

KAIROS NETWORK CHURCH: CHAIRMAN'S REPORT for AGM – October 11th 2020

The last 12 months have been a time of trauma and disruption for our world, our nation and for Kairos Network Church. In the midst of this crisis we have sensed the grace of God, the presence of Jesus and the empowering of the Holy Spirit - often in unpredictable and unexpected ways. God has remained faithful in the most uncertain of times. The ethos and values of Kairos have equipped the communities and the gathering to adapt to life under lockdown.

During the year the Trustees have met regularly – working alongside the Vision Team and the Network Team – to attend to some of the unglamorous but necessary things that must be addressed if we are to live out our calling. The business we have handled has been largely determined by the responsibilities outlined in the Bishops Mission Order; *Trustees have the responsibility for managing Kairos finances including assets such as Westcliff Hall and the offices. They are also responsible as employers for members of staff and they are required to ensure that the Trust complies with regulations concerning health and safety, data protection and equal opportunities. Trustees are also charged with ensuring adherence to employment and charity law. They are accountable to HMRC, the church leadership and the members.* .

One of the particular ways in which we have sensed God's grace in the last year is in the provision of human resources. It has been good to welcome new households into the Kairos community and to see a number of existing members step up into new roles of leadership and responsibility. The arrival of two Interns and the prospect of the appointment of a Children's Mission Leader is a further encouragement. God has also provided financial resources. It has been most heartening to see a spirit of generosity among members of Kairos which is evident in the annual accounts and vital to our life and witness.

The Covid-19 pandemic is still with us and in the coming months we will continue to face challenges caused by virus. The last twelve months give us good grounds for continuing to trust that God will provide for our needs as we remain obedient to his call and reliant on his grace.

The Bishop's Mission Order (the legal authorisation by which Kairos takes its place within the Church of England) is due to be reviewed in 2021. This is an important moment for us and will determine the future shape of our life and mission beyond next year. Over the last 5 years we have been working towards becoming a sustainable, ongoing Christian presence in the town, deanery and diocese. A key element in this has been our movement towards a significant degree of financial sustainability.

Please join me in praying regularly for our Bishop's Visitor, the Ven David Bailey, who will undertake the Review and for the Bishop of Leeds who has the responsibility of making decisions in the light of the findings. I don't think we should fear this process – rather we should see it as part of God's gracious guidance. We must trust ourselves to the process and leave the outcome in God's hands.

Mindful of their responsibility for the fabric of Westcliff Hall, the Trustees have initiated the practice of undertaking 5 yearly building surveys. The first of these surveys has taken place and revealed that the building is generally in good order. In December we expect to hear the outcome of our grant application for funds to replace the front doors and to redecorate the entrance lobby. Meanwhile, we are most grateful to the Interns for decorating the accessible WC. In the coming

months, Trustees will be reflecting on the development of the Hall and improving the facilities.

In addition to a commitment to review and (where necessary) update Kairos Safeguarding, Equal Opportunities, Health and Safety and Risk Assessment policies, Trustees are planning to produce an Ethical Policy in the coming year. The latter should help us in future decision making about hall lettings.

The Trustees acknowledge the many ways in which members of Kairos exercise their Christian discipleship in their homes, neighbourhoods and work places. We are especially grateful to Rachel Wilkinson for her operations management work – made all the more complex by Covid19. Trustees have recently authorised the purchase of Churchsuite – an online administrative resource which we trust will support her in this role. Trustees also acknowledge their particular gratitude to Philip Doyne for his work as Treasurer and to Ben Askew for his pioneering leadership.

