoming resources and application of resources, including the group's and parent charitable company's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The parent charitable company is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations which were most significant included FRS 102 and the Companies Act 2006. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to improve the charity's result for the period, and management bias in key accounting estimates.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the parent charitable company to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustee meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations or posted by senior management.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Church Army (The)
Independent Auditor's Report to the Trustees and Members of Church Army (The)
Year Ended 31 March 2025

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

S Bladen

Simon Bladen (Senior Statutory Auditor)

for and on behalf of
Hawsons Chartered Accountants, Statutory Auditor
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

Date: 08/12/2025

Church Army (The)
Group Statement of Financial Activities
(Including an Income and Expenditure Account)
Year Ended 31 March 2025

	Note	Unrestricted Funds £000	Restricted Funds £000	2025 Total £000	2024 Total £000
Income and endowments from:					
Donations and legacies	2	1,708	858	2,566	3,243
Charitable activities	3	444	3,123	3,567	3,084
Other trading activities	4	423	52	475	434
Investments	5	389	14	403	462
Other	6	70	63	133	61
Total income and endowments		3,034	4,110	7,144	7,284
Expenditure on:					
Raising funds	7	1,750	275	2,025	1,837
Charitable activities	8	3,443	5,542	8,985	9,253
CoE pension scheme movement	23	-	-	-	-
Other	10	83	-	83	57
Total expenditure		5,276	5,817	11,093	11,147
Net expenditure for the year before investment gains/(losses)		(2,242)	(1,707)	(3,949)	(3,863)
Net (losses) on financial investments		(17)	(8)	(25)	(182)
Net (losses)/gains on property investments		(719)	(662)	(1,381)	122
Overall (losses) on investments		(736)	(670)	(1,406)	(60)
Net expenditure for the year		(2,978)	(2,377)	(5,355)	(3,923)
Transfers between funds	19	(935)	935	-	-
Other recognised gains/(losses):					
Gain on revaluation of fixed assets		-	-	-	-
Remeasurement (loss)/gain on defined benefit pension plan	23	(116)	-	(116)	83
Net movement in funds		(4,029)	(1,442)	(5,471)	(3,840)
Reconciliation of funds:					
Total funds brought forward	19	15,346	6,340	21,686	25,526
Total funds carried forward	19	11,317	4,898	16,215	21,686

All income and expenditure derives from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

Church Army (The)
Society Statement of Financial Activities
(Including an Income and Expenditure Account)
Year Ended 31 March 2025

		Unrestricted Funds £000	Restricted Funds £000	2025 Total £000	As restated 2024 Total £000
	Note				
Income and endowments from:					
Donations and legacies	2	1,708	278	1,986	2,124
Charitable activities	3	444	895	1,339	1,132
Other trading activities	4	423	-	423	387
Investments	5	623	14	637	696
Other	6	224	16	240	154
Total income and endowments		3,422	1,203	4,625	4,493
Expenditure on:					
Raising funds	7	1,750	205	1,955	1,747
Charitable activities	8	3,443	2,503	5,946	6,175
CoE pension scheme movement	23	-	-	-	-
Other	10	83	-	83	57
Total expenditure		5,276	2,708	7,984	7,979
Net expenditure for the year before investment gains/(losses)		(1,854)	(1,505)	(3,359)	(3,486)
Net (losses) on financial investments		(17)	(8)	(25)	(182)
Net (losses)/gains on property investments		(719)	(662)	(1,381)	122
Overall (losses) on investments		(736)	(670)	(1,406)	(60)
Net expenditure for the year		(2,590)	(2,175)	(4,765)	(3,546)
Transfers between funds	19	(1,323)	1,323	-	-
Other recognised gains/(losses):					
Gain on revaluation of fixed assets		-	-	-	-
Remeasurement (loss)/gain on defined benefit pension plan	23	(116)	-	(116)	83
Net movement in funds		(4,029)	(852)	(4,881)	(3,463)
Reconciliation of funds:					
Total funds brought forward		15,346	5,547	20,893	24,356
Total funds carried forward		11,317	4,695	16,012	20,893

All income and expenditure derives from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

Church Army (The)
Balance Sheet
As at 31 March 2025

	Note	Group 2025 £000	Group 2024 £000	Society 2025 £000	Society 2024 £000
Fixed assets					
Tangible assets	14	8,293	8,432	6,985	7,065
Investments	15	8,077	12,201	8,077	12,201
		<u>16,370</u>	<u>20,633</u>	<u>15,062</u>	<u>19,266</u>
Current assets					
Debtors	16	1,422	1,139	2,520	1,681
Cash at bank and in hand		885	744	885	744
		<u>2,307</u>	<u>1,883</u>	<u>3,405</u>	<u>2,425</u>
Creditors: amounts falling due within one year	17	(2,348)	(830)	(2,341)	(798)
Net current assets		<u>(41)</u>	<u>1,053</u>	<u>1,064</u>	<u>1,627</u>
Total assets less current liabilities		<u>16,329</u>	<u>21,686</u>	<u>16,126</u>	<u>20,893</u>
Creditors: amounts falling due after more than one year	18	-	-	-	-
Net assets excluding pension liability		<u>16,329</u>	<u>21,686</u>	<u>16,126</u>	<u>20,893</u>
Defined benefit pension liability	23	(114)	-	(114)	-
Net assets	21	<u>16,215</u>	<u>21,686</u>	<u>16,012</u>	<u>20,893</u>
Charity funds					
General funds		4,332	8,281	4,332	8,281
Designated funds		6,985	7,065	6,985	7,065
		<u>11,317</u>	<u>15,346</u>	<u>11,317</u>	<u>15,346</u>
Restricted funds		4,898	6,340	4,695	5,547
Total charity funds	19	<u>16,215</u>	<u>21,686</u>	<u>16,012</u>	<u>20,893</u>

Signed on behalf of the Board of Trustees on 24/11/2025



John Whitfield
Trustee



The Rt Rev Guli Francis-Dehqani
Trustee

The notes on pages 37 to 61 form part of these financial statements.