As we give thanks to God for his sustaining presence in the last eighteen months we trust him for his continuing guidance. May we allow nothing to deflect us from fulfilling the mission he has given to us to *Love God, Build Community, and Share Jesus*”

Ven Paul Hooper. Chair of Trustees

October 2020

Charity registration number 1146138
Company registered number 07519541 (England & Wales)

**KAIROS NETWORK CHURCH
TRUSTEES REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

KAIROS NETWORK CHURCH

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

Rev B Askew
Ven P D Hooper
Mrs R C Wilkinson
Ms A S Austin
Mr D Rosser
Mr J Rowe
Mr C Watson

Secretary

Mrs R C Wilkinson

Charity number

1146138

Company number

07519541

Registered office

2 Harlow Terrace
Harrogate
North Yorkshire
HG2 0PN

Independent examiner

Thompsons Chartered Accountants
7 Princes Square
Harrogate
North Yorkshire
HG1 1ND

KAIROS NETWORK CHURCH

CONTENTS

	Page
Trustees report	3 - 5
Independent examiner's report	6
Statement of financial activities	7
Balance sheet	8
Notes to the accounts	9 - 10

KAIROS NETWORK CHURCH

TRUSTEES REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

The trustees present their annual report together with the unaudited financial statements for the year ended 31 December 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 Republic of Ireland (FRS102) (effective 1 January 2015).

Structure governance and management :

The charity operates as a company limited by guarantee. The principal activity of the company continued to be to advance the Christian Faith for the public benefit.

The trustees, who are also directors for the purposes of company law, and who served during the financial year were:

Rev B Askew
Ven P D Hooper
Mrs R C Wilkinson
Ms A S Austin
Mr D Rosser
Mr J Rowe
Mr C Watson

The directors of the company are also trustees for the purposes of charity law and, under the company's articles, are known as members of the management committee.

Under the requirements of the memorandum of articles of association the members of the management committee are elected and / or re-elected at the annual general meeting.

One of the trustees, Mrs R C Wilkinson, receives reasonable and proper remuneration for services provided to the charity. None of the other trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1.00 in the event of a winding up of the company.

Organisational structure :

The charity has a management committee of up to 6 members who meet at regular intervals and are responsible for the strategic direction and policy of the charity.

The trustees have assessed the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

KAIROS NETWORK CHURCH

TRUSTEES REPORT CONTINUED FOR THE YEAR ENDED 31 DECEMBER 2021

Achievements and performance

During this abnormal year the charity has been able to continue to fulfil its objectives, in many cases in ways that were significantly different from the past. The flexibility and determination of the leadership and the Kairos communities have enabled the charity to continue to pursue its objectives in this challenging time. The main achievements were as follows:-

- 1) The charity continued to find creative ways of maintaining the communities and keeping members connected during the challenges of lock-down delivering significant benefits for their mental wellbeing.
- 2) The charity navigated the complex process of changing restrictions as the lockdown measures were lifted and succeeded in re-introducing in-person activities which were accessible while also strictly adhering to the law and guidance on public safety. This was a great relief particularly to the elderly, those feeling isolated and families.
- 3) The charity appointed and started a dedicated Children and Families Mission Leader with responsibility for developing activities to promote the wellbeing of children and families both within the Kairos communities and more widely. This work has already started and is much needed support in the form of sessions for parents and toddlers and sessions specifically aimed at the wellbeing of parents, where children are looked after allowing carers to have their own, albeit brief, respite.
- 4) The charity has once again been able to make the Westcliffe Hall available to several local community groups which provide a wide variety of activities and services, which of course add to the benefit to the wider public outside the core Kairos community.
- 5) One of the Kairos communities launched a new initiative called Forest Church which explores worship in the context of the natural world. This has taken place monthly in a clearing in the Pinewoods and has attracted a significant following including many previously unconnected with Kairos.
- 6) Another established Kairos community, Resurrection Bikes, successfully adapted their procedures to allow them to operate safely under restrictions thus continuing to refurbish and sell donated bicycles providing significant benefit both to the teams that meet to refurbish the bikes and to the customers who purchase good safe bikes for both adults and children at reasonable prices. They also operated a service giving free bikes to key workers. An overall benefit is to the charities and their beneficiaries that are supported by this work. In the current year 667 refurbished bikes were sold generating over £50,000 towards this.
- 7) The charity was invited by the Diocese of Leeds to receive a curate for training. The trustees feel that this is an affirmation of the leadership and the opportunities and experience that Kairos can offer with the charity's wide range of activities and emphases on fresh expressions of church and reaching out to the wider public.

KAIROS NETWORK CHURCH

TRUSTEES REPORT CONTINUED FOR THE YEAR ENDED 31 DECEMBER 2021

Purposes of the charity set out in its governing document

The purposes of Kairos Network Church are set out in a Bishop's Mission Order made by the Bishop of Leeds under part 7 of the Mission and Pastoral Measure 2011 and are as follows:

- 1) To develop an extra-parochial mission-focussed Christian network which shall operate across the Harrogate Deanery. It will provide appropriate forms of Christian worship and teaching to people who do not belong to any church and to help enquirers to become members of the Christian faith.
- 2) It will establish Mission-Shaped and mid-sized communities which will meet as groups with the intention of mission activity, mutual support and teaching.
- 3) It will establish a mature and responsible lay Christian leadership within an Anglican ethos.

Main activities undertaken to further the charity's purposes and for the public benefit

The main activities of the charity in support of the above objectives and the public benefit requirement are:

- 1) Development of mid-sized communities each with a different emphasis designed to appeal to different types of people and interests
- 2) Running collective worship services for the communities which are accessible and of interest to all ages and which welcome all.
- 3) Children and Families activities for ages ranging from parent and toddler to teenager. These are designed for members of the local community as well as active members of the Kairos Network Church communities.
- 4) Arranging highly accessible events around key festivals such as Christmas and Easter.
- 5) All activities are designed to be attractive to the wider public in support of the mission purpose as well as the public benefit requirement.

Statement confirming the trustees have had regard to the Charity Commission's guidance on public benefit.

The trustees have received the Charity Commissions guidance on Public Benefit in the form of documents PB1, PB2 and PB3 and have confirmed that they have regard for it.

Financial review

At the beginning of the year the trustees agreed to earmark £7,000 of reserves to support the start-up of the employment of the Children and Families Mission Leader. After taking this into account there was a small deficit of £658 on a turnover of £118,546 on the operating fund.

Reserves policy

The trustees have a policy that the charity should aim to maintain unrestricted reserves amounting to the value of three months unrestricted expenditure. The current reserve balance is just over this target. The charity does benefit from a high proportion of committed recurring giving from members which also strengthens the financial position.

Going concern

There are no uncertainties about the charity's ability to continue as a going concern.

Material fund deficits

There are no funds or subsidiary undertakings that are materially in deficit.

On behalf of the board of trustees :

.....
Rev B Askew

Trustee

Date:

KAIROS NETWORK CHURCH

Independent examiner's report to the Trustees of Kairos Network Church

We report on the accounts of the charity and accompanying notes, which are set out on pages 7 to 10 for the year ended 31 December 2021.

Respective responsibilities of the trustees and examiner

The trustees who are also the directors of Kairos Network Church for the purposes of company law are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this period under section 144(2) of the Charities Act 2011 and that an independent examination is needed.

Having satisfied ourselves that the charity is not subject to audit under company law and is eligible for independent examination it is our responsibility to :

- 1) examine the account under section 145 of the 2001 act;
- 2) to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the 2011 act; and
- 3) to state whether particular matters have come to our attention.

Basis of independent examiner's report

Our examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In the course of our examination, no matter has come to our attention which gives us reasonable cause to believe that in any material respect the requirements :

- (i) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- (ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of 36 of the Companies Act 2006 and with the methods and principle of the Statement of Recommended Practice : Charities Act 2011 Accounting and Reporting by Charities;

to which, in our opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Thompsons Chartered Accountants
7 Princes Square
Harrogate
HG1 1ND

Date:

KAIROS NETWORK CHURCH

Statement of Financial Activities including Income and Expenditure Account FOR THE YEAR ENDED 31 DECEMBER 2021

	Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
	£	£	£	£
Incoming resources from generated funds				
Regular giving	81,845	-	81,845	75,276
Other giving	10,268	-	10,268	14,045
Gift aid received	15,838	-	15,838	16,282
Rental income from Westcliffe Hall	13,218	-	13,218	6,242
Other income	692	56,803	57,495	69,154
Interest received	26	-	26	15
Total incoming resources	121,887	56,803	178,690	181,014
Resources expended				
Charitable activities :				
Contributions to diocese	54,000	-	54,000	48,000
Away giving	11,854	53,008	64,862	66,788
Resource base expenditure	15,275	-	15,275	13,567
Ministry and communities	8,768	5,597	14,365	12,993
Children and youth ministry	11,708	-	11,708	1,067
Network ministry	-	-	-	(1,222)
Training and conferences	871	-	871	1,302
	102,477	58,606	161,082	142,495
Governance costs				
Westcliffe Hall - power, water insurance and repairs	18,585	-	18,585	11,520
Office and administration costs	6,651	-	6,651	5,704
Independent examiners fees	480	-	480	584
	25,716	-	25,716	17,808
Total resources expended	128,192	58,606	186,798	160,303
Surplus of Income over Expenditure	-	-	-	20,711
Deficit of expenditure over Income	(6,305)	(1,803)	(8,108)	-
Transfers between funds	-	-	-	-
Fund balances at start of period	372,956	19,161	392,116	371,405
Fund balances at end of period	366,650	17,358	384,008	392,116

The statement of financial activities also complies with the requirements for an Income and Expenditure account under the Companies Act 2006.

KAIROS NETWORK CHURCH

Balance Sheet as at 31 December 2021

	Note	2021		2020
		£	£	£
Fixed assets				
Tangible assets	4		337,294	337,294
Current assets				
Amounts receivable		2,871	4,787	
Cash at bank and in hand		<u>55,830</u>	<u>60,257</u>	
		58,701	65,045	
Creditors - amounts falling due within one year	5	<u>(11,987)</u>	<u>(10,223)</u>	
Net current assets			<u>46,714</u>	<u>54,822</u>
Total assets less current liabilities			<u>384,008</u>	<u>392,116</u>
Income funds				
Unrestricted funds			366,650	372,956
Restricted funds : Step-up fund			7,612	7,708
Restricted funds : Resurrection Bikes fund			<u>9,746</u>	<u>11,452</u>
Total Funds			<u>384,008</u>	<u>392,116</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006,

No member of the company has deposited a notice, pursuant to section 476, requiring an audit for these accounts.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its incoming resources and application of resources, including its income and expenditure for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company. These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The accounts were approved by the board on:

.....
Rev B Askew

Trustee

Company registered number 07519541 (England & Wales)

KAIROS NETWORK CHURCH

Notes to the Accounts FOR THE YEAR ENDED 31 DECEMBER 2021

1 : Accounting policies :

Company information:

Kairos Network Church is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Harlow Terrace, Harrogate, HG2 0PN

1.1 : Basis of preparation

The accounts have been prepared under the historical cost convention and have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice (Accounting and Reporting by Charities) issued in March 2005 and the Companies Act 2006.

1.2 : Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life as follows :

Freehold land:	- Not depreciated
Freehold buildings:	- Not depreciated

2 : Trustees

One of the trustees, Mrs R C Wilkinson, received reasonable and proper remuneration for services provided to the charity. None of the other trustees (or any persons connected with them) received any remuneration during the accounting period. Normal out of pocket expenses were reimbursed as required and have been verified by the trustees.

3 : Employees	2021	2020
The average monthly number of employees during the period was	1	1
Costs of wages and salaries	15,219	12,915

There were no employees whose annual remuneration was £80,000 or more.