Company registration number: 00037169

Church Army (The)
Group Statement of Cash Flows
Year Ended 31 March 2025

	Note	2025 £000	2024 £000
Cash flow from operating activities:			
Net cash flow used in operating activities	22	(2,880)	(4,422)
Cash flow from investing activities:			
Payments to acquire tangible fixed assets		(149)	(12)
Payments to acquire investments		(612)	-
Receipts from sales of investments		3,379	3,997
Income from investments		34	53
Rents received from investment properties		369	409
Net cash flow from investing activities		3,021	4,447
Net increase in cash and cash equivalents		141	25
Cash and cash equivalents brought forward		744	719
Cash and cash equivalents carried forward		885	744
Cash and cash equivalents consist of:			
Cash at bank and in hand		885	744
		885	744

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 preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Church Army 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. The financial statements are prepared in sterling, which is the functional currency of the charity and rounded to the nearest £'000.

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The company (referred to as the Society) includes the results of Church Army, its linked charities and special trusts as disclosed in note 20 to these financial statements.

(b) Funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All income is included in the SoFA when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Similarly, no value is attached to gifts in kind that although graciously acknowledged, are not material for separate calculation or inclusion.

For Legacies, entitlement is the earlier of the charity being notified of an impending distribution with probate granted or the Legacy being received. At this point income is recognised. On occasion, Legacies will be notified to the charity, however it is not possible to measure the amount expected to be distributed. On these occasions, the Legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives government grants under Supporting People funding operating within our homeless projects in London and Cardiff and No Recourse to Public Funds grants to support people in our homeless project in London. Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends, interest and rent. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

(e) Support costs allocation

Support costs are those costs that assist the work of the charity but do not directly represent charitable activities include office costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out centrally. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Premises overheads have been allocated on a headcount basis and other overheads have been allocated similarly.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

(f) Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Assets with a cost of less than £5,000 are not capitalised.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold and long leasehold land	Nil
Freehold buildings	75 years
Leasehold buildings	75 years or lease term if shorter
Freehold improvements	10 to 20 years
Other fixed assets	3 to 7 years

(g) Investment properties

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in 'net gains/(losses) on investments' in the SoFA.

(h) Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their gains/losses on investments' in the Statement of Financial Activities. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Debtors

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

(j) Cash at bank and in hand

Cash at bank and 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.

(k) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(l) Creditors and provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(m) Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

(n) Foreign currency

Foreign currency transactions are initially recognised by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the balance sheet date are translated using the closing rate.

(o) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Redundancy benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits.

(p) Pensions

The charity operates two defined contribution plans for the benefit of some of its employees. Contributions are expensed as they become payable.

The charity operates a defined benefit plan (CAPS) for the benefit of some of its employees. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

The charity also contributes to a defined benefit plan (CEFPS) for the benefit of some of its employees. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period.

(q) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(r) Going concern

Following the sale of a significant part of the charity's property investment portfolio comprising 26 flats in Bushey, Hertfordshire in September 2025 the net sale proceeds of c £3.1m released, after repaying the Stewardship loan, has provided sufficient working capital for the next two years while the strategic reshaping of Church Army is delivered.

The Board has reviewed finance models forecasting the impact on reserves over the next five years and having reviewed the plans and reserve models, the Board believes sufficient reserves and cash are in place to support its ongoing work with the aim of moving towards operational financial sustainability by 2027-28.

After making these appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing these financial statements

(s) Financial instruments

The Society holds a variety of basic financial instruments as part of its day-to-day activities, principally investments, bank deposits and accounts, and trade creditors and debtors. The investment managers at times use hedges as part of a cautious investment strategy to reduce the underlying risks in the portfolio, but do not actively seek to invest in hedge funds. The Society has no significant exposure to credit risk, liquidity risk or cash flow risk, and its price risk exposure largely relates to the value of investments. Investments are monitored by an investment committee and cash flow is monitored as part of the financial management of the Society's operation.

(t) Judgements and estimations policy

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The present value of the pension schemes both depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost/income for pensions include the discount rate. Any changes in these assumptions will impact the carrying value of the pension liabilities.

Other key estimates are property values and depreciation. The useful life and residual value of an asset is subject to judgement. Property values are also subject to judgement on their state of repair, future rental yield and estimated cost to sell.

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

2 Income from donations and legacies

	Group 2025 £000	Group 2024 £000	Society 2025 £000	Society 2024 £000
Donations	1,674	2,192	1,094	1,073
Legacies	892	1,051	892	1,051
	2,566	3,243	1,986	2,124

In 2025, of the total Group income from donation and legacies, £1,708k (2024: £1,788k) was to unrestricted funds and £858k (2024: £1,455k) was to restricted funds. Of the total Society income from donation and legacies, £1,708k (2024: £1,788k) was to unrestricted funds and £278k (2024: £336k) was to restricted funds.