KAIROS NETWORK CHURCH

Notes to the Accounts FOR THE YEAR ENDED 31 DECEMBER 2021

4 : Tangible fixed assets

	Land and buildings	Total
	£	£
Cost :		
As at 1 January 2021	337,294	337,294
Additions	-	-
Disposals	-	-
As at 31 December 2021	337,294	337,294
Depreciation :		
As at 1 January 2021	-	-
Charged during period	-	-
As at 31 December 2021	-	-
Net book values :		
As at 1 January 2021	337,294	337,294
As at 31 December 2021	337,294	337,294

5 : Creditors : amounts falling due within one year :

	2021	2020
Independent examiner's fee	500	500
Away giving	9,816	7,509
Administrative expenses	-	-
VAT	(64)	8
PAYE / NIC payable	207	55
Salaries	328	395
Accruals	1,200	1,756
	11,987	10,223

Kairos Network Church

AGM

3 April 2022

TREASURER'S REPORT

Our accounting process:

We have to produce “Statutory Accounts” and you have a copy in the PDF file called “**Kairos Statutory Accounts – Dec 2021**”. These get sent to Companies House and the Charities Commission.

Because we hold and manage funds for different activities some money that is technically ours is held on behalf of others, so this does not really help us understand what is happening.

So, whilst you are welcome to study these and ask questions, I am going to show you a more appropriate and easier to understand view...

In order to explain the “core” Kairos funding situation we prepare a simplified report which shows just the income and expenditure that is really Kairos money. This report is in the file **“Kairos Overview Accounts – Dec 2021”**. Hopefully, it is a simpler document.

As we did last year we are going to look at:

- what we said about this year at the AGM last year
- how it panned out
- what we are budgeted for 2022.

WHAT WE SAID ABOUT 2021
at last years AGM

THIS IS WHAT WE SAID ABOUT 2021 last year:

‘We have created a budget that anticipates growth in line with what we believe God is leading us into. This also enables us to maintain and increase our giving to mission’.

The budget therefore includes the following major elements:

- Our contribution to the Diocese will again increase by £6,000. (Excitingly, we are now getting very close to our sustainability target)
- Welcome Mandy! We will have our Children and Families Mission Leader on board from 1 April.
- We have some larger essential maintenance (£3,000) and, although we do have grant funding towards the new doors, there is a cost to us (£1,000)
- Other running costs inevitably are set to increase
- OVERALL, with the budgeted income that we are confident about, and the expenditure needed to support where God is leading us, we will need find an extra £21,000 this year in order to fund this plan.

BUT - before you fall off your chair

We have some plans for funding

- We have in the bank, £13,500 that originated from a legacy and was loaned to Green Pastures which has now been returned. This money was originally designated as a "Mission Seed Fund" and the trustees have decided to use £7,000 towards the cost of the first year of the Children and Families Mission Leader.
- We also have £11,000 (round numbers) which we have preserved from the gift day last year.
- This means we can see where £18,000 of our £21,000 is coming from.
- **This would however reduce our reserves to below the levels recommended by the Diocese and the Charity Commission**
- **In order to maintain the level of reserves we would need an increase of income of £11,000 during this year to assuming no other surprises.**

Responsible stewardship for 2021

We need to continue to be both bold and prudent. Therefore, we must think about next year now as well.

The Trustees are very aware of, and grateful for the generous and sacrificial giving among members of the Kairos family and everybody's commitment to our task in hand.

Last year we not only saw generous one off giving but also generous addition to existing regular giving, and an increase in our numbers of regular givers.

The trustees and leadership remain confident that pursuing this policy of mission and growth will bring with it a groundswell of financial generosity, as well as a blessing on our "tent making" activities in the Hall and Resurrection Bikes.

So how did it pan out?

Here is the magic £21,000 “faith target” figure in the budget ...