3 Income from charitable activities

	Group 2025 £000	Group 2024 £000	Society 2025 £000	Society 2024 £000
Fees for services (Housing Benefit)	2,131	1,862	209	190
Contractual payments	739	671	739	671
Performance related grants (Supporting People)	543	494	235	214
Research and Training	154	57	156	57
	3,567	3,084	1,339	1,132

In 2025, of the total Group income from charitable activities, £444k (2024: £333k) was to unrestricted funds and £3,123k (2024: £2,751k) was to restricted funds. Of the total Society income from charitable activities, £444k (2024: £333k) was to unrestricted funds and £895k (2024: £799k) was to restricted funds.

4 Income from other trading activities

	Group 2025 £000	Group 2024 £000	Society 2025 £000	Society 2024 £000
Accommodation	305	287	305	287
Room hire	80	67	34	29
Catering	90	80	84	71
	475	434	423	387

In 2025, of the Group income from other trading activities, £423k (2024: £387k) was attributable to unrestricted funds and £52k (2024: £47k) to restricted funds. All of the Society income from other trading activities, £423k (2024: £387k) was to unrestricted funds.

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

5 Income from investments

	Group	Group	Society	As restated Society
	2025	2024	2025	2024
	£000	£000	£000	£000
Listed investments	20	44	20	44
Bank interest	14	9	14	9
Rental income	369	409	603	643
	403	462	637	696

In 2025, of the total Group income from investments, £389k (2024: £429k) was to unrestricted funds and £14k (2024: £33k) was to restricted funds. Of the total Society income from investments, £623k was to unrestricted funds (2024: £663k) and £14k (2024: £33k) was to restricted funds.

6 Other income

	Group	Group	Society	As restated Society
	2025	2024	2025	2024
	£000	£000	£000	£000
Other	133	61	240	154

In 2025, of other Group income, £70k (2024: £9k) was attributable to unrestricted funds and £63k (2024: £52k) to restricted funds. Society income, £224k (2024: £129k) was attributable to unrestricted funds and £16k (2024: £25k) to restricted funds.

7 Expenditure on raising funds

	Group	Group	Society	Society
	2025	2024	2025	2024
	£000	£000	£000	£000
Costs of generating voluntary income	757	477	745	456
Costs of generating trading income	896	948	838	878
Investment and investment properties management costs	372	412	372	413
	2,025	1,837	1,955	1,747

In 2025, Group expenditure on raising funds, £1,750k (2024: £1,652) was unrestricted and £275k (2024: £185k) restricted. Of Society expenditure on raising funds, £1,750k (2024: £1,652k) was unrestricted and £205k (2024: £95k) was restricted.

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

8 Expenditure on charitable activities

Group	Activities Undertaken directly £000	Support costs £000	Total 2025 £000	Total 2024 £000
Centres of Mission	1,601	1,086	2,687	2,919
Fresh expressions	41	11	52	58
Other field evangelism	222	223	445	497
Homeless projects	3,534	582	4,116	3,991
Training	500	328	828	822
Dean of Community	166	144	310	474
National Operations	368	179	547	492
	6,432	2,553	8,985	9,253
2024	6,891	2,362	9,253	

Of the above costs £ 3,443k (2024: £3,355k) were attributable to unrestricted funds and £5,542k (2024: £5,898k) were attributable to restricted funds.

Society	Activities Undertaken directly £000	Support costs £000	Total 2025 £000	As restated Total 2024 £000
Centres of Mission	1,789	1,086	2,875	3,104
Fresh expressions	44	11	55	63
Other field evangelism	253	223	476	523
Homeless projects	272	582	854	693
Training	558	328	886	880
Dean of Community	188	144	332	494
National Operations	289	179	468	418
	3,393	2,553	5,946	6,175
2024	3,813	2,362	6,175	

Of the above costs, £3,443k (2024: £3,355k) were attributable to unrestricted funds and £2,503k (2024 (restated): £2,820k) were attributable to restricted funds.

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

9 Allocation of support costs - Group and Society

	Total 2025 £000	Total 2024 £000
Senior management	265	262
Communications	567	481
Administration (finance/personnel/volunteering/IT)	1,212	1,223
Strategic development	250	203
General unrestricted costs	231	155
Welfare	13	28
Housing	15	10
Total	2,553	2,362

The allocation of support costs is in line with the accounting policy in note 1(e).

10 Other expenditure

	Group 2025 £000	Group 2024 £000	Society 2025 £000	Society 2024 £000
Trustee expenses	5	14	5	14
Auditor's remuneration	65	43	65	43
Other expenditure	13	-	13	-
	83	57	83	57

In both years all the total Group and Society other expenditure was on unrestricted funds.

11 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2025 £000	2024 £000
Depreciation of tangible fixed assets	288	257
Auditor's remuneration	65	43

12 Trustees' and key management personnel remuneration and expenses

All 11 (2024: 9) members of the Board who are not Church Army employees (including the Chair) provide their services free of charge, but six incurred expenses totalling £10k (2024: seven trustees, £2k) for filing fees, travel costs and residential training costs. As permitted by the Society's Articles of Association, during the year four (2024: four) members of the Board who are, or were, Church Army employees received emoluments (including benefits in kind but excluding pension contributions) of £146k in total (2024: £186k). Two Board members benefited from contributions of £13k (2024: £20k for three Board members) to a defined contribution scheme.