OVERVIEW FINANCIAL REPORT		for the 12 month period Jan-21 to Dec-21						
KAIROS OPERATING FUND		Income	Away Giving	Resource Base	Ministry	Surplus / Deficit	Budget	Variance
INCOME	Regular Giving	64,095				64,095	63,500	595
	Gift Aid	15,838				15,838	14,605	1,233
	Res Bikes	17,750				17,750	15,000	2,750
	Income from Hall	13,218				13,218	12,000	1,218
	Recurring Income	110,901	-	-	-	110,901	105,105	5,796
	Mission Giving	7,521				7,521	21,000	(13,479)
	One off and other	-				-	-	-
	CoOp Funding		-			-	-	-
	GROSS INCOME	118,422	-	-	-	118,422	126,105	(7,683)
Less: Away Giving			(11,730)			(11,730)	(12,611)	880
NET INCOME FOR OPERATIONS		118,422	(11,730)	-	-	106,692	113,495	(6,802)
Network Team	Diocesan Contribution			54,000		54,000	54,000	-
	Other resource base costs			39,448		39,448	41,803	2,355
	Resource Base Costs	-	-	93,448	-	93,448	95,803	2,355
MINISTRY	Gathering and communities				6,534	6,534	2,450	(4,084)
	Kids/Youth				11,441	11,441	12,000	559
	Alpha and Training				1,139	1,139	2,000	861
	Network				(110)	(110)	(500)	(390)
	Ministry Costs	-	-	-	19,004	19,004	15,950	(3,054)
Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,764)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

In the end income was below this budget by ONLY £6,802 (not £21,000!)

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Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

This was because of a generous increase in recurring income ...

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Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,764)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

... and also, generous one off giving of £7,521 ...

OVERVIEW FINANCIAL REPORT		for the 12 month period Jan-21 to Dec-21						
KAIROS OPERATING FUND		Income	Away Giving	Resource Base	Ministry	Surplus / Deficit	Budget	Variance
INCOME	Regular Giving	64,095				64,095	63,500	595
	Gift Aid	15,838				15,838	14,605	1,233
	Res Bikes	17,750				17,750	15,000	2,750
	Income from Hall	13,218				13,218	12,000	1,218
	Recurring Income	110,901	-	-	-	110,901	105,105	5,796
	Mission Giving	7,521				7,521	21,000	(13,479)
	One off and other	-				-	-	-
	CoOp Funding		-			-	-	-
	GROSS INCOME	118,422	-	-	-	118,422	126,105	(7,683)
Less: Away Giving			(11,730)			(11,730)	(12,611)	880
NET INCOME FOR OPERATIONS		118,422	(11,730)	-	-	106,692	113,495	(6,802)
Network Team	Diocesan Contribution			54,000		54,000	54,000	-
	Other resource base costs			39,448		39,448	41,803	2,355
	Resource Base Costs	-	-	93,448	-	93,448	95,803	2,355
MINISTRY	Gathering and communities				6,534	6,534	2,450	(4,084)
	Kids/Youth				11,441	11,441	12,000	559
	Alpha and Training				1,139	1,139	2,000	861
	Network				(110)	(110)	(500)	(390)
	Ministry Costs	-	-	-	19,004	19,004	15,950	(3,054)
Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,764)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

OK – So we have made a big dent in the £21,000 with increased income, albeit a good chunk is one off giving and not recurring income.

So, can we further help the situation by managing our costs.

We made a good job of budgeting costs. We were £695 over on £113k...

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INCOME	Regular Giving	64,095				64,095	63,500	595
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	Res Bikes	17,750				17,750	15,000	2,750
	Income from Hall	13,218				13,218	12,000	1,218
	Recurring Income	110,901	-	-	-	110,901	105,105	5,796
	Mission Giving	7,521				7,521	21,000	(13,479)
	One off and other	-				-	-	-
	CoOp Funding		-			-	-	-
	GROSS INCOME	118,422	-	-	-	118,422	126,105	(7,683)
Less: Away Giving			(11,730)			(11,730)	(12,611)	880
NET INCOME FOR OPERATIONS		118,422	(11,730)	-	-	106,692	113,495	(6,802)
Network Team	Diocesan Contribution			54,000		54,000	54,000	-
	Other resource base costs			39,448		39,448	41,803	2,355
	Resource Base Costs	-	-	93,448	-	93,448	95,803	2,355
MINISTRY	Gathering and communities				6,534	6,534	2,450	(4,084)
	Kids/Youth				11,441	11,441	12,000	559
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	Network				(110)	(110)	(500)	(390)
	Ministry Costs	-	-	-	19,004	19,004	15,950	(3,054)
Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,664)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

So, our overall operating deficit was - £7,764

OVERVIEW FINANCIAL REPORT		for the 12 month period Jan-21 to Dec-21						
KAIROS OPERATING FUND		Income	Away Giving	Resource Base	Ministry	Surplus / Deficit	Budget	Variance
INCOME	Regular Giving	64,095				64,095	63,500	595
	Gift Aid	15,838				15,838	14,605	1,233
	Res Bikes	17,750				17,750	15,000	2,750
	Income from Hall	13,218				13,218	12,000	1,218
	Recurring Income	110,901	-	-	-	110,901	105,105	5,796
	Mission Giving	7,521				7,521	21,000	(13,479)
	One off and other	-				-	-	-
	CoOp Funding		-			-	-	-
	GROSS INCOME	118,422	-	-	-	118,422	126,105	(7,683)
Less: Away Giving			(11,730)			(11,730)	(12,611)	880
NET INCOME FOR OPERATIONS		118,422	(11,730)	-	-	106,692	113,495	(6,802)
Network Team	Diocesan Contribution			54,000		54,000	54,000	-
	Other resource base costs			39,448		39,448	41,803	2,355
	Resource Base Costs	-	-	93,448	-	93,448	95,803	2,355
MINISTRY	Gathering and communities				6,534	6,534	2,450	(4,084)
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	Network				(110)	(110)	(500)	(390)
	Ministry Costs	-	-	-	19,004	19,004	15,950	(3,054)
Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,764)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,764	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

But remember we said we had plans

We have reserves set aside and had already agreed to use £7,000 from reserves particularly towards the Children and Families ministry.

So....

Having used the funds from reserves our final deficit for the year was £658

OVERVIEW FINANCIAL REPORT		for the 12 month period Jan-21 to Dec-21						
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	Gift Aid	15,838				15,838	14,605	1,233
	Res Bikes	17,750				17,750	15,000	2,750
	Income from Hall	13,218				13,218	12,000	1,218
	Recurring Income	110,901	-	-	-	110,901	105,105	5,796
	Mission Giving	7,521				7,521	21,000	(13,479)
	One off and other	-				-	-	-
	CoOp Funding		-			-	-	-
	GROSS INCOME	118,422	-	-	-	118,422	126,105	(7,683)
Less: Away Giving			(11,730)			(11,730)	(12,611)	880
NET INCOME FOR OPERATIONS		118,422	(11,730)	-	-	106,692	113,495	(6,802)
Network Team	Diocesan Contribution			54,000		54,000	54,000	-
	Other resource base costs			39,448		39,448	41,803	2,355
	Resource Base Costs	-	-	93,448	-	93,448	95,803	2,355
MINISTRY	Gathering and communities				6,534	6,534	2,450	(4,084)
	Kids/Youth				11,441	11,441	12,000	559
	Alpha and Training				1,139	1,139	2,000	861
	Network				(110)	(110)	(500)	(390)
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Maintenance Reserve	Transfer to Maintenance Reserve			2,004		2,004	2,000	4
TOTAL COSTS		-	-	95,452	19,004	114,456	113,753	(695)
OPERATING SURPLUS/DEFICIT		118,422	(11,730)	(95,452)	(19,004)	(7,764)	(259)	(7,506)
Support from Reserves	Transfer from Mission re CFML					7,106	-	7,106
NET SURPLUS/DEFICIT						(658)	(259)	(400)

This is a good news story and a testament to the strength of the Kairos family.

We trusted that we could invest in the Children and Families ministry, and we have seen great fruit from it.

What about 2022?

You will remember last year we had a rather confusing and frightening "faith" figure of £21,000. This year we have changed the way we present the budget.