The total amount of employee benefits received by key management personnel is £487k (2024: £499k). The Trustees consider its key management personnel comprises the Senior Leadership Team made up of the Chief Operating Officer, the Director of Mission Operations, the Director of Community & Vocations, Director of Learning & Development, the Assistant Director of Organisational Development and the Director of Fundraising & Communications, who are salaried employees.

The CEO is also a member of the board so his emoluments and pension contributions are included in both disclosures above.

13 Staff costs and employee benefits

The total staff costs and employees' benefits were as follows:	2025	2024
	£000	£000
Wages and salaries	5,130	5,412
Employer's NI	504	507
Employer's pension costs	216	297
	5,850	6,216
Agency staff costs	930	989
	6,780	7,205

The number of employees who received total employee benefits (excluding employer pension costs of more than £60,000 is as follows:

	2025	2024
	Number	Number
£60,001 - £70,000	-	-
£70,001 - £80,000	2	1
£80,001 - £90,000	-	1

Total redundancy and termination payments amount to £77,851 (2024: £30,432).

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2025	2025	2024	2024
	Number	FTE	Number	FTE
Raising funds	34	27	31	23
Charitable activities	133	108	149	130
Support	14	12	14	10
	181	147	194	163

The above FTE numbers include 3.1 commissioned officers who are employed by the diocese in which they work but are partly or wholly funded by the Society. Part-time or part-funded staff are counted as appropriate fractions of a full-time or fully-funded post.

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

14 Tangible fixed assets

Group	Land and buildings (at cost) £000	Land and buildings (valuation) £000	Freehold improvements £000	Other fixed assets £000	Total £000
Cost or valuation:					
At 1 April 2024	7,285	1,200	2,705	1,151	12,341
Additions	-	-	-	149	149
Revaluation	-	-	-	-	-
Transfers to investment property	-	-	-	-	-
At 31 March 2025	7,285	1,200	2,705	1,300	12,490
Depreciation:					
At 1 April 2024	1,165	-	1,607	1,137	3,909
Charge for the year	97	-	156	35	288
Revaluation	-	-	-	-	-
At 31 March 2025	1,262	-	1,763	1,172	4,197
Net book value:					
At 31 March 2025	6,023	1,200	942	128	8,293
At 31 March 2024	6,120	1,200	1,098	14	8,432

Society	Land and buildings (at cost) £000	Land and buildings (valuation) £000	Freehold improvements £000	Other fixed assets £000	Total £000
Cost or valuation:					
At 1 April 2024	5,943	1,200	2,320	460	9,923
Additions	-	-	-	149	149
Revaluation	-	-	-	-	-
Transfer to investment property	-	-	-	-	-
At 31 March 2025	5,943	1,200	2,320	609	10,072
Depreciation:					
At 1 April 2024	948	-	1,451	459	2,858
Charge for the year	79	-	118	32	229
Revaluation	-	-	-	-	-
At 31 March 2025	1,027	-	1,569	491	3,087
Net book value:					
At 31 March 2025	4,916	1,200	751	118	6,985
At 31 March 2024	4,995	1,200	869	1	7,065

14 Tangible fixed assets (continued)

The group has adopted a policy of revaluation for certain classes of tangible fixed assets within land and buildings. They have been valued at the balance sheet date at open market value and on an 'existing use' basis based on publicly available data and expertise through our property consultants Bruton Knowles. The Directors have adopted this basis of valuation.

The net book value of land and buildings comprised:

	Group		Society	
	2025 £000	2024 £000	2025 £000	2024 £000
Operational properties (included above)				
Freehold	6,583	6,680	5,476	5,555
Long leasehold	640	640	640	640
	<u>7,223</u>	<u>7,320</u>	<u>6,116</u>	<u>6,195</u>
Investment properties (included in investments)				
Freehold	<u>7,540</u>	<u>11,938</u>	<u>7,540</u>	<u>11,938</u>

The historic cost equivalent of land and buildings (including investment properties) included at valuation are as follows:

	Group		Society	
	2025 £000	2024 £000	2025 £000	2024 £000
Cost	8,003	8,003	6,662	6,662
Depreciation	(1,927)	(1,821)	(1,695)	(1,677)
Net book value	<u>6,076</u>	<u>6,182</u>	<u>4,967</u>	<u>4,985</u>

15 Fixed asset investments

	Group		Society	
	2025 £000	2024 £000	2025 £000	2024 £000
Cost or valuation:				
At 1 April 2024	12,201	16,396	12,201	16,396
Additions	612	-	612	-
Disposals	(3,330)	(4,135)	(3,330)	(4,135)
Revaluation	(1,406)	(60)	(1,406)	(60)
	<u>8,077</u>	<u>12,201</u>	<u>8,077</u>	<u>12,201</u>

Investments at fair value comprise:

	Group		Society	
	2025 £000	2024 £000	2025 £000	2024 £000
Listed investments	537	263	537	263
Investment properties	7,540	11,938	7,540	11,938
	<u>8,077</u>	<u>12,201</u>	<u>8,077</u>	<u>12,201</u>

Investment properties are revalued every year at the balance sheet date to reflect market value. They have been valued at open market value and on an 'existing use' basis based on publicly available data and expertise through our property consultants, Bruton Knowles. The Directors have adopted this basis of valuation.

The cost of fixed asset investments is £2,839,087 (2024: £4,326,334).

Principal subsidiaries

Portman House (the Trust) operates the Marylebone Project and Church Army is the sole trustee. The Trust is a Registered Provider of Social Housing registered with the Tenant Services Authority and registered with the Charity Commission through Church Army (registered number 226226, subsidiary 67).

Waterways Chaplaincy is a registered charity (registered number 1200492) and Church Army is the sole trustee.

The Society has two other subsidiary companies which have been dormant since incorporation and which have no paid-up share capital.

The financial results of the active subsidiaries for the year were:

Name	Income £000	Expenditure £000	Profit(Loss) for the year £000	Net assets £000
Portman House	2,776	(3,389)	(613)	158
Waterways Chaplaincy	131	(109)	22	44

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

16 Debtors

	Group		Society	
	2025	2024	2025	2024
	£000	£000	£00	£000
Trade debtors	320	482	208	380
Other debtors	8	43	6	41
Prepayments and accrued income	1,094	614	1,034	612
Amounts owed by subsidiary undertakings	-	-	1,272	648
	<u>1,422</u>	<u>1,139</u>	<u>2,520</u>	<u>1,681</u>

17 Creditors: amounts falling due within one year

	Group		Society	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	322	180	322	177
Other tax and social security	119	159	119	159
Amount due to Church Army Pension Scheme	4	106	4	106
Other creditors	1,696	107	1,696	107
Accruals and deferred income	207	278	200	249
C of E pension scheme (note 23)	-	-	-	-
	<u>2,348</u>	<u>830</u>	<u>2,341</u>	<u>798</u>

Deferred income

	Group	Society
	2025	2025
	£000	£000
Opening deferred income	88	64
Resources deferred during year	-	-
Amounts released from previous years	(74)	(50)
Closing deferred income	<u>14</u>	<u>14</u>

Deferred income relates to grant income received in advance.

18 Creditors: amounts falling due after more than one year

	Group		Society	
	2025	2024	2025	2024
	£000	£000	£000	£000
C of E pension scheme (note 23)	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

19 Group - current year

	1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	Gains/(losses) £000	31 March 2025 £000
Unrestricted funds						
General Funds	8,281	3,034	(5,047)	(1,084)	(852)	4,332
Designated funds						
Operational property and other fixed assets	7,065	-	(229)	149	-	6,985
Total unrestricted funds	15,346	3,034	(5,276)	(935)	(852)	11,317
Restricted funds						
Portman House Trust	771	2,776	(3,008)	(381)	-	158
Waterways Chaplaincy	23	131	(106)	(4)	-	44
Special trusts including linked charity:						
Discretionary Grant Fund	858	-	(13)	-	(123)	722
Gurney Trust	2,076	-	-	-	(302)	1,774
Ketterson	209	4	-	-	(7)	206
Tebbs	174	3	-	-	(1)	176
Other restricted funds including linked charity:						
Retirement fund	1,718	6	(98)	2	(237)	1,391
Greenwich Centre of Mission	29	-	-	-	-	29
Hussey fund	248	1	(2)	1	-	248
Frontline activities	-	757	(2,074)	1,317	-	-
Other	234	432	(516)	-	-	150
Total restricted funds	6,340	4,110	(5,817)	935	(670)	4,898
Total funds	21,686	7,144	(11,093)	-	(1,522)	16,215

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

19 Society - current year

	1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	Gains/(losses) £000	31 March 2025 £000
Unrestricted funds						
General Funds	8,281	3,422	(5,047)	(1,472)	(852)	4,332
Designated funds						
Operational property and other fixed assets	7,065	-	(229)	149	-	6,985
Total unrestricted funds	15,346	3,422	(5,276)	(1,323)	(852)	11,317
Restricted funds						
Special trusts including linked charity:						
Discretionary Grant Fund	858	-	(13)	-	(123)	722
Gurney Trust	2,076	-	-	-	(302)	1,774
Ketterson	209	4	-	-	(7)	206
Tebbs	174	3	-	-	(1)	176
Other restricted funds including linked charity:						
Retirement fund	1,718	6	(98)	2	(237)	1,391
Greenwich Centre of Mission	29	-	-	-	-	29
Hussey fund	248	1	(2)	1	-	248
Frontline activities	-	757	(2,074)	1,317	-	-
Other	235	432	(521)	3	-	149
Total restricted funds	5,547	1,203	(2,708)	1,323	(670)	4,695
Total funds	20,893	4,625	(7,984)	-	(1,522)	16,012