Last years budget was a bit confusing

2022 BUDGET					
KAIROS OPERATING FUND		2021 Budget	2021 Actual	2022 Budget	Variance
INCOME	Regular Giving	63,500	64,095	76,000	11,905
	Gift Aid	14,605	15,838	17,100	1,262
	Res Bikes	15,000	17,750	17,000	(750)
	Income from Hall	12,000	13,218	16,000	2,782
	Recurring Income	105,105	110,901	126,100	15,199
	Unplanned giving	21,000	6,152	-	(6,152)
	One off and other	-	1,370	900	(470)
	CoOp Funding	-	-	-	-
	GROSS INCOME	126,105	118,422	127,000	8,578
	Less: Away Giving	(12,611)	(11,730)	(12,700)	(970)
NET INCOME FOR OPERATIONS		113,495	106,692	114,300	7,608
Network Team	Diocesan Contribution	54,000	54,000	60,000	(6,000)
	Other resource base costs	41,803	39,448	41,613	(2,165)
	Resource Base Costs	95,803	93,448	101,613	(8,165)
MINISTRY	Gathering and communities	2,450	6,534	3,600	2,934
	Kids/Youth	12,000	11,441	13,173	(1,732)
	Alpha and Training	2,000	1,139	2,000	(861)
	Network	(500)	(110)	(250)	140
	Ministry Costs	15,950	19,004	18,523	481
Maintenance Reserve	Transfer to Maintenance Reserve	2,000	2,004	3,500	(1,496)
TOTAL COSTS		113,753	114,456	123,636	(9,179)
OPERATING SURPLUS/DEFICIT		(259)	(7,764)	(9,336)	(1,572)
Support from Reserves	Transfer from Mission re CFML	-	7,106	-	(7,106)
NET SURPLUS/DEFICIT		(259)	(658)	(9,336)	(8,677)

We have not budgeted for unplanned giving and show a deficit

2022 BUDGET					
KAIROS OPERATING FUND		2021 Budget	2021 Actual	2022 Budget	Variance
INCOME	Regular Giving	63,500	64,095	76,000	11,905
	Gift Aid	14,605	15,838	17,100	1,262
	Res Bikes	15,000	17,750	17,000	(750)
	Income from Hall	12,000	13,218	16,000	2,782
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Support from Reserves	Transfer from Mission re CFML	-	7,106	-	(7,106)
NET SURPLUS/DEFICIT		(259)	(658)	(9,336)	(8,677)

Major differences between this year actual and 2022 budget ...

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KAIROS OPERATING FUND		2021 Budget	2021 Actual	2022 Budget	Variance
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	Network	(500)	(110)	(250)	140
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Support from Reserves	Transfer from Mission re CFML	-	7,106	-	(7,106)
NET SURPLUS/DEFICIT		(259)	(658)	(9,336)	(8,677)

Increased regular giving

Restored hall income

Agreed Diocese increase

Increased provision for major maintenance

What we need to find this year!

What are we going to do about the projected shortfall of £9,336 ...

- **INCREASE INCOME:**
 - More regular givers
 - Unplanned Giving
 - Promoted (eg: Gift Day)
 - “Bluebirds”
 - Grants (but generally for capital not running costs)
- **REDUCE EXPENDITURE**
 - Running costs
 - Structural change

So prayer and “do the right thing”

CAPITAL MATTERS

CAPITAL PROJECTS

MAJOR PROJECTS

- **DOORS**
- **WINDOWS**

RECURRING LONG TERM MAINTENANCE PLAN

- **Contains:**
 - **Every 3 year items**
 - **Every 5 year items**
 - **Every 10 year items**
- **Funded by:**
 - **Annual £3,500 put aside**
 - **Grants**

Finally, I've said this before, but I see no reason to change:

"Now He who supplies seed to the sower and bread for food will supply and multiply your seed for sowing and increase the harvest of your righteousness."

2 Corinthians 9:10