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

Group - prior year

	1 April 2023 £000	Income £000	Expenditure £000	As restated Transfers £000	Gains/(losses) £000	31 March 2024 £000
Unrestricted funds						
Designated funds						
Operational property and other fixed assets	7,262	-	(257)	60	-	7,065
DARE strategy	4,903	465	(1,234)	(4,134)	-	-
Total designated funds	12,165	465	(1,491)	(4,074)	-	7,065
Free reserves	6,382	2,481	(3,573)	2,966	25	8,281
Total unrestricted funds	18,547	2,946	(5,064)	(1,108)	25	15,346
Restricted funds						
Portman House Trust	1,147	3,042	(3,064)	(354)	-	771
Waterways Chaplaincy	24	103	(104)	-	-	23
Special trusts including linked charity:						
Discretionary Grant Fund	944	9	(29)	-	(66)	858
Gurney Trust	2,113	12	-	-	(49)	2,076
Ketterson	187	9	-	-	13	209
Tebbs	165	6	-	-	3	174
Other restricted funds including linked charity:						
Retirement fund	1,728	(2)	(22)	-	14	1,718
Greenwich Centre of Mission	29	-	-	-	-	29
YSRF Small Grant	4	-	(4)	-	-	-
Amber/Hussey fund	248	11	(1)	(10)	-	248
Frontline activities	-	540	(2,095)	1,472	83	-
Other	390	608	(764)	-	-	234
	6,979	4,338	(6,083)	1,108	(2)	6,340
CAPS pension liability	-	-	-	-	-	-
Total restricted funds	6,979	4,338	(6,083)	1,108	(2)	6,340
Total funds	25,526	7,284	(11,147)	-	23	21,686

19 Charity Funds (continued)

The designated funds comprise the amounts tied up in fixed assets (net of any related borrowing).

Portman House, a subsidiary, operates the project for homeless women at Marylebone.

The Discretionary Grants Fund is an amalgamation of various restricted funds for the welfare of current and retired officers and staff.

The Gurney Trust is for the benefit of women in need, and the income from its investments provide additional income for the Marylebone Project.

Ketterson Trust is historically linked with work in Northern Ireland.

Tebbs trust is an historic fund established to support 'general religious purposes'.

The Retirement Fund is to support retired officers and widows of commissioned officers, the fund is made up of properties bequeathed to Church Army or subsequent properties purchased with the proceeds, and a small cash holding.

Greenwich Centre of Mission, Frontline activities (money given specifically for frontline activities) and other restricted funds are used to fund specific projects in accordance with the instructions of the donors, settlors or trustees.

Waterways Chaplaincy activities were acquired from EPI Ltd t/a Workplace Matters on 1 Jan 2024 and integrated them into Church Army; the activities are run through a separate charity of which Church Army is the sole trustee.

YRSF Small Grant is funding received from the Welsh Government to safeguard an Amber Project Support Worker post.

Amber/Hussey fund is a residential property which was donated to Church Army. The income from which is restricted to support the work of the Amber project, although in the event of that project ceasing the monies can be used to support young people in need.

Transfers have been made between funds for the following:

- contribution to frontline activities from General Funds
- to reflect the changes in operational property and other fixed assets designated funds
- to account for management charges between Portman House Trust and Church Army
- to reflect a change in designated funds.

20 Special trusts and linked charities

Over many years, Church Army has been appointed to, and continues to administer a number of special trusts, many of which have now expired, but some still exist and are managed in furtherance of the purpose under which they were established.

Within these trusts are two that are linked charities per The Charity Commission website. The Hearn Fund (included within the retirement fund) and The Patterson Holiday Fund (included within the discretionary grant fund). These linked charities and special trusts are combined within the Church Army's results and are accounted for as a component of restricted funds. Separate accounts are not maintained but are recorded so they can be isolated for monitoring and reporting purposes.

The activity and funds held by each linked charity are as follows:

	The Hearn Fund £000	The Patterson Holiday Fund £000
Funds at 1 April 2024	188	169
Income	-	-
Expenditure	-	-
Gains/(losses)	(26)	(24)
Funds at 31 March 2025	162	145

21 Analysis of net assets between funds

Current year	Unrestricted Funds £000	Restricted Funds £000	Total £000
Fixed assets	6,985	1,308	8,293
Investments	3,381	4,696	8,077
Current assets	2,123	184	2,307
Creditors due within one year	(1,058)	(1,290)	(2,348)
Defined benefit pension liability	(114)	-	(114)
	-	-	-
Total	11,317	4,898	16,215

Prior year	Unrestricted Funds £000	Restricted Funds £000	Total £000
Fixed assets	7,065	1,367	8,432
Investments	10,871	1,330	12,201
Current assets	(2,487)	4,370	1,883
Creditors due within one year	(103)	(727)	(830)
Creditors due after more than one year	-	-	-
Total	15,346	6,340	21,686

Church Army (The)
Notes to the Financial Statements
Year Ended 31 March 2025

22 Reconciliation of net (expenditure) to net cash flow from operating activities

Group	2025 £000	2024 £000
Net (expenditure) for the year	(5,355)	(3,923)
Rents received from investment properties	(369)	(409)
Income from investments	(34)	(53)
Depreciation of tangible fixed assets	288	257
Losses/(gains) on investments	1,406	60
(Profit)/Loss on disposal of investments	(49)	138
Contribution to defined benefit pension scheme recognised in other gains/losses	(2)	83
(Increase) in debtors	(283)	(668)
Increase in creditors	1,518	93
Net cash flow used in operating activities	(2,880)	(4,422)

Analysis of changes in net debt - Group and Society

	At 1 April 2024 £000	Cash Flows £000	At 31 March 2025 £000
Short term borrowings	-	(1,651)	(1,651)
Total liabilities	-	(1,651)	(1,651)
Cash at bank	744	141	885
Total net debt	744	(1,510)	(766)

23 Pensions and other post-retirement benefits

Church Army Pension Scheme (CAPS)

Church Army operates the Church Army Pension Scheme (the Scheme), a UK registered trust based pension scheme that provides defined benefits. Pension benefits are linked to the members' final pensionable salaries and service at their retirement (or date of leaving if earlier). The Trustees are responsible for running the Scheme in accordance with the Scheme's Trust Deed and Rules, which sets out their powers. The Trustees of the Scheme are required to act in the best interests of the beneficiaries of the Scheme.

There are three categories of pension scheme members: Active members: currently employed by the Church Army and accruing benefits in the Scheme Deferred members: former active members of the Scheme who are not yet in receipt of a pension Pensioner members: in receipt of pension.

The Trustees are required to carry out an actuarial valuation every 3 years. The last actuarial valuation of the Scheme was performed by the Scheme Actuary for the Trustees as at 31 March 2023. This valuation revealed a funding shortfall of £2,116,000.

With effect from 1 April 2023, Church Army agreed to pay annual contributions of £100,000 - split as:

- 35.2% of pensionable salary (expected to average £17,000 per annum over the period of the Recovery Plan) to meet the cost of future accrual of benefits for the remaining active member
- £50,000 per annum less the cost of future benefit accrual above in respect of the deficit in the Scheme; and
- £50,000 per annum to meet the expenses of administering the Scheme and the cost of levies, where such expenses are met from the Scheme assets.

These contributions are expected to be paid until 31 May 2027. Thereafter, contributions equivalent to 35.2% of pensionable salary plus £1.6 million per annum are due between 1 June 2027 and 30 November 2028, with an additional £50,000 per annum to meet the expenses of administering the Scheme and the cost of levies, where such expenses are met from the Scheme assets.

The Charity therefore expects to pay a total of £100,000 to the Scheme during the accounting year beginning 1 April 2025.

Church of England Funded Pensions Scheme (CEFPS)

Commissioned staff are members of the Church of England Funded Pensions Scheme administered by the Church of England Pensions Board which holds the assets of the schemes separately from those of the Responsible Bodies. The total contribution to this scheme during the year was £82k (2024: £160k).

Stakeholder Scheme provided by Clerical Medical

The stakeholder scheme was established to meet statutory legislation ruling at the time and provide pension provisions for new and existing employees who were not eligible to join the CEFPS or CAPS schemes. The total contribution to this scheme during the year was £17k (2024: £19k).

Auto-enrolment scheme provided by People's Pension (B&CE)

The auto-enrolment scheme was established to conform to current legislation regarding the provision of pension opportunities to all qualifying employees. The total contribution to this scheme during the year was £117k (2024: £120k).

The defined contribution expenses are allocated to activities per staff allocation and all expenses and liabilities are allocated to restricted funds.

23 Pensions and other post-retirement benefits - continued

Church Army Pension Scheme (CAPS)

The total cost recognised in the period was as follows:

	2025	2024
	£000	£000
Current service cost	8	9
Admin costs, past introductions, changes, curtailments and settlements	167	172
Net interest	(5)	(22)
Interest on irrecoverable surplus	5	24
	<hr/>	<hr/>
Recognised in net income/expenditure	175	183
Recognised in other (gains)/losses	116	(83)
	<hr/>	<hr/>
Total cost recognised	291	100
	<hr/>	<hr/>

The surplus/(deficit) at the balance sheet date is as follows:

	2025	2024
	£000	£000
Fair value of plan assets	6,323	7,347
Present value of funded obligations	(6,437)	(7,244)
	<hr/>	<hr/>
Net pension surplus/(deficit)	(114)	103
	<hr/>	<hr/>

The net pension deficit is recognised in the balance sheet, in accordance with FRS 102.

Changes in the fair value of the pension plan assets were as follows:

	2025	2024
	£000	£000
Opening plan assets	7,347	8,017
Interest income	340	365
Actual return on plan assets (excluding interest income)	(840)	(514)
Administration expenses	(167)	(172)
Contributions by charity	177	100
Contributions by scheme participants	3	3
Benefits paid	(537)	(452)
	<hr/>	<hr/>
Closing plan assets	6,323	7,347
	<hr/>	<hr/>

23 Pensions and other post-retirement benefits - continued

Changes in the present value of the defined benefit obligations were as follows:

	2025 £000	2024 £000
Opening defined benefit obligation	7,244	7,505
Current & past service cost	8	9
Interest expense	335	343
Contributions by scheme participants	3	3
Benefits paid	(537)	(452)
Actuarial gains/losses	(616)	(164)
Closing defined benefit obligation	<u>6,437</u>	<u>7,244</u>

The amount that each major class of pension plan assets constitutes of the fair value of the total plan assets was as follows:

	2025 £000	2024 £000
Bonds	-	-
Cash	63	19
Pooled investment vehicle	-	-
Liability driven investments	1,204	1,555
Diversified credit funds	1,282	1,162
Buyout aware funds	3,774	4,611
	<u>6,323</u>	<u>7,347</u>

The return on plan assets was as follows:

	2025 £000	2024 £000
Interest income	340	365
Actual return on plan assets (excluding interest income)	(840)	(514)
Total return on plan assets	<u>(500)</u>	<u>(149)</u>

The principal actuarial assumptions used were as follows:

	2025	2024
Discount rate	5.7%	4.8%
RPI inflation	3.2%	3.2%
CPI inflation	2.8%	2.8%
Expected rates of salary increases	2.5%	2.5%
Expected rates of pension increases RPI linked	3.2%	3.2%
Expected rates of pension increases CPI linked	2.8%	2.8%
Expected rates of pension increases (5% or RPI if less)	3.1%	3.1%
Expected rates of pension increases (5% or CPI if less)	N/A	N/A

23 Pensions and other post-retirement benefits - continued

Mortality after retirement	100% S3PMA_H/100% S3PFA_M CMI_2023_M/F [1.25%] (yob)	100% S3PMA_H/100% S3PFA_M CMI_2023_M/F 1.25% (yob)
Mortality before retirement	As per post retirement	As per post retirement
Life expectancy for a current individual aged 65:		
Males	19.2 (2024: 19.2)	
Females	23.4 (2024: 23.4)	
Life expectancy at age 65 for a current individual aged 45:		
Males	20.6 (2024: 20.6)	
Females	24.9 (2024: 24.9)	

Church of England Funded Pension Scheme (CEFPS)

Church Army participates in the Church of England Funded Pensions Scheme for stipendiary clergy, a defined benefit pension scheme. This scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Responsible Bodies.

Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Scheme's assets and liabilities to each specific Responsible Body, and this means contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year and were £82k (2024: £159k), of which £nil (2024: nil) were towards the scheme deficit.

A valuation of the Scheme is carried out once every three years. The most recent Scheme valuation completed was carried out at as 31 December 2021. The 2021 valuation revealed a surplus of £560m, based on assets of £2,720m and a funding target of £2,160m, assessed using the following assumptions:

- An average discount rate of 2.7% p.a.;
- RPI inflation of 3.6% p.a. (and pension increases consistent with this);
- CPIH inflation in line with RPI less 0.8% pre 2030 moving to RPI with no adjustment from 2030 onwards;
- Increase in pensionable stipends in line with CPIH;
- Mortality in accordance with 90% of the S3NA tables, with allowance for improvements in mortality rates in line with the CMI2020 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter of 7, an initial addition to mortality improvements of 0.5% pa and an allowance for 2020 data of 0% (i.e. w2020 = 0%).

23 Pensions and other post-retirement benefits - continued

Following finalisation of the 31 December 2021 valuation, deficit contributions ceased with effect from 1 January 2023, since the Scheme was fully funded.

The deficit recovery contributions under the recovery plan in force at each 31 December were as follows:

	% of pensionable stipends
31 December 2021	7.1% payable from January 2021 to December 2022
31 December 2022	Nil
31 December 2023	Nil
31 December 2024	Nil

An interim reduction to deficit contributions to 3.2% of pensionable stipends was made from April 2022 and remained in place until December 2022.

For senior office holders, pensionable stipends are adjusted in the calculations by a multiple, set out in the Scheme's rules.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. However, as there are no agreed deficit recovery payments from 1 January 2023 onwards, the balance sheet liability as at 31 March 2024 and 31 March 2025 is nil. The movement in the balance sheet liability over 2024 and over 2025 is set out in the table below.

	2025 £000	2024 £000
Opening balance sheet liability	-	-
Deficit contribution paid	-	-
Interest cost recognised in SOFA)	-	-
Remaining change to the balance sheet liability* (recognised in SOFA)	-	-
	<hr/>	<hr/>
Closing balance sheet liability	-	-
	<hr/>	<hr/>

The legal structure of the scheme is such that if another Responsible Body fails, Church Army could become responsible for paying a share of that Responsible Body's pension liabilities.

24 Operating lease commitments

At 31 March 2025 the group had lease agreements in respect of various properties, for which the payments extend over a number of years. The total future minimum lease payments are as follows:

	2025 £000	2024 £000
Not later than one year	13	12
Later than one and not later than five years	-	-
Later than five years	-	-
	<u>13</u>	<u>12</u>

The lease payments recognised as an expense in the year were £80k (2024: £87k).

25 Capital commitments

There are no capital commitments at 31 March 2025 (2024: £nil).

26 Related party transactions

Trustee and key management personnel transactions are disclosed in note 12.

Donations received from trustees amounted to £31k (2024: £27k)

Transactions with the Church Army Pension Scheme (CAPS) are disclosed in note 23.

Church Army acts as sole trustee to Portman House and also landlord for two of the three properties which make up the project. The rent for the properties is negotiated on an arm's length basis using third party professional valuations and on a five yearly review cycle. In 2024/25 rent amounted to £234k (2024: £234k). Church Army also apportions some of its own administrative and management costs to Portman House covering services such as building management, health and safety, accounting and payroll which are calculated on a time basis as is senior management. Group incurred insurance is apportioned based on employee costs. The total of these recharges for the year was £150k (2024: £120k).

27 Post balance sheet events

Subsequent to the year end the company disposed of 6 investment properties. The properties were revalued in the accounts to reflect the disposal values.

28 Restatement of comparative figures

Income from investments has been increased by £234k, other income has been increased by £120k and expenditure on charitable activities has been increased by £354k to remove group consolidated adjustments included in the Society's Statement of Financial Activities for the year ended 31 March 2024. There is no net impact on the deficit reported in the previous financial year as a result of this adjustment.